

Flexible Housing Subsidy Pool Brief Evaluation of the Conrad N. Hilton Foundation Chronic Homelessness Initiative

MARCH 2017

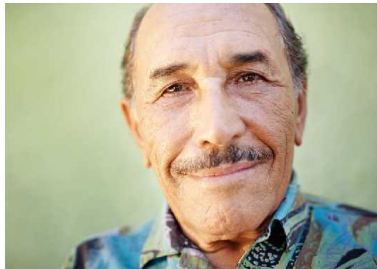


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Introduction

In 2014, the Los Angeles County Department of Health Services (DHS) Housing For Health Division, in partnership with other governmental partners and the Conrad N. Hilton Foundation, launched a rental subsidy program for its most vulnerable patients called the Flexible Housing Subsidy Pool (FHSP).¹ Based on the underlying philosophy that housing is a crucial form of healthcare for patients without a stable living situation, the goal of the FHSP was to secure quality affordable housing for people who are experiencing homelessness and have complex physical and behavioral health conditions. DHS paired these flexible rental subsidies with intensive case management services provided by local community organizations for clients. These organizations use a “whatever it takes” approach when providing services to clients as they move from homelessness to permanent housing.

As stated by DHS, the objectives of the FHSP are to:

- Improve the health and well-being of a vulnerable population that typically experiences long episodes of homelessness, high rates of disability, multiple untreated health conditions, and early mortality.
- Reduce costs to the public health system incurred by a relatively small, but costly cohort of individuals, whom due to their lack of housing, remain hospitalized for greater lengths of time and/or have repeated and unnecessary contact with the public health system.
- Demonstrate DHS’ commitment to the important goals of the Home for Good Plan designed to significantly improve living conditions for homeless people within Los Angeles County.²

At the request of the Conrad N. Hilton Foundation, as part of a larger evaluation of the Chronic Homelessness Initiative, Abt Associates examined the FHSP and how the program is currently used in the community. This report offers an analysis of the FHSP’s creation, partnerships, operation, and implementation and also highlights the role of philanthropy and evaluation in this type of initiative. The report also features some key takeaways as the FHSP moves forward and as others look to replicate the program elsewhere.

Creation of the Flexible Housing Subsidy Pool

History and Background

The story of the FHSP begins with the vision of DHS Director Dr. Mitch Katz and his leadership team. In 2011, Dr. Katz became the Director of DHS after serving for more than a decade as the Director of San Francisco’s Department of Public Health (SFDPH). Under his leadership SFDPH launched the Direct Access to Housing (DAH) program in 1998 to provide permanent supportive

¹ Public-Private Partnership Creates \$18 Million Fund to Provide Housing for High-Need Homeless Patients in Los Angeles County. February 25, 2014. <https://www.hiltonfoundation.org/news/69-public-private-partnership-creates-18-million-fund-to-provide-housing-for-high-need-homeless-patients-in-los-angeles-county>

² <https://dhs.lacounty.gov/wps/portal/dhs/housingforhealth>

housing (PSH) to low-income residents who are homeless and have special needs.³ DAH's goal was, and continues to be, to help tenants stabilize and improve their health outcomes, while also achieving cost savings by reducing overutilization of emergency services.

Soon after he became the Director of DHS, Dr. Katz invited Marc Trotz, the long-time director of San Francisco's DAH program, to help him launch DHS's Housing For Health Division. Housing For Health began with a few small housing developments, funded jointly with the City of Los Angeles, and partnerships with local housing providers. The plan for Housing For Health was to build upon pilot-scale efforts and then take DHS housing investments to scale in order to reduce the number of people with complex health needs living, and sometimes dying, on the streets. Dr. Katz established a goal of creating 10,000 units of supportive housing linked to the county's public health system. As in San Francisco, the benefit to the Los Angeles DHS would be the expected consequent reduction in costs associated with avoidable hospitalizations and emergency room visits by providing permanent supportive housing to the agency's highest utilizers of these services.

During his first few years in Los Angeles, Dr. Katz and his leadership team established credibility with county political leaders by stabilizing DHS finances after years of deficits and scandals, reforming the delivery of health care services, and preparing the county's hospitals and outpatient care system for the expansion of coverage through the implementation of the Affordable Care Act.⁴ These accomplishments earned Dr. Katz the trust and respect of elected officials and many other influential stakeholders. In 2015, a major reorganization brought DHS, the county's public health, mental health, and substance use disorder services together under a single agency, headed by Dr. Katz. Major goals for the new health agency have been to facilitate closer collaboration across previously siloed systems, to provide more comprehensive care for residents with complex needs, and to provide more effective responses to the challenges associated with homelessness in Los Angeles County.

Dr. Katz has consistently advocated for changes in state and federal policies that would recognize the value of housing and housing-related services as a cost-effective health care intervention for people with complex needs. These efforts influenced the development of California's Medicaid waiver proposal, which was eventually approved by the federal government in 2015 and contains several provisions that support county health system investments in housing and housing-related services. One component of the Medicaid waiver provides matching federal funds for county-sponsored Whole Person Care (WPC) pilot projects. Los Angeles County's WPC pilot, approved in November 2016, provides \$900 million in funding over a five-year period. Approximately 40 percent of this funding will be dedicated to efforts to serve high-risk homeless individuals. Other target populations include individuals who are reentering the community from the justice system, have multiple hospital admissions, or are high utilizers of acute care services because of serious mental illness and substance use disorders. Consistent with federal guidance, Medicaid waiver funding will not be used to pay for the FHSP rent subsidies, but will cover the costs of tenancy support services and move-in assistance,

³ <https://www.sfdph.org/dph/comupg/oprograms/HUH/dah.asp>

⁴ <http://www.latimes.com/local/countygovernment/la-me-mitch-katz-20150929-story.html>

as well as other services to engage and coordinate care for many of the high-risk individuals who will be served through the WPC pilot programs.⁵

Creating the FHSP

In late 2012, with the County's Housing For Health team in place, DHS, the Conrad N. Hilton Foundation, and other governmental partners began having conversations about creating a program that would expand options and speed up the process for creating more PSH for vulnerable homeless populations. DHS focused discussions on responding to the increasing number of homeless high-utilizers of DHS services who were not eligible for or able to find permanent housing in the community. Many of these DHS patients who experienced homelessness were unable to qualify for federal housing subsidies because of their documented status, past violations while using a federal housing subsidy, or involvement with the criminal justice system. Although local public housing authorities and DHS were working on strategies to reduce the barriers to qualifying for vouchers, these efforts lost momentum when the federal government froze issuance of new Housing Choice Vouchers during the budget sequestration. Because the number of homeless individuals who were unable to obtain federal subsidies was increasing, the community needed to create a program that would have a large impact on housing individuals and could be implemented quickly.

Over the next 10 months, DHS and its partners conceptualized the FHSP: a permanent rental subsidy from a nimble, responsive pool of funding paired with intensive case management services funded by DHS to assist clients with achieving and maintaining health and housing stability.

In August 2013, the Hilton Foundation presented the idea of partnering with DHS to launch the FHSP to its board for approval of a \$4 million dollar grant. The grant was used to leverage millions of dollars in commitments for the FHSP from the overall DHS budget and an investment of \$1 million from Los Angeles County Supervisor Mark Ridley-Thomas.

These initial commitments leveraged additional public investment to launch the FHSP and jumpstart the work. The Hilton Foundation intended for its investments to launch and demonstrate the efficacy of the FHSP, with the expectation that the FHSP would rely on public funding sources for long-term commitment and sustainability. This was consistent with the Housing For Health principle that providing housing to vulnerable patients is an integral part of their health care and the belief that cost savings for healthcare systems would be realized by providing housing and wrap-around care to its highest-use patients.

While the process of getting the County's Board of Supervisors to approve the creation of FHSP was met with some delays, DHS, the Hilton Foundation, and other governmental partners continued to advocate. Ultimately, the combination of the experience and early track record of DHS's leadership, who garnered political will, the Hilton Foundation's commitment, and the forecasted cost savings to the county health system helped win the Board of Supervisors' approval for the creation of the FHSP.

The FHSP was established in 2014 with an initial investment of \$18 million – \$13 million from DHS, \$4 million from the Hilton Foundation, and \$1 million from the Office of Supervisor Mark Ridley-

⁵ For more details of the Los Angeles County Whole Person Care application see <http://www.dhcs.ca.gov/provgovpart/Documents/LosAngelesWPCApplication.pdf>

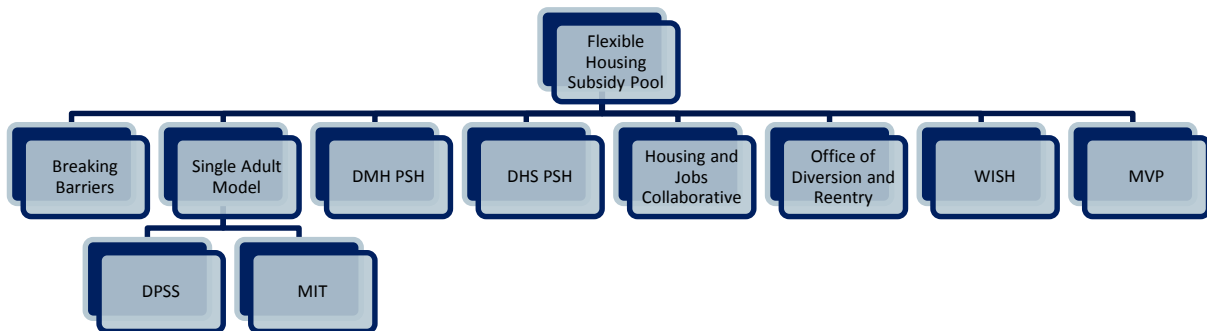
Thomas. Initial funding was projected to provide permanent supportive housing rental subsidies and intensive case management services for at least 2,400 individuals.⁶

After receiving approval from the Board of Supervisors, DHS issued a request for proposals seeking an organization to operate the FHSP and administer the FHSP rental subsidy funds. Through this process, DHS selected Brilliant Corners, then known as West Bay Housing Corporation, as the operational and administrative agent of rental subsidies for the FHSP.

Current Structure

Since the 2014 launch, the FHSP has housed over 1,400 households, including individuals and families. Over the past three years, the FHSP has expanded to provide housing to be paired with intensive case management services for several additional homeless and chronically homeless sub-populations funded through other county programs. Other Los Angeles County departments have invested in the FHSP, including the Department of Mental Health (DMH), the Office of Diversion and Reentry (ODR), and the Probation Department. As of fiscal year 2017, over \$40 million have been invested in the FHSP. Exhibit 1 outlines the programs now housed under the FHSP along with a description and the number of clients currently served.

Exhibit 1. FHSP Programs



Data Source: Los Angeles County Department of Health Services and Brilliant Corners

Breaking Barriers: Los Angeles County Probation and DHS housing program for LA County probationers that offers rapid rehousing + intensive case management and employment services funded by the Conrad N. Hilton Foundation. Clients served as of February 2017: 149 individuals

Single Adult Model: Permanent supportive housing + intensive case management through Housing For Health provided to single adult homeless individuals served by DMH or DHS.

⁶ Public-Private Partnership Creates \$18 Million Fund to Provide Housing for High-Need Homeless Patients in Los Angeles County. February 25, 2014. <https://www.hiltonfoundation.org/news/69-public-private-partnership-creates-18-million-fund-to-provide-housing-for-high-need-homeless-patients-in-los-angeles-county>

- **Multidisciplinary Integrated Teams (MIT):** Assessment tools are used to identify clients with severe mental illness or other vulnerabilities (physical health conditions or other substance use and misuse). Clients served as of February 2017: 33 individuals
- **Department of Public Social Services (DPSS):** Individuals receiving General Relief who are high utilizers of DMH or DHS services. Clients served as of February 2017: 89 individuals

Department of Mental Health (DMH): Permanent supportive housing provided to DMH clients. Clients served as of February 2017: 22 individuals

Department of Health Services (DHS): Permanent supportive housing provided to DHS clients. Clients served as of February 2017: 893 individuals

Housing and Jobs Collaborative: Short-term (9-12 months) rental subsidy offered to non-chronically homeless individuals + intensive case management + assistance with reentry into the workforce. Clients served as of February 2017: 234 individuals

Office of Diversion and Reentry: Permanent supportive housing for individuals diverted from the criminal justice system with a mental health or substance use disorder. Clients served as of February 2017: 15 individuals

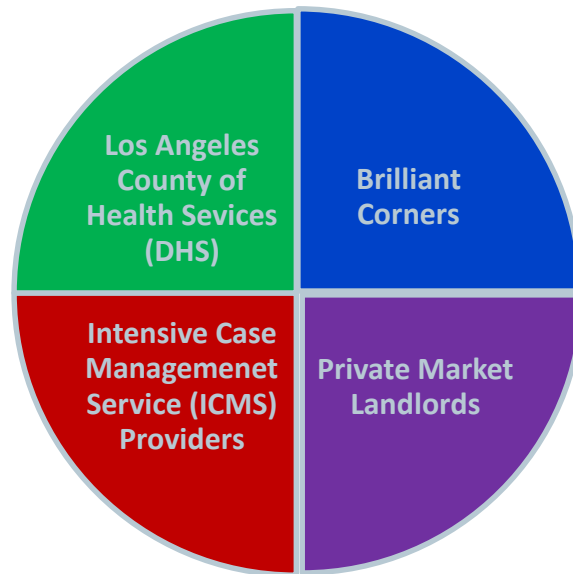
Women's Initiative with Services and Housing (WISH): Short-term or permanent rental subsidies + supportive services offered to homeless and vulnerable women. Clients served as of February 2017: 29 individuals

Medically Vulnerable Persons (MVP): Short-term or permanent rental subsidies + intensive case management services provided to AB109 clients who are most appropriate for Board & Care services. Clients served as of February 2017: 10 individuals

Operational Roles and Responsibilities

There are four key partners in the community that implement the FHSP. Each partner has a unique role and set of responsibilities that provide housing coordination and supportive services to homeless individuals. The partners are (1) DHS, (2) Brilliant Corners, (3) intensive case management service (ICMS) providers, and (4) private market landlords in Los Angeles County. The role and responsibilities for each partner is described below.

Exhibit 2. FHSP Partners



Los Angeles County Department of Health Services (DHS)

In addition to providing overarching leadership and vision, DHS is the fiscal and administrative agency of the FHSP. DHS contracts with Brilliant Corners, a private nonprofit supportive housing management agency, to provide housing coordination and move-in assistance, and administer rental subsidies. DHS also establishes separate contracts with ICMS providers to provide wrap-around supportive services to FHSP clients. DHS administers and manages each of these relationships and the contracts that guide them. Brilliant Corners and ICMS providers submit regular reports to DHS on the status of all clients as well as program updates. DHS also coordinates and maintains the client referral and case management database. DHS submits a quarterly report on the FHSP to the Los Angeles County Board of Supervisors. The report includes information on housing and health outcomes, the number and demographic characteristics of clients housed, and the utilization rate of the housing subsidy.

Brilliant Corners

Brilliant Corners is the housing coordinating agent for the FHSP. This role includes several functions that balance attention to the needs of property owners and program participants. These include:

- Identifying and securing housing units across Los Angeles County
- Conducting unit inspections
- Matching available housing units to program participants
- Disbursing rental subsidy payments to landlords
- Administering move-in assistance
- Coordinating with ICMS providers, tenants, and landlords
- Providing eviction prevention services

Over the past three years Brilliant Corners has provided housing placement and stability services and administered rental subsidies and move-in assistance for DHS clients. Starting in 2014, Brilliant Corners began supporting the FHSP by placing 300 DHS clients into housing. By the end of 2017, Brilliant Corners expects to have placed roughly 2,400 clients into housing. Exhibit 3 shows the yearly and cumulative placements of clients in permanent housing through the FHSP.

Exhibit 3. Yearly FHSP Placements

Year	Yearly Client Placements	Cumulative Client Placements
2014	300	300
2015	300	600
2016	600	1,200
2017	(expected) 1,200	(expected) 2,400

Source: Brilliant Corners

Over 40 Brilliant Corners staff members (including program managers, supervisors, and administrative and direct service staff) support the implementation of the FHSP through three teams. Each team is described below.

Administrative Team: Brilliant Corners maintains a team of four to five staff members that manages the client application and referral process, verifies program eligibility, administers move-in assistance (i.e. housing unit security deposits and acquiring furniture), and processes rental subsidy payments.

Housing Acquisition Team: The housing acquisition team is responsible for finding safe, decent, affordable housing units in Los Angeles County that meet the needs of FHSP clients. This team is comprised of five Brilliant Corners staff members along with a real estate consultant. To find these units, the housing acquisitions team searches housing databases, conducts online searches for rental units, and canvasses neighborhoods on-foot to identify housing units for the program. Because some landlords are less likely to advertise a vacant unit on the internet, having an on-the-ground presence is an asset for Brilliant Corners. Staff members also attend landlord community meetings or other types of gatherings where large numbers of landlords are in attendance. The housing acquisitions team attends these meetings in order to educate landlords about the FHSP program, answer questions, and describe how the program can benefit landlords by providing a consistent rental subsidy and housing support. Landlord engagement and recruitment is a critical element of the FHSP’s success. The housing acquisition team also participates in landlord engagement events to develop new partnerships with landlords who have not heard about the FHSP.

Brilliant Corners maintains a portfolio of available housing units for both individuals and families. Having this portfolio reduces the amount of time clients have to wait for an available housing unit. However, as the FHSP has increased over the past three years and the county’s housing vacancy rate has diminished, maintaining this portfolio with available units is challenging.

To mitigate this challenge, Brilliant Corners works to secure leases of individual units, leases of blocks of units, and master subsidy agreements⁷ for entire properties. Most of the units secured by Brilliant Corners are owned by private landlords, including small property owners as well as owners with multiple rental properties. Brilliant Corners also works with some non-profit housing developers and operators of private board and care facilities. Approximately 30 percent of Brilliant Corners' housing portfolio consists of master subsidy agreements and the remaining 70 percent of units are leased from "mom and pop" landlords in the community. When a unit has been identified for a client, Brilliant Corners enters into a subsidy agreement with the landlord and the landlord enters into a lease agreement with the client. Brilliant Corners administers rental subsidy payments directly to the landlords and clients pay their portion of rent, which is based on their income, directly to the landlord.

Due to the flexibility of the FHSP, Brilliant Corners is able to enter into "vacant unit agreements" with landlords, under which Brilliant Corners will pay a landlord up to two months' rent plus a security deposit for the landlord to take a vacant housing unit off the market and hold it until the unit has been matched to an eligible FHSP client. This agreement allows Brilliant Corners to secure units and build its portfolio of units available to FHSP clients, while also allowing them to test out a relationship with a landlord without making a long-term commitment until a client agrees to move into the unit. Brilliant Corners is also able to offer landlords increased deposits (at a maximum of two months' rent) if they are wary of renting to a client who has bad credit or a history of eviction.

The housing acquisitions team has several criteria when searching for housing units to add to its portfolio. First, the team looks for affordable units in Los Angeles County. Typically, the team searches for studio or 1-bedroom apartments that are within Los Angeles' city and county Fair Market Rent (FMR). The FMR for a studio in Los Angeles County is roughly \$1,000 and for a 1-bedroom is \$1,200.⁸ To be considered for Brilliant Corner's portfolio, a housing unit must have its own kitchen and bathroom, and it must meet standards for basic housing quality and habitability. While amenities, location, and access to public transportation are important, because of the low vacancy rates in Los Angeles County, Brilliant Corners considers all units that meet housing quality standards.

Housing Coordinator Team: The housing coordinator team works with clients once they are referred to Brilliant Corners to secure and maintain housing throughout their participation in the FHSP. Housing coordinators support clients through the housing search process, assist them with move-in, and work with them throughout their tenancy to maintain housing stability. Currently, Brilliant Corners has a staff of 23 housing coordinators and is expected to hire another 15 to 20 housing coordinators over the next year due to the increase in the number of FHSP clients. Housing coordinators have a client ratio of 1 coordinator to 100 FHSP clients where roughly 20 percent of clients are searching for housing and 80 percent are maintaining housing.

Once Brilliant Corners has secured a housing unit for a client and the client moves in, a housing coordinator focuses on maintaining housing stability with the client and maintaining the relationship with the landlord. On average, a housing coordinator visits 10 clients per week with the goal of

⁷ A master subsidy agreement is an agreement between Brilliant Corners and the owner of a property that includes a number of set-aside units to be used exclusively for FHSP clients.

⁸ FY 2017 Fair Market Rent System Documentation.

https://www.huduser.gov/portal/datasets/fmr/fmrs/FY2017_code/2017summary.odn

visiting each client at least once every 2 months. Housing coordinators also work in tandem with case managers at ICMS providers. When possible, housing coordinators try to visit clients with case managers. If a housing crisis occurs or a client's housing stability is threatened, housing coordinators and case managers work together to address the situation.

Maintaining relationships with landlords is an important component of the housing coordinators' role. Program supervisors manage a 24-hour emergency hotline for landlords. While this hotline is rarely used, landlords feel that they are supported if a housing situation occurs outside of business hours. Additionally, most FHSP clients submit housing unit work orders or repair requests to their assigned housing coordinator.⁹ Since Brilliant Corners has an agreement with landlords to pay the rent subsidy, this allows housing coordinators to track work done on the unit and advocate for safe, decent housing for clients. This arrangement also provides housing coordinators the opportunity to track patterns with housing units and landlords in their housing portfolio and with clients. For example, if a client submits a work order every week, the housing coordinator will look deeper into the situation with the housing unit. Additionally, if a landlord is unresponsive, then Brilliant Corners can step in to handle the situation and avoid friction between the landlord and client. All information about clients' housing and landlords is tracked in an online database through Salesforce.

All housing coordinators, along with members of the housing acquisitions team, attend resident manager training when hired at Brilliant Corners. This training, offered by the California Apartment Association, prepares Brilliant Corners staff to work with landlords and property managers and be knowledgeable about federal, state, and local housing laws. The training occurs once a week over the course of two months.

On a bi-weekly basis, Brilliant Corners provides DHS updates on the number of clients housed and pending referrals for FHSP funded programs. On a quarterly basis, Brilliant Corners provides DHS the number of clients who retain their housing and the numbers and characteristics of new housing units in the Brilliant Corners portfolio. DHS audits Brilliant Corners' files annually.

Intensive Case Management Service (ICMS) Providers

DHS contracts with several community-based organizations to provide intensive case management services to FHSP clients. Currently, DHS contracts with 28 ICMS providers throughout Los Angeles County. DHS asks ICMS providers to “provide high quality ICMS to clients eligible for permanent supportive housing through Housing For Health; have a client-centered approach and provide excellent customer service that is sensitive to the challenges that homeless persons with a range of medical and behavioral issues face as they move into and maintain permanent supportive housing, and employ a “whatever it takes approach” to assist clients in their transition from homelessness to permanent housing”.¹⁰ The types of activities provided include:

- Client outreach

⁹ Some high-functioning clients take care of their own work orders or repair requests with landlords. However, Brilliant Corners asked those clients to let them know about the situation so progress and follow-up can be tracked.

¹⁰ Los Angeles County Department of Health Services Statement of Work – Intensive Case Management Services. June 2014.

- Ongoing case management assistance
- Linkages to health, mental health, and substance use and misuse services
- Benefits assistance
- Assistance with life skills, employment, and education
- Housing location and eviction prevention services

Case managers make referrals to other organizations and assist their clients in accessing services their agency cannot provide.

Case managers assist individuals at every stage of the housing stabilization process. ICMS services are flexible to meet the individual needs of clients, and the intensity of services is regularly monitored and adjusted based on each client's level of functioning and acuity of needs.

Case managers provide personalized services to clients depending on their needs and goals. The frequency and type of case management support provided by ICMS providers is dictated by a client's needs. For new clients transitioning from homelessness into permanent supportive housing, or clients with higher acuity needs, contact with case managers is frequent and may take place weekly or several times a week.

Case managers conduct home visits with clients at least quarterly. In addition, for the first few months, most case management takes place at the client's home. This allows the case manager to assess the client in his or her own environment.

On a weekly basis, ICMS providers submit a report to DHS which documents a client's health and wellness, housing status, and linkages to primary care services. This report contains information on all clients that the ICMS provider serves and is updated as clients' statuses change. Over the past several years, this information was sent to DHS via Excel spreadsheets. However in spring 2017, DHS and ICMS providers transferred to a new web-based database to store this information called the Client Housing Access Monitoring Program (CHAMP).

DHS offers monthly training opportunities for ICMS providers that focus on topics such as trauma, hoarding, housing instability, harm reduction, intimate partner violence, being a health advocate, and data and documentation.

Relationship between the ICMS case manager and Brilliant Corners housing coordinator

ICMS case managers and Brilliant Corners housing coordinators have a collaborative relationship working together to offer wrap-around supportive services and housing coordination to clients. Each client is assigned a case manager and a housing coordinator. While case managers provide a full suite of wrap-around supportive services to clients, housing coordinators focus on providing housing retention services. Case managers and housing coordinators check in with their clients and each other on a regular basis, either through email, calls, or home visits.

However, there is a gray area between the roles, often because whatever situation or crisis the client experiences affects his or her housing stability. Therefore, in some instances there is an overlap in services provided. As a result, each party has to work in parallel with each other and communicate effectively.

Stakeholders express that one of the primary benefits of having each role is being able to resolve tenant-landlord conflicts more effectively. If housing conflicts arise, the case manager acts as an advocate for the client. The housing coordinator can act as a neutral party between the landlord, client, and case manager, working to achieve a mutually beneficial outcome. Housing coordinators are able to bring everyone to the table as an unbiased mediator to find a resolution for all parties.

Additionally, if a housing conflict cannot be resolved, the housing coordinator works with the landlord in an effort to avoid a formal eviction, which is costly for the landlord and can create long-term barriers to other housing options for the client. In these cases, the housing coordinator and case manager work to relocate the client into a different housing situation that can better meet his or her needs. This collaboration prevents the client from having an eviction on his or her record.

Private Landlords

Participating landlords throughout Los Angeles County provide safe, decent, affordable housing to FHSP clients. Landlords are a key component of the FHSP program. Brilliant Corners and ICMS providers work hard to maintain strong relationships with landlords not only to keep clients safely housed but also to maximize the number of available housing units in the Brilliant Corners portfolio. Case managers and housing coordinators stay in touch with landlords, make themselves available to answer questions and resolve conflicts, and provide additional support as needed. Additionally, Brilliant Corners maintains a 24-hour hotline for landlords in case of emergencies.

However, some landlords are hesitant about participating in the FHSP because of their experience or assumptions about working with rental subsidy programs. Brilliant Corners works to overcome this barrier by acting quickly to communicate with landlords, respond to their concerns with flexibility and professionalism, conduct unit inspections, complete program paperwork, and administer prompt rental subsidy payments to landlords. Brilliant Corners acts quickly to set up contracts with landlords so they are not waiting and losing rent because of a vacant unit. Because of these on-going supports offered and quick responses, landlords who participate in the FHSP feel invested and are seen as equal partners. Landlords who have a positive experience participating in the FHSP often contact Brilliant Corners when they have additional vacant units available.

Client Pathways through the FHSP

Clients move through a series of steps on their path to housing stability when referred to the FHSP. These steps are (1) referral and application, (2) housing search and placement, and (3) maintaining housing stability and on-going services. Each step is described in detail below.

Exhibit 4. Client Process through the FHSP



Referrals and Application Process

DHS receives client referrals from ICMS providers, DHS county hospitals and medical facilities, DMH, the Office of Diversion and Reentry, the Probation Department, and the community's Coordinated Entry System (CES). These referrals are entered into DHS's referral database. Once DHS has an available subsidy (either capacity in one of the FHSP programs or a federally funded housing voucher) it assigns the client to an ICMS provider. ICMS providers receive a small packet of client information along with the referral from DHS. This packet may include a brief medical summary and information about the client's current location (i.e. interim housing, shelter, recuperative care, living on the streets, hospital). ICMS providers use whatever contact information is available to make contact with client to verify homeless status and ensure the client is still interested in the housing opportunity. Once located, the ICMS provider engages the client and begins the assessment process to verify the client's eligibility for the housing subsidy initially designated by DHS, or to determine the most appropriate type of housing subsidy for the client.

DHS staff stated that they attempt to use federal housing subsidies whenever possible before they turn to the more flexible FHSP rental subsidies (thus reserving the FHSP subsidies for clients who are not eligible for other housing subsidy programs). When clients are referred by DHS to the ICMS provider, usually an initial determination has already been made by DHS to use the FHSP or a federal housing subsidy for that client, based on an initial assessment of whether the client is likely to qualify for a federal subsidy. The ICMS provider works with the client to submit paperwork to the local housing authority to formally determine eligibility for a federal rental subsidy. If a client is not

eligible for a federal housing subsidy or there are no subsidies available, the ICMS provider informs DHS and gets approval to use rental subsidy funding from the FHSP.

For clients whose housing subsidy will be provided through the FHSP, case managers schedule an intake meeting with the client where they present information about the FHSP and how the program works. At this time, case managers also complete client assessments and program participation agreements. Specifics of the intake process vary across ICMS providers.

Once intake is satisfactorily completed by the assigned ICMS provider, the ICMS provider sends the client's FHSP application to Brilliant Corners. The Brilliant Corners administrative team processes the application and verifies the client's eligibility and documentation. After the application is complete, the administrative team works with Brilliant Corners management to assign a housing coordinator for the client. The amount of time this process takes depends on the completeness of the application.

Housing Search and Placement

Once the housing coordinator receives and reviews the client's application, he or she checks the availability of suitable housing units in the portfolio with the housing acquisitions team. The housing coordinator also makes contact with the assigned ICMS provider. If Brilliant Corners has an available unit in its portfolio that meets the needs of the client, the housing coordinator will work with the case manager and landlord to schedule a viewing of the housing unit to the client. Housing coordinators try to accommodate client preferences (e.g., location of housing) when possible. However, this is not a requirement, and clients will be matched with the first available unit that meets their medical and safety needs. For example, some disabilities or other medical needs necessitate housing that is wheelchair accessible. Some clients need to live in a particular area to have access to their current health or treatment providers. Other clients may need to avoid living in certain neighborhoods because of their history of gang ties or for other reasons related to safety. For clients who are willing to accept any housing unit, do not have any unique needs, and have a complete application, the housing placement process takes a couple of weeks. For clients with an incomplete application, unique needs, or those who reject a housing unit, the placement process can take a couple of months.

If the client rejects the available unit offered by Brilliant Corners for a reason other than medical necessity or safety concerns, then the ICMS case manager and client work together to find an alternate unit. This is called the joint search process. Case managers and housing coordinators work with clients to help them understand the realities of the Los Angeles housing market and temper expectations. However, sometimes case managers are able to work with clients to find a unit that meets their housing preferences including location, public transportation, and desired amenities. If the client and case manager do not find an alternative housing unit within 30 to 60 days, Brilliant Corners will work to show the client a second available unit from its portfolio. If the client rejects the second Brilliant Corners unit for reasons that are not related to medical necessity or safety concerns, Brilliant Corners, the ICMS provider, and DHS will discuss next steps for the client, including potential program discharge.

As the FHSP has scaled and the housing vacancy rate in Los Angeles has diminished, Brilliant Corners has not been able to maintain as many vacant housing units in its portfolio. If Brilliant Corners does not have a housing unit available, then Brilliant Corners alerts the ICMS provider and the application is immediately placed into the joint search. If a case manager and client find a housing

unit, they provide the landlord's contact information to the Brilliant Corners housing acquisitions team. The housing acquisitions team then contacts the landlord and works to bring the housing unit into the FHSP portfolio, and a housing coordinator is quickly assigned to the client. If an appropriate housing unit becomes available from within the FHSP portfolio, the unit will be offered to the client and the joint search process will be suspended unless the client rejects the unit that has been offered.

Once a housing unit has been identified and the client agrees to the unit, a member from the housing acquisitions team or the case manager conducts a housing inspection. The housing acquisitions team and ICMS case managers use a housing quality standards checklist when surveying the apartment. If the unit passes inspection, Brilliant Corners enters into a subsidy agreement with the landlord.

Rental Subsidy. Due to the expansion of the FHSP to include additional sources of funding and target population criteria for several new programs, Brilliant Corners now administers FHSP rental subsidies for permanent supportive housing and rapid rehousing. The type of rental subsidy provided to clients is determined by the program in which the client is initially qualified through. Permanent supportive housing provides an on-going rental subsidy to clients whereas rapid rehousing often provides a one- to two-year rental subsidy, with the expectation that clients will be able to increase their income enough to pay rent on their own when the subsidy ends.

Brilliant Corners tries to find housing units that match the rent reasonableness determination based on the Fair Market Rent (FMR) for the City and County of Los Angeles. The real estate consultant that works with the Brilliant Corners housing acquisitions team provides market and community-based comparables that are used to determine if the cost of a housing unit is reasonable. If the rental price of a housing unit is higher than the comparables for the area, the housing acquisitions team tries to negotiate the rental price for the unit with the landlord.

Brilliant Corners administers all rental subsidies for the FHSP. All payments are sent directly to the landlord or property management agency, not to the client. Brilliant Corners use an electronic accounting system to retain invoices, receipts, and documentation for all rental expenses. Brilliant Corners' client database contains tenant information, such as client name, address, move-in date, monthly rent amount and due date (subsidy and client's portion), and security deposit (original deposit and interest, if any).

Move-in and Utility Assistance. The FHSP provides several forms of move-in assistance for clients. Even if a client is eligible for other community-supported move-in assistance, the FHSP will provide supplemental assistance to clients if needed. Approximately 80 percent of requests for move-in assistance receive funding from the FHSP. The average cost of move-in expenses is \$2,000 per client. Some expenses that are covered by move-in assistance include security deposits, moving costs or truck rental, furniture, utility deposits or arrearages, and housing application fees.

Additionally, some ICMS providers supply clients with grocery store gift cards or bags of food at move-in. In some cases, these organizations host donation drives for move-in kits that might include a vacuum cleaner, cleaning supplies, or small kitchen appliances.

Typically, Brilliant Corners asks the client to set up utilities in his or her own name when moving into the unit. However, for some clients that are undocumented, have a criminal history, or have no income, this is not possible. In these cases, Brilliant Corners sets up and pays for the utilities, which are gas, electricity, water, and sometimes sewer and garbage. Throughout program participation, if a

client's income increases (e.g. approved for SSI or gains employment) Brilliant Corners asks him or her to transfer the utilities to his or her own name. For clients who pay for their own utilities, Brilliant Corners sets up a utility allowance modeled after the public housing authorities utility allowances, reducing the client's rent payment (which is based on 30 percent of his or her income) to reflect the expected costs of utility payments made by the client.

Housing Location Services for Federal Subsidies. As a result of the aforementioned housing challenges in Los Angeles (i.e. high rental costs, low vacancy rates), Brilliant Corners has been asked to provide housing location and coordination services for DHS clients who are unable to find housing using a federal housing voucher. Once provided a federal housing voucher, clients are given a certain amount of time to find a unit. However, in Los Angeles, many voucher holders have difficulty finding a housing unit in the allotted amount of time given to them. DHS and the ICMS providers work to identify clients who are in danger of losing their federal housing voucher because of being unable to find a unit.

The Brilliant Corners housing acquisitions team contacts current landlords who are participating in the FHSP to see if they will accept a federal housing voucher to fill any vacant housing units. Once housed through this process, a Brilliant Corners housing coordinator continues to work with these DHS clients to ensure greater housing stability. While Brilliant Corners provides housing location and coordination services for these clients using FHSP funds, the on-going rental subsidy is paid through a federal housing voucher by the local housing authority.

Maintaining Housing Stability

Case managers and housing coordinators work with clients throughout their tenancy to maintain housing stability. Like a traditional PSH provider, case managers assist clients with developing independent living and social skills, including grocery shopping and cooking, budgeting, creating a social support system, and learning how to be a good neighbor and tenant. Because many clients suffer from complex physical and behavioral health conditions, case managers help to ensure clients are linked to health services such as treatment and recovery supports in the community.

Cultivating Landlord Relationships and Eviction Prevention. Brilliant Corners invests many resources into cultivating and developing relationships with landlords in the community. Landlords are supported in various ways from initial recruitment into the housing portfolio, to client lease-up, and on-going tenancy of their housing units. Housing coordinators maintain the on-going relationships with landlords participating in the FHSP program and act as a neutral party if conflicts arise.

Case managers and housing coordinators work to resolve client-landlord issues at the earliest stages. If a conflict cannot be resolved, the housing coordinator and case manager work to move the client out of the housing unit so an eviction is not on the client's record, which could negatively impact his or her housing in the future. In these instances, housing coordinators work with the landlord, client, and case manager to come to an agreement, typically for the client to relinquish the unit by a specific date to avoid eviction proceedings. This also avoids a lengthy legal process for the landlord, allowing the landlord to replace the tenant more quickly.

Specialized Goods and Services. Brilliant Corners also maintains a line item in its budget for specialized goods and services for clients. This funding provides clients with needed resources when

all other funding streams, such as Medi-Cal, have been exhausted or when clients do not qualify for other funding sources. This funding covers items such as additional supportive services, cleaning services, and basic necessities (e.g., shower handles, walking handles in the housing unit, etc.) to help with daily living. While this is only approximately two percent of Brilliant Corners overall budget, it provides vital services for clients to maintain housing stability.

FHSP Costs

Cost of Rental Subsidies

The total cost to fund the rental portion of the FHSP for a client is roughly \$1,050 per month (Exhibit 5). This amount represents both the cost of the rental subsidy and rental administrative fee that Brilliant Corners incurs. The rental portion of the total cost is between \$850 and \$900 per client, per month. Clients contribute an additional 30 percent of their income to pay a portion of the rent directly to the landlord, and on average this is approximately \$135 (Exhibit 6). The administrative rental subsidy cost is between \$150 and \$200 per client per month. This amount covers Brilliant Corners' fiscal costs (i.e., indirect cost rate, office space, and technology) and the administrative, housing acquisition, and housing coordinator teams.

Exhibit 5. Total Cost of the Rental Portion of FHSP Per Client Per Month

Total Rental Subsidy Cost Per Client Per Month
Total rental subsidy + Total rental administrative fee = Total rental cost per client per month
(\$850-\$900) + (\$150-\$200) = \$1050

Source: Los Angeles County Department of Health Services

Exhibit 6. Total Amount of Rent Paid to Landlords Per Client Per Month

Total Client Rental Cost Per Month
FHSP rental subsidy + Client contribution (30% of income)
(\$850-\$900) + (average \$135)

Source: Los Angeles County Department of Health Services

Cost of Intensive Case Management Services

Costs vary based on the client's acuity level for providing intensive case management services. At program entry for high-acuity clients, ICMS providers receive \$450 per client per month. For high-acuity level clients, DHS funds a case manager to client ratio of 1:20. After 12 months, DHS and the ICMS provider review the client's acuity level. If clients are determined stably housed, have not had an emergency or inpatient hospitalization, and no longer need a high level of services, they are classified as low-acuity. For clients who are low-acuity, ICMS providers receive \$225 per client per month and the case manager to client ratio is 1:40. The decision about whether a client is high- or low-acuity is a collaborative decision between DHS and the ICMS provider. As long as the client is housed, he or she is eligible to receive intensive case management services which are paid for through DHS.

Exhibit 7. ICMS Providers’ Cost and Case Manager Ratio Per Client Per Month by Acuity Level

Acuity Level	Cost Per Client Per Month	Case Manager to Client Ratio
High-acuity	\$450	1:20
Low-acuity	\$225	1:40

Source: Los Angeles County Department of Health Services

Coordination between the FHSP and the Los Angeles Homelessness Response System

Because a public health agency is not a traditional line of defense in the homeless service system, the evaluation team explored how the homeless and public health systems have evolved together to find partnership and complementary roles within the response to homelessness in Los Angeles County.

Starting in 2013, Los Angeles homelessness service providers and planning entities began to implement a Coordinated Entry System (CES).¹¹ This system requires housing and service resources in the community to coordinate in order to identify and match people experiencing homelessness with appropriate housing options, and to prioritize the most vulnerable and chronically homeless persons for available permanent supportive housing.¹² After clients complete a universal assessment, they are referred to the most appropriate, available housing resources to meet their identified need. In order for system-wide coordination to work effectively, all housing providers need to participate in the system—to maximize availability and ensure a range of options to match to clients with varying needs.

As part of the CES universal assessment process, basic information is gathered to screen homeless persons for assistance and refers those with complex medical conditions for whom programs under DHS’s Housing For Health Division are considered the most appropriate options. CES is one of several sources of referrals for the FHSP, in addition to referrals that come directly from county hospitals, clinics, and other sources. DHS adds all referrals to its referral database, after which DHS staff assess each person’s eligibility for assistance within any of the programs under Housing For Health, including available housing vouchers and FHSP programs. Over the past few years, DHS has made rental assistance and services available to hundreds of people experiencing homelessness who have been referred through CES. Since most referrals that DHS receives have already been entered into CES, DHS does not make referrals back to CES.

¹¹ More information on the implementation of the Los Angeles Coordinated Entry System can be found at: A Coordinated Entry System for Los Angeles: Lessons from Early Implementation https://hilton-production.s3.amazonaws.com/documents/11/attachments/CESProcessReport5-18-2015_Final.pdf?1439579289

¹² A Coordinated Entry System for Los Angeles: Lessons from Early Implementation https://hilton-production.s3.amazonaws.com/documents/11/attachments/CESProcessReport5-18-2015_Final.pdf?1439579289

While some efforts have been made to align the resources of FHSP and DHS's other Housing For Health programs with CES, there have been several ongoing challenges:

- The priorities of Housing For Health and the FHSP are not exactly the same as those that are used by CES to prioritize homeless persons for available supportive housing opportunities. CES relies on a universal assessment tool to establish a score based on information reported by clients, whereas DHS reviews medical records from county hospitals and clinics to identify clients of the county's healthcare system who have the most significant health and behavioral health needs and the greatest potential for reducing avoidable hospitalizations and other costs in the county system.
- For DHS, the process of matching a client from the referral database to an opening in a housing program focuses on clients who have a current or recent hospitalization or contact with a DHS clinic or ICMS provider within the last three months.¹³ Additionally, some FHSP rapid re-housing programs are designated for persons who are referred from jail or court. DHS prioritizes those clients to ensure a timely connection that will facilitate diversion or reentry from the criminal justice system. DHS also uses some of its resources to provide recuperative care or interim housing for the most acutely ill or highly vulnerable homeless clients who have been engaged by Housing For Health. These individuals are often prioritized for available permanent housing in order to vacate interim housing beds for other highly vulnerable persons.
- DHS seeks to move quickly to match eligible clients with available housing resources, and the CES process (as it has been implemented so far) is not yet nimble enough to respond as quickly with an appropriate referral. However, the Los Angeles Homeless Services Authority (LAHSA) is working to improve the CES's efficiency in making placements.
- The capacity of local CES lead agencies to refer eligible persons to DHS for housing opportunities has been inconsistent. This may be a reflection of challenges during the first years of CES implementation, including challenges in using the Homeless Management Information System (HMIS) and other data management tools to match people to tenant-based rental assistance. Some of these challenges may be addressed as the community moves to implement a new HMIS, and as CES lead agencies and their staff members gain experience working with the full range of housing options that are available in the county.

As the FHSP continues to grow, and as community partners in the homelessness response system gain experience with the implementation of CES in LA County, working out some of the initial challenges with this ambitious, county-wide effort, it will be important for DHS to continue efforts to collaborate with its homeless service partners to ensure greater clarity and alignment of these systems and resources. Additionally in 2016, the LA County Board of Supervisors approved a comprehensive plan to address homelessness throughout the region. DHS has become a critical partner in creating

¹³ DHS limits matching efforts to clients who have been referred to the database in the last three months because it is very difficult to locate a client who has not been seen for more than three months.

strategies and implementing components of the plan and thus has become a central part of the community's strategy to combat homelessness.

Replicability of the FHSP

DHS created the FHSP to take housing investments to scale in order to make a real difference in reducing the number of individuals experiencing homelessness with complex health needs. Strong leadership, strategic partnerships, and the expectation of a reduction of DHS costs associated with avoidable hospitalizations and emergency room visits gained the political support needed to approve the program.

DHS and the Conrad N. Hilton Foundation played important roles in the creation of the FHSP. Typically, governmental agencies and philanthropy do not partner to spearhead or fund community initiatives; however, both partners saw the significant unmet need in the community and a unique opportunity to partner and positively impact vulnerable individuals and the community. Both partners understood that measuring the impact that the FHSP has on clients and the community would help guide program improvement efforts and influence future funding for the program. Therefore, DHS hired a third-party evaluator to collect and analyze client outcomes and community cost savings.

While the FHSP had a significant investment to jumpstart a program that would make a real difference in Los Angeles County, smaller communities such as Napa County are working on replicating the program on a smaller scale. However, creating and maintaining programs like the FHSP need strong leadership and support, investments and buy-in from outside partners, and the ability to show impacts. The roles of government, philanthropy, and evaluation are discussed in detail below.

The Role of Government

Dr. Katz and DHS's Housing For Health Division provided strong leadership, leveraged private philanthropic support, and advocated for permanent housing for DHS's most vulnerable homeless patients to create the FHSP. DHS spearheaded the discussion about responding to the increasing number of homeless high-utilizers of DHS services who were unable to find permanent housing in the community. This county health agency embraced the philosophy that housing is a crucial form of healthcare for its patients without a stable living situation.

DHS challenged assumptions about the boundaries of public health in order to meet the needs of its clients and invested in a program that paired permanent housing through flexible rental subsidies with intensive case management services provided by local community organizations for clients. To those who may have felt housing investments were beyond the scope of DHS's mission, DHS leadership advocated that the cost savings from these high-utilizing patients would offset its budgetary commitment in the long-run. Ultimately, to launch the FHSP, DHS dedicated \$13 million of the DHS budget, committing to the Housing For Health principle that providing housing to vulnerable patients is an integral part of their health care.

The Role of Philanthropy

Philanthropy has the ability to make critical investments that can quickly and flexibly provide funding to launch important initiatives. The Conrad N. Hilton Foundation's \$4 million initial investment garnered political buy-in to jumpstart the FHSP and leveraged public investment and support. By

having the Foundation's initial support, which was contingent upon a significant commitment of matching public funds, DHS was able to demonstrate that a private funder was willing and ready to invest in this new, promising program. Early adoption by philanthropy demonstrated political will and created an environment that compelled local political officials to make commitments.

The Hilton Foundation's support also demonstrated to other funders a successful example of philanthropy partnering with government on new endeavors to address critical needs. DHS and the Hilton Foundation have modeled an effective partnership between the public sector and philanthropy. Additionally, the Foundation's initial investment and continued support helped entice other philanthropic funders and encouraged non-traditional public sector partners, like the Office of Diversion and Reentry and the Probation Department, to invest in the FHSP. Because of this large-scale public support, the Foundation has not been called upon to invest in the FHSP again. However, the Foundation has continued to support the FHSP by investing in the other programs that have "spun off" from the infrastructure of the FHSP, including providing grant funding to support the associated growing capacity needs of Brilliant Corners.

By nature, philanthropy can offer flexible investments that quickly respond to a community's needs. While philanthropy can utilize its resources by providing the financial support to jumpstart a program, it also can cover costs that may be more difficult to prioritize with government funding. For example, additional philanthropic investments were made to the FHSP to strengthen the capacity of program partners and cover move-in costs for clients.

The Role of Evaluation

Evaluation efforts can vary based on the research questions, data sources, and analysis conducted on a program. The Los Angeles County Board of Supervisors and the Hilton Foundation required that DHS hire a third party to evaluate the FHSP within the first few years of program implementation to examine client health outcomes, cost savings, and impact on service utilization for the county.

DHS and the Hilton Foundation expressed three reasons for an evaluation. First, evaluators are able to provide descriptive data and analysis of program efforts and impacts that can influence and guide policy makers' decisions. Second, if a program wants to expand, it needs to understand its strengths and weaknesses. Evaluation can help identify without bias the strengths and weaknesses of a program. This can help programs, funders, and policy makers understand a program's impact on clients and the community, guide program improvement efforts, and influence future funding for the program. Third, documentation of a program's implementation and impacts are needed if the program is to be replicated elsewhere. Stakeholders can use this information to create targeted programs that address specific needs in other communities.

Takeaways from the FHSP Implementation Experience

Now in its fourth year, the successes and challenges of the implementation of the FHSP in Los Angeles offer lessons for other communities. These takeaways and considerations for the future of FHSP were identified through interviews with staff from DHS, ICMS providers, Brilliant Corners, and the Conrad N. Hilton Foundation.

- **Provide Truly Flexible Housing Resources.** One driving force for creating the FHSP was the restrictiveness of federal housing subsidies for people who were unable or ineligible to secure

Housing Choice Vouchers. The FHSP provides people who previously were unsuccessful with securing a federal voucher the ability to qualify for permanent rental housing subsidy that is accompanied by intensive case management services. In the past there were no permanent rental subsidies available for undocumented clients or clients that did not meet the eligibility criteria for federal subsidies. Now, DHS and ICMS providers have a tool to ensure highly vulnerable, homeless individuals with complex medical and behavioral conditions have the opportunity for permanent housing.

Additionally, the FHSP does not have as much “red-tape” as federal subsidies. Brilliant Corners has been able to create flexible strategies for securing and holding housing units until they can be filled with clients. By offering landlords payments to hold a vacant unit until a lease is established with a client and increased deposits when needed to mitigate perceived risks, Brilliant Corners can pivot and be nimble in a tight housing market, more than federal housing subsidies can.

However, going forward the community must contend with the concern that the flexibility of the FHSP makes it a more attractive rental subsidy option for landlords and service providers rather than fully utilizing federal housing subsidies, which are less flexible. The ideal scenario is to continue to dedicate resources to find and create strategies to work with more restrictive federal resources while relying on the FHSP when needed. For example, FHSP funds are currently used to assist clients who are in danger of losing their federal housing voucher by providing housing location and coordination services.

- **Create Public-Private Collaboration.** DHS, the Conrad N. Hilton Foundation, and other governmental partners came together to create the FHSP. The initial \$4 million philanthropic investment from the Hilton Foundation was used to leverage commitments from DHS and the Los Angeles County Board of Supervisors to invest in the rental subsidy program. Leadership at both DHS and the Hilton Foundation advocated for the creation of the FHSP leveraging each other’s experience, reputation, and political capital. After the Board of Supervisors approved the creation of the FHSP, DHS and the Hilton Foundation worked together to outline the program’s goals and design. This collaboration between DHS and the Hilton Foundation provided a unique public-private partnership in the community to launch the FHSP. This type of partnership and collaboration has the opportunity to be replicated to jumpstart or fund existing programs for other initiatives or in other communities.

Similarly, strong partnerships can lead to improvements in processes among other partners, as well. As the FHSP was implemented, key practices such as creating a damages funding pool, proactive landlord engagement, and paying to hold open vacant units, were adopted by local public housing authorities, to the extent feasible with federal funding.

- **Use the Flexible Funding for Innovative Approaches.** Driving the need to expedite clients’ access to housing, DHS, Brilliant Corners, and ICMS providers found numerous ways to innovatively reduce administrative burdens and provide seamless wrap-around assistance. A few examples include:
 - DHS’s procurement and contracting offices pushed through hurdles they faced when trying to create language to set up contracts to implement the FHSP. Staff in those offices thought

- creatively about how to set up purchase agreements and contracts with Brilliant Corners and the providers of ICMS, including agreements that can be modified or expanded as new funding sources and target groups have been added to the FHSP.
- Brilliant Corners hired a real estate consultant to work with their housing acquisition team who knew the housing and rental market in Los Angeles County. This consultant is able to monitor the rental market prices, track comparables in different communities across the county, and negotiate rental prices with landlords.
 - Brilliant Corners housing coordinators and ICMS case managers have a collaborative relationship working together to offer wrap-around supportive services and housing coordination to clients. While case managers provide a full suite of wrap-around supportive services to clients, housing coordinators focus on providing housing retention services to clients. With this collaboration, housing coordinators are able to focus on the client's relationship with the landlord and issues that might have an impact on housing stability. If conflicts arise, the case manager can focus on the client's needs and the housing coordinator can act as a neutral party and work with the landlord to mitigate the situation.
 - Brilliant Corners prioritizes its customer service relationships with landlords by quickly responding to and resolving problems. Landlords are able to contact housing coordinators or the 24 hour emergency hotline if situations arise. Additionally, Brilliant Corners works to issue subsidy agreements, conduct inspections, and administer rental checks quickly to landlords.
- **Define Clear Roles and Expectations.** Each partner who administers and implements the FHSP has a clearly defined role and set of responsibilities. At the beginning of their contracts, DHS provided Brilliant Corners and ICMS providers a Statement of Work that included specific services to be provided to clients; expectations of recordkeeping, invoicing, and reporting; and a quality control and assurance plan. As the project is scaled and the number of staff increase within each organization it is important to regularly disseminate the information about each partner's roles, responsibilities, and expectations.
 - **Develop Trusting Relationships with Partners.** Developing a trusting and supportive relationship is important when collaborating with new partners. From the initial conversations surrounding the development of the FHSP, DHS, the Hilton Foundation, and other governmental partners created a relationship based on a belief that each would advocate for the program and invest the funds needed to launch the FHSP. Additionally, it was important for each party to work closely together, supporting each other's work while also understanding and executing their own tasks.
 - **Create Capacity for Expansion and Meeting the Need.** Program expansion can be tricky if the capacity of program infrastructure is not considered. Over the past three years, the FHSP has grown considerably. Now, DHS operates seven FHSP sub-programs and has housed over 1,400 people. With more than \$40 million invested in the FHSP, each partner needs to pay attention to its organizational capacity to meet the growing needs of the FHSP and where it needs to grow and dedicate resources.

With the expansion of the FHSP, partners may need to think about new ways to perform their work and execute tasks. Approaches and tools that worked three years ago when the FHSP was launched may not work as well now as the program has scaled. Additionally, it is extremely important to continuously maintain and develop new oversight and accountability mechanisms to monitor performance and client outcomes.

However, in a tight housing market, such as Los Angeles County, there are limits on scalability if the program simply increases the demand for rental housing without expanding the supply of modestly priced rental housing. If only demand increases, there will be an increase in competition for low-income renters (whether they are using a housing subsidy or not). However, if the FHSP is used by housing providers and developers to leverage other sources of funding for capital costs, then new construction or renovation to existing housing units can occur. This could be a helpful tool to use to create new permanent housing opportunities for vulnerable populations. Currently, DHS has a pipeline of housing with non-profit affordable housing developers to use FHSP rental subsidies to leverage the creation of new housing developments which will add new housing units to the market.