



707 Wilshire Blvd., 10th Floor  
 Los Angeles, CA 90017  
 Ph: 213 683.3333  
 Fax: 213 892.0093  
 TTY: 213 553.8488  
 www.lahsa.org

**MEMO**

**Date:** August 4, 2022  
**To:** Members of the Los Angeles City Council  
**From:** Kristina Dixon, LAHSA Acting Co-Executive Director/CFAO & Molly Rysman, LAHSA Acting Co-Executive Director/CPO  
**Re:** Response to Request for Report on Project Roomkey Demobilization - CF # 22-0756

**BACKGROUND**

On June 28, 2022, the Los Angeles City Council adopted the amended [Council File 22-0756](#), after receiving a motion from the Council’s Homelessness and Poverty Committee, which instructed the Los Angeles Homeless Services Authority (LAHSA) to report back on its demobilization plans for the remaining Project RoomKey (PRK) sites. As of July 20, 2022, there are three City-funded PRK sites and one Los Angeles County-funded PRK site. The four hotels still participating in the program will ramp down their operations over the next two months, with the final Project Roomkey hotel signing off toward the end of September 2022. The following table shows the sites currently in operation:

| Site Name                      | Number of contracted rooms | Number of Participants* | Current Last Day for Participants | PRK Service Provider Agency |
|--------------------------------|----------------------------|-------------------------|-----------------------------------|-----------------------------|
| Highland Gardens – City Funded | 72                         | 71                      | August 18, 2022                   | Turning Point               |
| LA Grand-- City Funded         | 481                        | 518                     | August 30, 2022                   | The Salvation Army          |
| Airtel – City Funded           | 237                        | 219                     | September 15, 2022                | Volunteers of America       |
| Cadillac – County Funded       | 47                         | 46                      | September 21, 2022                | St. Joseph Center           |

\*The number of participants could be higher than the number of contracted rooms because of two person households. As of July 27, 2022.

This report is intended to provide information about the current demobilization schedule of PRK and three recommendations that LAHSA is putting forward for City Council consideration to support the efficient demobilization of the PRK sites, as well as support the achievement of successful outcomes for



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
www.lahsa.org

## MEMO

PRK participants to ensure that participants do not return to unsheltered homelessness and have a pathway to exit homelessness permanently.

### INTRODUCTION

In March 2020, the County and City of Los Angeles declared a public health emergency related to the Coronavirus (COVID-19). To combat the spread of COVID-19 and address the needs of the most vulnerable individuals in our community, local leaders created a hotel/motel leasing program entitled “Project Roomkey” (PRK)— a Tier 1 Non-Congregate Emergency Sheltering Program. The program was designed to provide temporary emergency housing for asymptomatic people experiencing homelessness (PEH) who are highly vulnerable to COVID infection and at high risk of a serious or fatal outcome if infected. High-risk individuals are those age 65+ or who have certain underlying health conditions (e.g., respiratory compromised immunities or chronic disease). The PRK program has been funded by the City and County of Los Angeles but relies on reimbursements from the Federal Emergency Management Agency (FEMA) with 100% reimbursements from FEMA expected to end after July 1, 2022. Afterwards, reimbursements will drop to 90%. The PRK program provided a historic opportunity to not only prevent the widespread transmission of COVID-19 but to end homelessness for thousands of Angelenos.

In the first two years of the Countywide PRK program (April 1, 2020 to March 31, 2022) the program sheltered 10,246 people experiencing homelessness and 4,107 of those individuals have already successfully exited homelessness and are living in homes of their own.

### Project Roomkey Program Structure

Since its inception, LAHSA has worked closely with its key partners to implement the PRK program. And at its height, thirty-seven hotels and motels across the region were contracted as temporary emergency shelters with over 4,000 rooms available for use. Each PRK site is required to provide site supervision and three (3) meals per day to participants. Contracted licensed security, healthcare services, and City of Los Angeles and/or County of Los Angeles Disaster Service Workers (DSW) provide support to the contracted service provider agency, while ensuring all participants and staff are in an environment structured to meet the obligations of the Safer at Home executive order issued by the City of Los Angeles, the County of Los Angeles, and the State of California. The PRK model is based on the FEMA Emergency Non-Congregate Sheltering Program, which provides federal funding for non-congregate interim housing but does not include funding for social services, housing navigation, or housing assistance. The following is a description of each partner and their responsibilities:

#### *Service Providers Operate Sites*

LAHSA, the City of Los Angeles, and the County of Los Angeles have partnered with established nonprofit and faith-based homeless services providers throughout LA County to operate PRK at various locations. Some providers operate(d) multiple PRK sites. Each of these agencies is staffed with social service professionals that provide the following services directly to participants:



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
www.lahsa.org

## MEMO

- 24-hour access to a hotel/motel room that includes its own restroom and shower
- Intake and Assessment
- Nutritional Meals in Coordination with Meal Vendor
- Medical Screenings in Coordination with Healthcare Vendor
- Unarmed Security Services in Coordination with Security Vendor
- Shelter Management
- Participant Supervision
- Crisis Intervention and Conflict Resolution

### *Security Vendors*

LAHSA has contracted with security companies to provide security guard services to PRK sites. These security guards work in collaboration with the PRK service provider to ensure the health and safety of participants and staff. They screen people coming into a PRK site to ensure only authorized persons enter the property and prohibited items (such as weapons and illicit drugs) are kept out. These guards also monitor the facility to ensure it operates as intended. Certified security guards have rendered services at PRK sites since the program's inception.

### *Nursing Vendor*

In order to better serve the more vulnerable participants of the program, particularly during the COVID-19 public health emergency, PRK sites are staffed with nursing teams typically consisting of at least one registered nurse (RN) and one certified nurse assistant (CNA). PRK has been working with the agency GoRN, LLC. to staff nurses at PRK sites throughout the County. Nurses provide COVID-19 screening services to reduce the risk of COVID transmission at PRK sites and conduct medical assessments to ensure that participants are getting the health services they need.

### *County and City Front-Line Personnel*

The City and County fund or staff DSWs that provide additional support to PRK sites. Whereas the roles of both PRK nursing and security personnel are more clearly defined, the roles of Site Support Monitors (SSMs) and DSWs have a relatively broader scope. As direct service staff working with PRK participants, DSWs and SSMs serve in a front-line capacity in accordance with public health related State and County mandates aimed at slowing the spread of COVID-19. They provide both administrative and operational support to service provider staff, helping to maintain a working and residential environment that meets the requirements of the "Safer at Home" executive order issued by the City of Los Angeles, the County of Los Angeles, and the State of California. DSW/SSM responsibilities include:

- Assisting with PRK participant intakes
- Distribution of meals
- Maintaining logs of various support activities



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
[www.lahsa.org](http://www.lahsa.org)

## MEMO

- Assisting security personnel in monitoring site entrances, common areas, and hallways
- Orientation of PRK participants with respect to program rules and guidelines
- Participation in shift change meetings at both the start and end of shifts

DSWs are staffed by the City, and SSMs are staffed by a County-partnered Alternative Staffing Organization (ASO), such as Chrysalis.

### PRK Participant Outcomes

From the start of the PRK program, LAHSA has worked diligently to ensure that PRK provides a pathway to permanent housing. An assessment of the PRK program conducted by the County Chief Executive Office found that over 10,000 participants enrolled in PRK during a 19-month period between April 2020 and October 2021, and PRK exit destination outcomes were strong in comparison to non-PRK interim housing. Approximately 26 percent of participants in PRK exited to permanent housing as compared to 11 percent of participants in non-PRK interim housing. The results were stronger for the most vulnerable target population: participants over the age of 65 (older adults). One third of older adults exited the PRK program to permanent housing, as compared to approximately a quarter of PRK participants under age 65 and 17 percent of older adult participants in non-PRK interim housing. In addition, many participants exited PRK to other interim housing, making the total approximately 57 percent of PRK participants exiting to sheltered destinations, as compared to approximately 37 percent for non-PRK interim housing participants.

LAHSA's internal data shows that, between April 1, 2020, and March 31, 2022, PRK programs countywide served 10,246 participants. 1,658 participants transitioned directly from PRK to permanent housing and an additional 2,449 participants transitioned to permanent housing after exiting PRK for a total of 4,107 placements into permanent housing for a 40 percent permanent housing placement rate. This is consistent with data that showed increasing permanent housing placements rates from PRK between October and April.

### DEMOBILIZATION PLANNING

#### Moving from PRK to Permanent Housing

LAHSA began planning for the demobilization of all PRK sites beginning in the Fall of 2020 and released its COVID-19 Recovery Rehousing plan that September. The plan called for the utilization of Coronavirus Relief Funds and Emergency Solutions Grant – CARES Act (ESG-CV) to create two new short-term subsidies, Recovery Re-Housing and Bridge to Subsidy as a subset of Recovery Re-Housing, that would provide the necessary resources to rehouse every participant in PRK. The new short-term subsidies were coupled with Recovery Re-Housing Programs to provide a variety of supportive services along with rental/financial assistance.



707 Wilshire Blvd., 10th Floor  
 Los Angeles, CA 90017  
 Ph: 213 683.3333  
 Fax: 213 892.0093  
 TTY: 213 553.8488  
 www.lahsa.org

**MEMO**

LAHSA contracts with various Recovery Re-Housing Program providers to provide these services in addition to ensuring the PRK participants were being provided the needed services. Since the inception of the Recovery Rehousing Program in 2020, LAHSA’s contracted providers have been able to connect 2,661 households to permanent housing as of July 20, 2022. Given the success of the PRK program, the Los Angeles City Council voted to extend funding for several different sites past their scheduled end dates. However, the funding for time-limited subsidies (i.e., Recovery Re-housing programs) that were initiated as part of LAHSA’s COVID-19 Recovery Rehousing plan were not extended, resulting in reduced supply for individuals at PRK sites to be matched to a permanent housing resource.

Fortunately, the investment from the U.S. Department of Housing and Urban Development (HUD) in federal Emergency Housing Vouchers (EHVs) helped provide additional permanent housing resources for new PRK participants. EHVs are federally funded housing choice vouchers made available through the American Rescue Plan Act of 2021 (ARPA). HUD awarded over 3,300 vouchers to the Housing Authority of the City of Los Angeles as of April 2022 with the intent of assisting individuals and families most in need and for whom providing rental assistance will end or prevent their homelessness. **Federal funding for the EHV program, however, does not include supportive services or housing navigation funding to assist clients in identifying landlords willing to accept an EHV or other expenses associated with housing choice vouchers.** Table 1 below provides details on how many PRK participants have been linked to EHVs or are in-process.

As of July 2022, 323 individuals at the remaining four PRK sites have been matched or are in-process of receiving an EHV. But over 200 others remain without Recovery Rehousing or EHV. And the EHV program is close to being oversubscribed, leaving few options for current PRK participants who have not yet been connected to a housing resource. The table below shows the number of participants at each site and how many are connected to a permanent housing resource.

| <b>Table 1. Current Site and Client Data for Active Project Roomkey Sites (as of July 27, 2022)</b> |                         |              |               |                 |
|---|-------------------------|--------------|---------------|-----------------|
|   | <b>Highland Gardens</b> | <b>Grand</b> | <b>Airtel</b> | <b>Cadillac</b> |
| Current Last Day for Participants   | 8/19/22                 | 8/30/22      | 9/15/22       | 9/21/22         |
| Number of Participants per Site   | 71                      | 518          | 219           | 46              |
| <b>Permanent Housing Resources</b>  |                         |              |               |                 |
| Number of Emergency Housing Vouchers (in hand)  | 30                      | 181          | 54            | 7               |
| Number of Emergency Housing Vouchers (in process)   | 7                       | 26           | 17            | 1               |



707 Wilshire Blvd., 10th Floor  
 Los Angeles, CA 90017  
 Ph: 213 683.3333  
 Fax: 213 892.0093  
 TTY: 213 553.8488  
 www.lahsa.org

**MEMO**

|  |    |     |     |    |
|--|----|-----|-----|----|
| Total Number of Participants with <u>any</u> permanent housing subsidy in hand (e.g., EHV plus Recovery Rehousing, PSH*, etc.)   | 63 | 383 | 126 | 28 |
| Number of Participants without any Permanent Housing Resource  | 8  | 135 | 93  | 18 |
| <b>Services</b>  |    |     |     |    |
| Number linked to Housing Navigation or Recovery Rehousing Services   | 55 | 129 | 69  | 16 |
| <b>Interim Housing</b>   |    |     |     |    |
| Estimated Number of Participants Likely to Need Shelter Placement before Current Demobilization Date   | 64 | 466 | 93  | 18 |
| *Permanent Supportive Housing, or PSH, is an intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. |    |     |     |    |

**Project Roomkey Demobilization Process**

LAHSA is responsible for coordinating and leading the effort to demobilize each PRK site alongside its contracted PRK service provider agencies. The demobilization of PRK sites can be broken down into the following steps to ensure a coordinated, successful, and seamless transition:

- Development of Ramp Down Schedule
- Preplanning for Demobilization
- Notice of Site Closure
- Active Demobilization Phase
- Final Demobilization Phase

The process begins with the creation of a Ramp Down Schedule used to identify the date when notices to stakeholders will be sent, to inform of when site operations are to cease, when participant intake must end, and the number of people to be exited per day based on the ‘Last Day for Clients’.

Demobilization preplanning commences 7-10 days prior to the last day a site will accept clients, or the ‘Stop New Intakes Date’. During this phase, LAHSA staff notifies the City Mayor’s Office that demobilization will begin. Staff also hold meetings with PRK service provider agencies and Recovery Rehousing/Housing Navigation/Time-Limited Subsidy providers to communicate the plan for demobilization and to clarify roles and responsibilities.



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
[www.lahsa.org](http://www.lahsa.org)

## MEMO

Once the Stop New Intakes Date arrives, a Notice of Site Closure is posted at the hotel to notify participants that a site is closing. Individual participants are also given notice of the date when their residency at the PRK site will end or 'Last Date for Clients'. The PRK service provider agency is responsible for distributing these notices to participants.

Active demobilization of a PRK site begins on the Stop New Intake Date and continues until the final Last Date for Clients arrives. During this time, calls are held twice a day (morning and evening) between PRK service provider agencies, LAHSA staff, and Recovery Rehousing/Housing Navigation/Time-Limited Subsidy providers at the site. The morning call is intended to identify who is scheduled to leave the site, what interim and permanent housing resources are available that day, what housing options are made available to participants, and the coordination of transportation to new sites, if applicable.

After the morning call, the PRK Service Provider agency meets with every participant scheduled to exit that day and reviews the housing options available with the participants. The PRK Service Provider then communicates the acceptance or rejection of the housing options offered to the LAHSA Site Coordinator and those leading the demobilization. The participant's acceptance or rejection is documented in the Demobilization Tracking Tool.

If a participant accepts the housing options offered, the PRK Service Provider orders transportation services (Uber, Lyft, taxi, or other transportation services) to relocate the participant to their future housing destination. If through the demobilization planning efforts, the Recovery Rehousing/Housing Navigation/Time-Limited Subsidy providers communicate a need for additional time to transition a participant to other housing options, the participant's scheduled departure date is adjusted accordingly to facilitate placement. If a participant declines all housing options offered, the Recovery Rehousing/Housing Navigation/Time-Limited Subsidy providers are consulted to see if it is possible to hotel/motel voucher the participant through those programs and thoughtful problem-solving conversations are had with the participants about their ability to secure housing with family/friends or out-of-pocket.

The evening call is intended to identify who left the site, their destination, ensuring Homeless Management Information System (HMIS) information is updated, and planning for the following day.

The Final Demobilization Phase of a PRK site begins 7-14 days prior to the final Last Date for Clients. During this phase, the PRK service provider agency devotes staff to making sure HMIS information is current and accurate, ensuring rooms are emptied of all belongings, FEMA documentation is completed, and supplies are centrally stored for pick-up by LAHSA staff. Security presence is then pulled on the final Last Date for Client at 3:00 P.M., unless requested otherwise by the City or County.

LAHSA's primary goal in the demobilization process is to ensure every participant successfully exits homelessness, and if that goal cannot be met; to make every attempt to ensure each participant has a



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
www.lahsa.org

## MEMO

safe place to continue to sleep. We honor that every participant has a choice and that interim housing options offered may not meet their individual needs.

### RECOMMENDATIONS

LAHSA has three actionable recommendations to propose to the City for consideration. Understanding that financial resources are not limitless, LAHSA has designed these recommendations to ensure that each PRK participant will be provided at minimum one option of transition to an interim housing program as part of the PRK demobilization. The second and third recommendations also seek to ensure that each existing participant in PRK has access to permanent housing. Two of the recommendations highlight the utilization of housing navigation and time-limited resources to achieve permanent housing outcomes.

#### Continue to Provide Support for Additional Lease-Ups before Demobilization

In conjunction with an extension of sites (see Recommendation 1) to allow for more time for the contracted providers to work with participants at the sites, LAHSA, the City, and providers should continue to work together to improve the pace of apartment lease-ups for those participants in PRK who currently have a rental subsidy through either an EHV or the Recovery Rehousing Program. **This will reduce the number of PRK participants who will need an interim housing bed by the demobilization date.**

First, continued coordination and collaboration around on-site and virtual “housing fairs.” LAHSA will continue to work with Mayor’s office, the Housing Authorities, providers operating the PRK sites, Recovery Re-housing and Housing Navigation, Department of Transportation, and other stakeholders to provide a schedule of housing fairs, built around the demobilization schedule of each PRK site.

Additionally, LAHSA will continue to ramp up its unit acquisition team. The Resident and Property Support System Program (RPSS) will continue its work contracting with property owners for blocks of rental units. LAHSA’s RPSS program is working to supplement the potential pool of resources that the case managers from Housing Navigation and Recovery Rehousing Programs can utilize in assisting PRK participants in their housing search, like the “LeaseUp” database of rental units, operated by PATH.

#### Recommendation 1 – Connect PRK Participants to Interim Housing

Recommendation 1 focuses on ensuring that LAHSA and its contracted agencies, in partnership with the City, can ensure that every PRK participant is afforded access to interim housing within the City. To accomplish this would require extensions of the sites for several months with specific stipulations attached. The first stipulation would be a guarantee of no new intakes from unsheltered locations. The next stipulation would be the prioritization of PRK participants for all interim housing resources across all Council Districts within the City. These stipulations would enable LAHSA to coordinate the transition



707 Wilshire Blvd., 10th Floor  
 Los Angeles, CA 90017  
 Ph: 213 683.3333  
 Fax: 213 892.0093  
 TTY: 213 553.8488  
 www.lahsa.org

**MEMO**

of 10-15 participants per workday to other interim or permanent housing options. LAHSA would continue to support providers by connecting as many participants as possible to permanent housing, with the understanding that a minimum number of transfers to interim housing will be guaranteed. The following is the proposed demobilization schedule for Recommendation 1:

|  | Highland Gardens  | AirTel             | Grand             |
|--|-------------------|--------------------|-------------------|
| Ramp Down Period   | 8/1/22 - 10/31/22 | 08/1/22 – 10/31/22 | 8/1/22 - 01/31/23 |
| Total Calendar Days  | 90                | 90                 | 183               |
| Weekdays (working days for exits)                                  | 64                | 64                 | 131               |
| Clients Exiting Per Workday  | 1                 | 3                  | 4                 |
| Stop Intake Date and Notice Given to Clients of Planned Exit Dates | 8/1/22            | 8/1/22             | 8/1/22            |

In an effort to respond to the LA Alliance case currently under litigation, the City has invested millions of dollars to boost the number of shelter sites across the City as part of its COVID-19 Homelessness Roadmap response. The significant investments have increased the number of shelter beds available for PEH and created an opportunity to leverage both in-operation and in-development sites that can help support Recommendation 1 should the City Council decide to pursue this option. For example, Table 2 below shows a breakdown of the number of sites available within the City Council’s purview. The table breaks down the number of sites within each programmatic area that LAHSA and its contracted partner agencies oversee. It also shows the number of beds currently open for intake, as well as the number unavailable for intake due to a COVID outbreak at a site as of July 2022. There are 68 interim housing sites within the City of Los Angeles with a combined total of 679 open beds available for intake. The table only shows beds currently available and does not include the number of interim housing beds that have already been matched to an individual.



707 Wilshire Blvd., 10th Floor  
 Los Angeles, CA 90017  
 Ph: 213 683.3333  
 Fax: 213 892.0093  
 TTY: 213 553.8488  
 www.lahsa.org

# MEMO

**Table 2. Interim Housing Sites in Operation in the City of Los Angeles by Program Type (as of July 2020)**

PROJECT ROOMKEY DEMOBILIZATION

## City Shelter Programs

| Program Type                     | # of Sites in City | Open Beds (as of 7/22) |                      |                               |
|----------------------------------|--------------------|------------------------|----------------------|-------------------------------|
|                                  |                    | Total                  | Available for Intake | Unavailable due to Quarantine |
| Tiny Home Villages               | 10                 | 79                     | 68                   | 11                            |
| Roadmap Interim Housing          | 15                 | 73                     | 39                   | 34                            |
| Project HomeKey                  | 14                 | 13                     | 9                    | 4                             |
| A Bridge Home                    | 22                 | 253                    | 138                  | 115                           |
| Crisis/Bridge Housing for Adults | 7                  | 261                    | Varies per day (2-5) | 0                             |

Data Source: Internal Interim Housing Tracking Documents

10

### Recommendation 2 – Expand Recovery Rehousing Resources

The second recommendation is focused on maximizing PRK placements into permanent housing, to ensure that interim housing beds are utilized to accomplish PRK demobilization and does not only result in the transfer of participants to other interim housing sites. The strategy incorporates all the elements of the first recommendation, with the recommendation for the City to allocate additional funding to ensure all exiting PRK participants have access to housing navigation and time-limited subsidies to facilitate their placement into permanent housing. In this difficult rental market, the availability of a rental subsidy does not relieve the challenges of locating affordable housing units available for participants. It must be noted that having an expectation that all participants would be able to locate permanent housing units prior to demobilization, while desired is ambitious.

The addition of Housing Navigation will provide tailored services to assist participants with finding appropriate housing to meet their needs as they transition out of PRK. This critical service has been proven to streamline a client’s application process by removing barriers that would otherwise impede them from finding suitable housing. The addition of services that include the development of a housing needs plan (the needs of the participant and the units/areas they would ideally like to locate housing), meetings with the participant to ensure progression on the plan, accompanying participants to meetings with landlords, assisting participants in completing rental applications, taking participants to unit viewings, and assisting clients obtain any other pending documents they need for housing; will increase



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
www.lahsa.org

## MEMO

the opportunities of participants being connected to housing options. Housing Navigation includes provisions that cover the cost of application fees, transportation fees, and limited security deposits.

There are also a number of participants with EHV's that need the assistance of a Housing Navigator in order to locate a viable unit that will accept the voucher. Participants would be linked to housing navigation and time-limited subsidies while in PRK. As PRK participants transition to other interim housing options, these resources would follow them, aiding in their transition to permanent housing and creating flowthrough into interim housing.

In addition to the contracting of services to assist participants with accessing permanent housing, LAHSA would also suggest the creation of move-in incentives for participants who move into permanent housing directly from the PRK sites. These incentives could include the provision of the first 1-3 months of the participants' portion of the rent, as well as move-in essentials for establishing a new home. Such incentives could accelerate the pace of move-ins and could be especially valuable in ensuring that no participant with an EHV in hand has to transition to another interim housing site before utilizing their EHV.

The City has funded an additional \$2,500,000 for housing navigation and time limited subsidies in the FY 22-23 budget. This additional funding allows for 50 additional Housing Navigation slots for participants at the Airtel, 13 additional Time Limited Subsidies for participants at the Airtel, and a combined 170 additional Housing Navigation slots and 60 Time Limited Subsidy slots for participants at the LA Grand, Highland Gardens and those who exited from the Mayfair PRK site to either of the PRK sites stated above.

LAHSA therefore recommends that the City provide \$1,384,488 to support Housing Navigation and Case Management for 126 existing PRK participants with EHV's issued, and \$4,700,436 for 194 PRK participants without access to a permanent housing resource currently and Housing Navigation for an additional 94 PRK participants with other permanent housing resources, such as Housing Choice Vouchers or Continuum of Care vouchers.

### **Recommendation 3 – Expand Access to Permanent Housing Supply**

Recommendation 3 focuses on shifting investments from the cost of extending existing PRK sites to purchasing or master leasing of sites outright to provide permanent housing options for PRK participants. LAHSA proposes that the City strongly considers a strategy to purchase or master lease properties, akin to the State's Project Homekey program. As an example, the City could pursue the master lease or purchase of properties like the Cecil Hotel. Acquiring this site, which has nearly 600 single room occupancy (SRO) style units, would allow the City to move clients from PRK sites immediately into permanent housing. It would also lead to the immediate increase in the supply of permanent housing resources in the community, and enable LAHSA to utilize the capacity in the facility to provide permanent housing options for participants at other PRK sites that are demobilizing. The Cecil



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
www.lahsa.org

## MEMO

Hotel currently has about 500 units available, and this is enough capacity to support the transition of a significant number of exiting PRK participants.

LAHSA has also identified another site that the City could explore for an acquisition or master lease. The timing of these purchases or lease agreements would determine the need for extensions at the current PRK sites.

### Considerations for the Los Angeles City Council

LAHSA is prepared to operationalize these recommendations to ensure that clients at PRK sites are all equipped to find appropriate housing and avoid them falling back into unsheltered homelessness; however, there are scenarios in which our coordinated efforts will still lead to an unsheltered outcome for some. Drawing from experience in demobilizing other PRK sites, LAHSA and its partners have found that some PRK participants were reticent or unwilling to enter a congregate shelter setting after spending considerable time in a private room. Some participants choose to exit the sites on their own to unknown destinations.

### Recommendations for Immediate Action

LAHSA therefore recommends that the City implement all three recommendations above, as the PRK sites are currently in demobilization, and PRK participants need time and support to successfully transition to interim and permanent housing options. Given the historic investment in PRK, LAHSA is passionately dedicated to supporting PRK participants in ending their experience of homelessness and transitioning to a home of their own. LAHSA is a committed partner to the City in achieving this goal and looks forward to quickly implementing strategies to achieve this goal.

#### Recommendations:

1. **Extension of PRK program and commitment to ensure access to interim shelter beds for all participants**
  - 1a. Extend the demobilization timeline of all three City-funded PRK sites based on the following:
    - i. Highland Gardens to 10/31/22
    - ii. Airtel to 10/31/22
    - iii. The Grand to 01/31/23
  - 1b. Agree that as of 8/1/2022 there will be no new intakes from unsheltered locations at the existing sites.
  - 1c. Prioritize all interim housing resources across all Council Districts within the City for PRK participants until the remaining sites are demobilized.



707 Wilshire Blvd., 10th Floor  
Los Angeles, CA 90017  
Ph: 213 683.3333  
Fax: 213 892.0093  
TTY: 213 553.8488  
[www.lahsa.org](http://www.lahsa.org)

## MEMO

- 2. Investment in permanent housing resources and navigation services to ensure that all participants have access to permanent housing, even if they first transition to interim housing**
  - 2a. Allocate \$1,384,488 to support Housing Navigation and Case Management for 126 existing PRK participants with EHVs issued.
  - 2b. Allocate \$4,700,436 to provide 194 PRK participants without access to a permanent housing resource or Housing Navigation, and an additional 94 PRK participants with other permanent housing resources (such as Housing Choice Vouchers or Continuum of Care vouchers); with access to Housing Navigation and Rental Subsidies.
  
- 3. Investment in permanent housing stock through purchase or master lease**
  - 3a. Assess the feasibility of master leasing the Cecil Hotel for potential mixed use as interim housing and permanent housing.
  - 3b. Identify and allocate the resources necessary to invest in incentives to maximize the utilization of the master leased property, such as first three months of free rent for voucher holders exiting PRK.
  - 3c. Allocate the resources needed to invest in purchasing or master leasing of additional sites identified to or by the City that could provide an additional 500 units of interim or permanent housing.