

City Time Limited Subsidy Program: Redesigning to Strengthen Performance

Housing and Homelessness Committee
March 4, 2025
Council File 23-1022-S28

In addition to meeting *Alliance* commitments, the City's redesigned time limited subsidy program can:

- 1. Support strong permanent housing outcomes** by strengthening program design and implementation
- 2. Create new capacity in City-funded interim housing**
- 3. Refine an expedited lease up model** that could be leveraged in other City housing programs

Objectives for Redesigning the Program Model

Lessons Learned from the Existing, Regional Time Limited Subsidy Program

The current, regional Time Limited Subsidy program has experienced three challenges:

- 1. Insufficient and uneven case management**
- 2. Insufficient and inconsistent data and reporting**
- 3. Difficulty identifying rent-reasonable units and leasing up participants**

Lessons Learned: Case Management

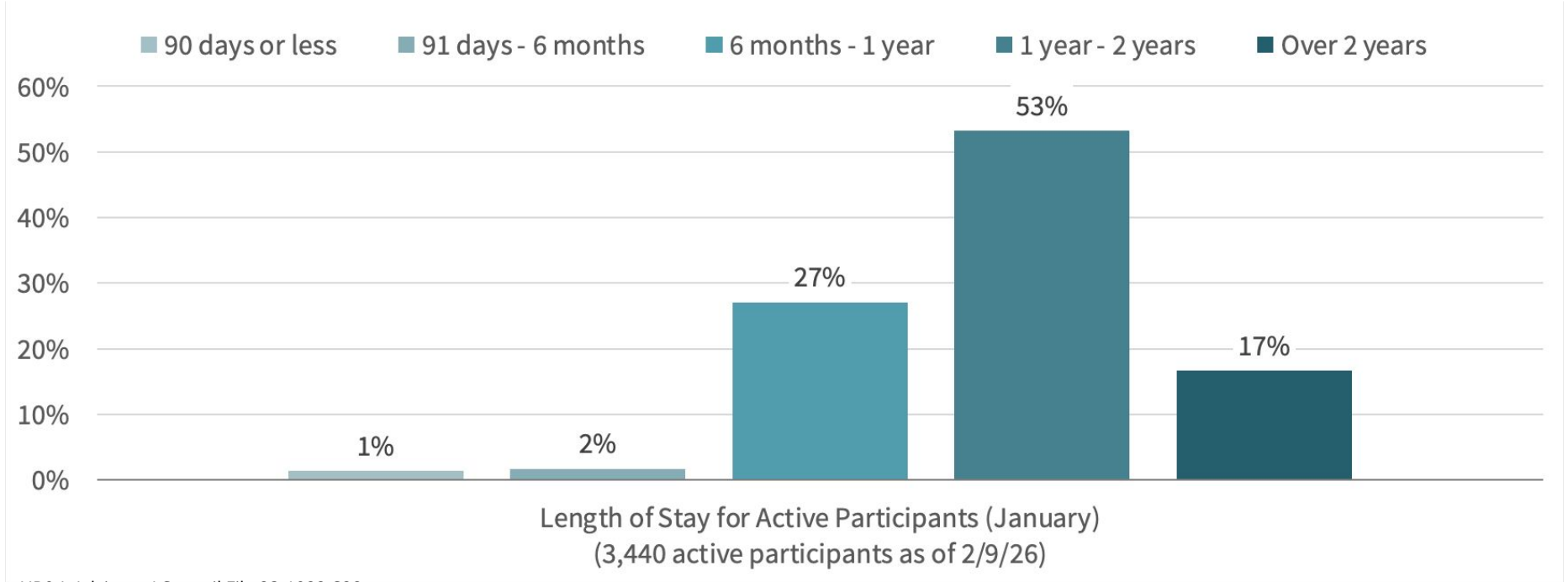
In the current regional TLS program, there are three distinct populations, but no tailored case management strategy for each.

1. **Participants who can build income** and may be able to sustain permanent housing on their own by the completion of the program;
2. **Participants who are limited to a fixed income** and will need appropriate long-term affordable and/or subsidized housing upon completion of the program; or
3. **Participants who need intensive health services and permanent rental assistance**, and will need permanent supportive housing (PSH) or another appropriate support upon completion of the program.

Lessons Learned: Case Management

Without tailored case management, the current regional TLS program struggles to help all participants transition to their next step within 24 months

Distribution of active participating households by days enrolled



HR&A Advisors / Council File 23-1022-S28

Performance measures #24 in [Council File 25-0576](#). Data source: LAHSA TLS Active Participants (as of 2/9/2026), for LAHSA-contracted adult and family programs only.

Strengthened Program Design: Case Management

Track	Case management plan	Permanent housing goal
Bridge to independent housing	Build household income, employment support, problem-solving	Gradually increase rental contributions over 24 months Take over full cost of lease or transition to another appropriate form of permanent housing, such as shared housing
Bridge to affordable / subsidized housing	Maximize benefit enrollment, navigate complex affordable housing waitlist landscape	Increase rental contributions to 30% of household income over 24 months Transition to long-term housing subsidy
Bridge to intensive subsidies and services	Navigate PSH application process, physical and/or behavioral health support	Increase rental contributions to 30% of household income over 24 months Transition to permanent supportive housing or other appropriate resource

Strengthened Program Design - Other Improvements

1. **Higher services rate to attract and retain case managers** - *Council approved*
2. **Participants will be matched to a rent-reasonable unit**, increasing chances of staying in their unit after the program ends - *not funded yet*
3. **Participants will receive onboarding support**, understanding and committing to the program's expectations and timeline before enrollment and expediting lease up - *partially funded*
4. Rental payments and occupancy verification will be managed by a **fiscal agent** - *Council approved*
5. LAHSA will institute a streamline way to gather and report **case management data** - *Council approved*

Program Components

Program Components - Case Management

The new Alliance TLS annual slot rate includes \$6,767 in annual supportive services costs for participating households in adult slots (CF 23-1022-S18):

- 1:20 case ratios
- Personalized, intensive support (weekly to stabilize in first 90 days, then monthly)
- Support with personalized plan to sustain permanent housing
- Support to address physical and behavioral health, employment, legal, social service/benefit, and financial needs
- Support with eviction prevention
- Support during crises

Program Components - Rental Payments

The new Alliance TLS annual slot rate includes rental subsidies and fiscal agent functions performed by HOM, Inc. (CF 23-1022-S18):

- Timely, direct payments to landlords for security deposits and rent*
- Verification of rental payments, occupancy, and lease information
- Direct reporting of verified data to the City

**Timely payments of rent are a critical landlord attraction and retention strategy*

Program Components - Unit Identification and Lease Up

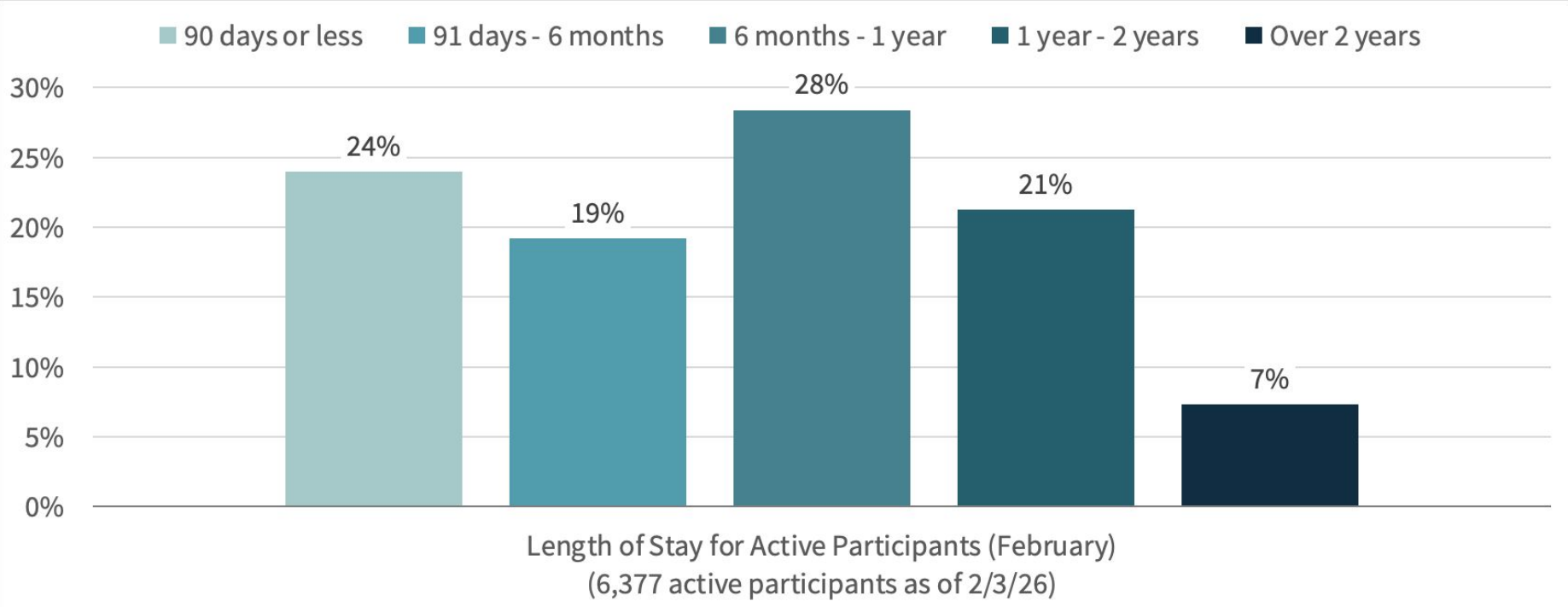
To ensure all participants are matched to a rent reasonable unit and the City can reach target of leasing up 2,000 households over the next 14 months, the HOM, Inc contract should be amended to include:

- Building and managing a centralized pool of Alliance TLS units
- Bulk negotiating with landlords to ensure rent-reasonableness
- Verify participants household income and help pair them with an appropriate unit
- Serve as the single entity responsible for an expedited lease up process
- Provide mediation and early intervention services
- Conduct post-move out inspections and process damage claims

Proposed Approach to Participant Selection

Opportunity - Create New Capacity in City-Funded Interim Housing

Nearly 30% of active participants in City-funded interim housing have been in interim housing for over one year



Opportunity - Advance Geographic Equity Goals

Council District	Percentage of Sheltered and Unsheltered Homelessness within City Limits, 2025 PIT Count	Percentage of Document-Ready Participants in City-funded Interim Housing with Stays Over One Year	Percentage of Document-Ready Participants in City-funded Interim Housing with Stays Over Six Months
1	10%	15%	12%
2	5%	8%	9%
3	4%	4%	5%
4	3%	4%	4%
5	3%	0%	1%
6	6%	7%	6%
7	3%	4%	4%
8	9%	9%	9%
9	13%	9%	10%
10	4%	1%	1%
11	3%	3%	2%
12	1%	2%	3%
13	9%	9%	9%
14	22%	17%	17%
15	4%	6%	6%

Proposed Prioritization Approach

Eligibility Requirements					Prioritization Criteria
Homeless	City-Funded Interim Housing	Valid ID in HMIS	Not Matched to PSH	Eligible for Alliance	Length of Enrollment in Interim Housing
✓	✓	✓	✓	✓	Over 12 months
✓	✓	✓	✓	✓	6-12 months
✓	✓	✓	✓	✓	3-6 months
✓	✓	✓	✓	✓	0-3 months

These participant selection criteria intentionally include the fewest possible restrictions to avoid delays in lease up or unnecessary barriers to participation in the Alliance TLS Program.

The City will comply with any requirements of the funding sources used to pay for the program.

Supporting successful housing outcomes

- **Each track will account for approximately 30% of program participants;** the number of participants in Program Track C: Intensive Services will be determined based on the number of permanent supportive housing opportunities in the pipeline or expected to become vacant within LA City limits in the coming two years
- **All households that meet eligibility criteria will join a queue,** managed by LAHSA. Eligible households will be connected to Housing Navigators to select a rent-reasonable unit and sign a participant agreement.
- **All participants will be eligible for up to 24 months of rental subsidies and services.** Households that have identified permanent housing will be encouraged to transition as quickly as possible.

Lease up timeline

