



Where housing
and services
come together



Operationalizing 'Whatever It Takes': Lessons from LA County's Flexible Housing Subsidy Pool

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Brilliant Corners

- Mission-driven supportive housing provider founded in 2004
- Over 5000 people housed since 2008 through creative use of existing housing resources
- Recognized for piloting and scaling innovative supportive housing solutions with an emphasis on people experiencing homelessness or transitioning from institutions



Brilliant Corners

- \$270M Budget
- 225 employees (Los Angeles, San Francisco, etc.)
- 200+ licensed and supportive housing sites in operation or development
- 4000+ legally controlled housing units in varied settings

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

FHSP Key Partners

FHSP - An expanding collaborative infrastructure:

- LA County Dept. of Health Services
- Other gov't partners (DMH, Probation, ODR, PHA's)
- Hilton, Weingart and other foundations
- Several dozen Intensive Case Management partners
- 100's of market-rate and affordable housing providers



Los Angeles County
Dept. of Health
Services



503(c) nonprofit
community-based
operator



Property owners
and ICMS providers
across LA County

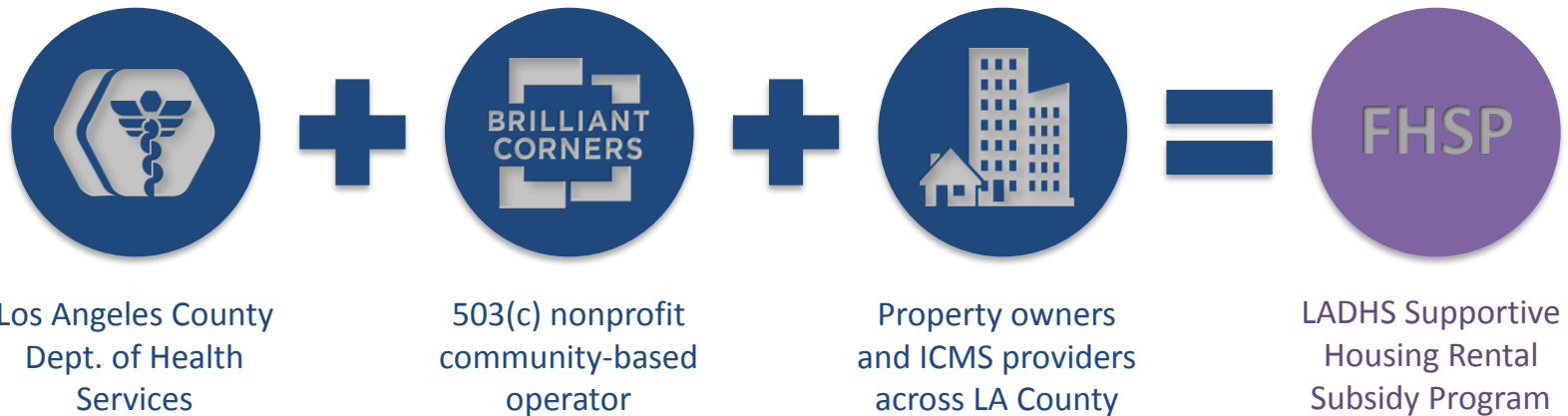


LADHS Supportive
Housing Rental
Subsidy Program

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



Brilliant Corners' FHSP Role

- Engage landlords and secure units
- Coordinate housing intake and planning with ICMS providers
- Match participants with housing units
- Coordinate lease-up and move-in
- Manage rent subsidy & client assistance funds
- Provide ongoing housing retention and landlord liaison services
- Continually adjust strategies to market conditions



FHSP Program Structure

Brilliant Corners Core Teams:

- Housing Specialists
 - Housing Brokerage
- Occupancy Specialists
 - Tenant Matching
- Housing Coordinators
 - Housing Retention Services
- Operations Support
 - Rent Subsidy Administration



Key Partners: ICMS

In addition to landlord engagement, rent subsidy administration, and property related tenant services, FHSP funds intensive case management services:

- Brilliant Corners coordinates with dozens of DHS-funded third-party ICSM providers, including all of LA County's 8 Service Planning Area CES leads;
- ICMS providers refer potential FHSP participants and provide individualized service plans and links to health, mental health, and substance use disorder services;
- ICMS may be on site or off site.

How FHSP works

1

- Brilliant Corners identifies available unit(s) and engages landlords

2

- Brilliant Corners negotiates lease and vacant unit hold terms for 1 or more units

3

- Brilliant Corners works with DHS and case managers to match referred program participants to available units

4

- Brilliant Corners coordinates lease signing, security deposit, rent payment, and move-in

5

- Tenant receives on-going housing retention and case management services

How FHSP Works for Landlords

Landlords benefit financially while helping our community:



IMPROVED COLLECTIONS

On-time payments every month from
Brilliant Corners.

Security Deposit assistance.



HIGH OCCUPANCY / LOW TURNOVER

Reduced unit turnover cost and lower
vacancy loss.

Targeting long-term tenancy and housing
stability



EASE OF MANAGEMENT

Single point-of-contact for all tenant
issues.

24-hour emergency phone number for
owners.

Housing retention and intensive case
management promote housing stability.

Brilliant Corners aims to maintain
excellent neighborhood relations.

FHSP Landlord Incentives

Brilliant Corners designs, pilots and administers an evolving array of landlord incentives:

- Vacant Unit Holds
- Damage mitigation funds
- Eviction prevention funds
- T/A navigating federal subsidy processes
- Pinpointed tenant matching

FHSP Supportive Housing

FHSP expands supportive housing inventory across a variety of settings:

- Units in existing and planned market rate housing
- LIHTC PSH Pipeline (30+ projects)
- Interim & Recuperative Care Sites
- Board and Care Sites (250+ placements)
- Motel Conversions

FHSP Accomplishments

- 4,200+ people housed, 3,700 scattered-site units secured since 2013
- Investments from LA Care (\$20M), Hilton & Weingart Foundations, DMH, Probation, other sources
- Enhancing use of federal subsidies

2016:

1200 rental
subsidies

2017:

2400 rental
subsidies

2018:

3500 rental
subsidies

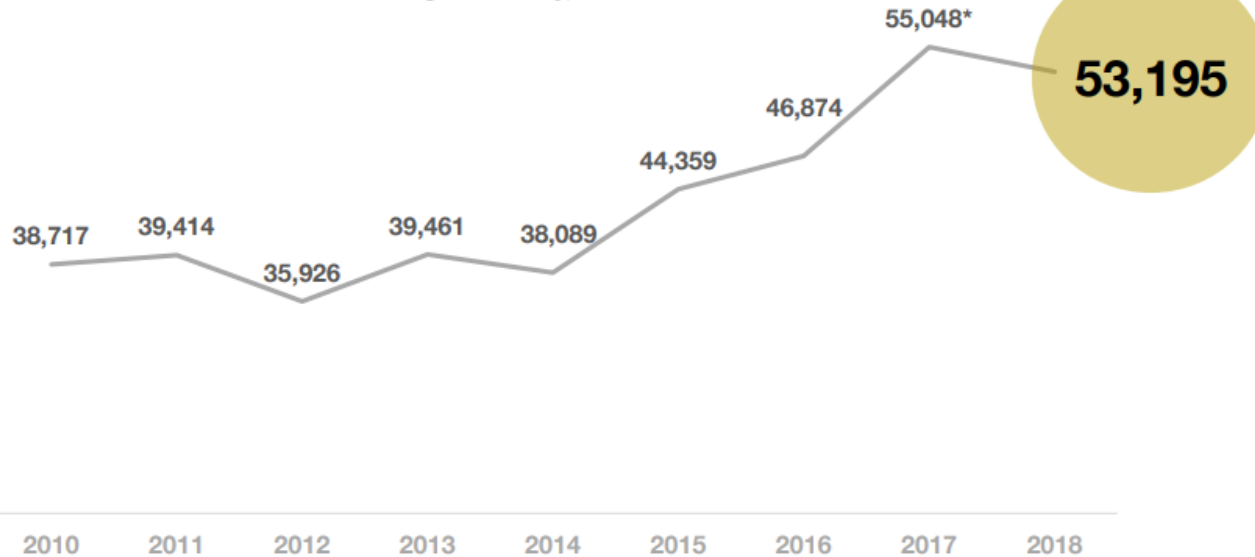
2019:

6000 rental
subsidies

2018 Homeless Count Results

**For the first time in 4 years
homelessness decreased**

Change in Homeless Population
Los Angeles County, 2010 - 2018



WHY?

- More people are being placed into housing than ever before
- Strategies have been developed, more resources deployed, and we're starting to see results



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