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## MEMO

**Date:** August 18, 2022

**To:** Members of the Los Angeles City Council

**From:** Kristina Dixon, Acting Co-Executive Director / Chief Financial and Administration Officer  
Molly Rysman, Acting Co-Executive Director / Chief Programs Officer

**Re:** Project Roomkey Demobilization Biweekly Report - CF # 22-0756

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On June 28, 2022, the City Council for the City of Los Angeles adopted a motion requesting the Los Angeles Homeless Services Authority ("LAHSA") to provide an overview to the Homelessness and Poverty Committee on how it plans to demobilize the remaining three City-funded Project Roomkey ("PRK") sites: LA Grand (Council District 14), Highland Gardens (Council District 4), and Airtel Plaza (Council District 6). This memorandum outlines key objectives, timelines, and processes that will be used to support this effort. Biweekly reports are to be submitted to the City to ensure fidelity to the plan and that participants have the requisite resources needed to avoid falling back into homelessness.

### PROJECT ROOMKEY BACKGROUND

In March 2020, the County and City of Los Angeles declared a public health emergency related to the COVID-19 pandemic. To combat the spread of COVID-19 and address the needs of the most vulnerable individuals in our community, local leaders created PRK, a hotel/motel leasing 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. 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 not only to 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, through March 31, 2022), 10,246 people experiencing homelessness were sheltered and 4,107 of those individuals have successfully exited homelessness and are living in homes of their own.

### PRK Site Overview

Table 1 below shows a breakdown of each remaining PRK site and the number of participants remaining at the site as of August 18, 2022. The numbers presented here are subject to change on a day-to-day basis as participants may exit the program for various reasons. LAHSA and its service provider partners make great efforts in remaining in constant communication to keep abreast of changes in PRK enrollment numbers at each site and adjust demobilization efforts, as needed.



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**Table 1. Project Roomkey Site Profiles and Participant Enrollment (as of August 18, 2022)**

Hotel	Number of Rooms Contracted	Number of Participants	Current Last Date for Participants*	Proposed Extension Date	Contracted Service Provider
Highland Gardens	72	62	08/19/2022	10/31/2022	Turning Point
LA Grand	482	464	08/30/2022	01/31/2023	The Salvation Army
Airtel Plaza	237	199	09/15/2022	10/31/2022	Volunteers of America
*Dates reflect original demobilization dates, as the full City Council has yet to adopt the PRK extension recommendations.					

### PROJECT ROOMKEY DEMOBILIZATION PLAN

LAHSA and its service provider partners have worked in lockstep with Council Offices and the City of Los Angeles's Office of the Mayor to develop each demobilization plan. Lessons learned from demobilizing other PRK sites highlighted the need for site-specific approaches that address the unique needs of participants. Each plan developed then considers the resources paired, or absent, for each participant. The plans are individualized by identifying which resources are necessary and within a specific timeframe to plan for successful exit destinations. For example, some PRK participants that lack access to a permanent housing resource, such as an Emergency Housing Voucher ("EHV"), will likely need more time to find a suitable housing intervention and thus may be the last to exit a PRK site. Not all PRK sites will have the same plan. Some sites may elect to focus on a particular grouping of exits before others, such as those already paired with a permanent housing resource like an EHV.

The demobilization period of a PRK site is between the Date of Last Intakes (i.e., when PRK sites will no longer be accepting participants) and the Last Date of Participants (i.e., date when all PRK participants must exit a site). These dates are identified in coordination with LAHSA, the service provider, the Office of the Mayor, General Services Department ("GSD"), and Council District using the Occupancy Agreement that was negotiated between the GSD and the hotel prior to the start date of the site's lease. Together they calculate how many participants must transition to other housing options on a weekday basis to ensure a site is demobilized on time.



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The following sections will go into greater detail of the plans, by site, and how LAHSA and its service providers partners will monitor progress. The numbers provided in this report are all estimates and are subject to change.

### Demobilization Tracking Tools

On the Last Day of Intake for a site, PRK staff develop a report using the Homeless Management Information System (“HMIS”) to identify participants remaining at the site. That information is then compiled to create a Demobilization Tracking Tool, the primary tracking tool used to identify participant needs, track services rendered, and monitor progress. It hosts a list of every participant at a PRK site on the Last Day of Intake with information about a participant that aids in their transition to other housing options. Each PRK site will have its own Demobilization Tracking Tool. These tools will be shared with the City. Table 2 includes the following key data points to coordinate and track the demobilization of each site.

**Table 2. Demobilization Tracking Tool Data Points Tracked During Demobilization**

• Deidentified Participant Information	• Participant’s Level of Engagement with Housing Resources Offered
• Service Provider Agency Assigned to Participants with a PH Resource	• Housing Options Offered and Date of Acceptance/Rejection of those Offers
• Number of Unit Showings	• Scheduled Exit Date
• Type of Permanent Housing Resources the Participant has In Hand	• Date of Actual Exit
• Exit Destination & Type	

Once LAHSA receives confirmation that a site will not be extending and will need to be closed, based on the Last Day of Intakes and the Last Day for Participants, the PRK Team, led by LAHSA, calculates how many individuals must transition to other housing options per weekday. Move-out dates are established for each participant and documented in the Demobilization Tracker Tool based on the resources they have available and their needs. Input from the PRK service provider and Council District is also considered. Each site may differ in how they demobilize based upon their unique needs.

Once the Demobilization Tracking Tool has been created, the PRK Team then schedules daily calls with PRK service providers and permanent housing providers who work directly with the participants at a PRK site to review the Demobilization Tracking Tool. The move-out dates are not fixed and case conferencing during the meetings helps to support making necessary changes to proposed exit dates. Exit dates can change to ensure placement into permanent housing. During these daily calls, the group identifies when a general notice to participants will be posted that the site is closing and when individuals will receive their specific move-out date notice.



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General notices of the site's closure are placed throughout the site and participants are also given notice of their specific move-out date. When an individual receives their specific notice, those linked to permanent housing resources are also provided with listings of available apartments in the community.

Once notices are distributed, the PRK Teams schedule and holds twice daily meeting to coordinate the transition of participants to other housing options using the Demobilization Tracking Tool. During the morning meeting the team discusses the planned exits for the day and ensures proper coordination of resources that are available. PRK service providers engage the participants and share the interim housing resources that are available to them that day if needed. If the participant accepts one of the options, the PRK service provider arranges transportation to the interim housing site. During the evening call, the PRK Team meets with the PRK service provider and permanent housing service providers to confirm who has transitioned, make sure records are updated, and to plan for the next day's work. This process continues until the site is demobilized. On the last day for participants, PRK staff picks up supplies and FEMA documentation. Closeout work continues until its completion or the end of the occupancy agreement, whichever comes first.

### **Housing Fairs at PRK Sites**

On-site Housing Fairs, which support participants in connecting to permanent housing, will be hosted throughout the demobilization period at each site. A successful Housing Fair was recently held at the Airtel Plaza on August 11, 2022, with the following dates tentatively set for future ones:

- Highland Gardens Housing Fair – September 8, 2022
- Airtel Plaza Housing Fair – September 8, 2022
- Airtel Plaza Housing Fair – September 29, 2022
- LA Grand – October, November, December 2022 TBD

Additional Housing Fairs are in the planning stages and are expected to be held throughout the months of October, November, and December. LAHSA will continue to work with the Mayor's office, the Housing Authorities, providers operating the PRK sites, Recovery Re-housing and Housing Navigation, Department of Transportation, and other stakeholders to ensure that every resource available is leveraged to host as many Housing Fairs at the remaining PRK sites as possible.

In addition to Housing Fairs, LAHSA Unit Acquisitions ("UA") team holds weekly calls with PRK site operators and permanent housing and housing navigation providers to provide weekly lists of permanent housing units available to PRK participants in their area.



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### DEMOBILIZATION AT THE LA GRAND

The LA Grand's demobilization is expected to commence on Monday, August 29, 2022, and end on January 30, 2023. The plan was drafted in partnership with LAHSA, The Salvation Army (LA Grand's service provider), and Council District 14, and this group decided to pursue a six-phase approach that groups participants under the following phases:

1. Participants Declining Services
2. Not Eligible for EHV
3. Participants Needing Higher Level of Care
4. Veterans
5. Enrolled in RRH/RRP/HN
6. Not Enrolled in RRH/RRP/HN

These prioritization groups will support an organized transition for participants to other suitable housing options from the LA Grand. Please note that participants can be in multiple phases and that phases are not static. For example, a participant who declines services may also be a veteran and not enrolled in RRP/RRH/TLS/HN. Phases will determine the dates that participants will exit the program with four individual participants expected to exit the program per day. The actual number of exits may vary slightly but the goal remains around twenty exits per week. A description of each phase can be found in the subsequent section.

The schedule below provides greater detail of these exits and corresponding phases specific to the LA Grand. Cells marked with an "X" indicate a holiday or when the planned demobilization is complete.

Estimated Demobilization Schedule for the LA Grand									
WEEK	DATES	Exits Per Day					Estimated Total Exits/Week	Estimated Participants Remaining	Phase
		Mon	Tues	Wed	Thurs	Fri			
0	8/29/2022							469	N/A
1	8/29/22 - 9/2/22	4	4	4	4	4	20	449	1
2	9/5/22 - 9/9/22	X	4	4	4	4	16	433	2
3	9/12/22-9/16/22	4	4	4	4	4	20	413	2
4	9/19/22-9/23/22	4	4	4	4	4	20	393	3
5	9/26/22-9/30/22	4	4	4	4	4	20	373	3 & 4
6	10/3/22-10/7/22	4	4	4	4	4	20	353	5
7	10/10/22-10/14/22	X	4	4	4	4	16	337	5
8	10/17/22-10/21/22	4	4	4	4	4	20	317	5
9	10/24/22-10/28/22	4	4	4	4	4	20	297	5
10	10/31/22-11/4/22	4	4	4	4	4	20	277	5
11	11/7/22-11/11/22	4	4	4	4	X	16	261	6
12	11/14/22-11/18/22	4	4	4	4	4	20	241	6
13	11/21/22-11/25/22	4	4	4	X	X	12	229	6
14	11/28/22-12/2/22	4	4	4	4	4	20	209	6
15	12/5/22-12/9/22	4	4	4	4	4	20	189	6
16	12/12/22-12/16/22	4	4	4	4	4	20	169	6
17	12/19/22-12/23/22	4	4	4	4	4	20	149	6
18	12/26/22-12/30/22	X	X	X	X	X	0	149	6
19	1/2/23-1/6/23	X	4	4	4	4	16	133	6
20	1/9/2023-1/13/23	4	4	4	4	7	23	110	6
21	1/16/23-1/20/23	10	10	10	10	10	50	60	6
22	1/23/23-1/27/23	X	10	10	10	10	40	20	6
23	1/30/23-2/3/23	10	10	X	X	X	20	0	6



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### LA Grand Demobilization Phase Descriptions

**PHASE I. Participants Declining Services** - This group of participants includes those who have not been open to engagement in services. They will be the LA Grand's first priority as they have been engaged often for support and have consistently declined resources. The LAHSA team reviews HMIS data on each participant who the PRK service provider and/or the permanent housing provider flag as not engaged to ensure there is supporting documentation to support the assessment that they are not engaged. The LAHSA team adjusts a participant's grouping and anticipated transition date based upon information in HMIS.

**PHASE II. Participants Not Eligible for EHV** – This grouping includes participants who are not eligible for an Emergency Housing Voucher. Participants within this group will be offered other available options for housing services, such as interim housing programs.

**PHASE III. Higher Levels of Care** – This grouping includes participants who have requested or have been advised by a medical provider to receive a specific type of housing outside of the Homeless Service Delivery System. Sometimes participants are paired with a specific type of resource to assist with living independently in their own home or with the support of a licensed care facility. These participants are within the phase three category as they will be linked to the requested resources and will require intensive case management to support a swift movement into the housing that meets their needs, their desire and availability.

**PHASE IV. Veterans** – This grouping includes individuals who are listed as veterans in HMIS or who self-identify as veterans. Veterans can receive specific services from the Department of Veterans Affairs and the teams are working to determine what services can be offered directly to veterans. These participants are within the fourth phase as their service connection may take time as the VA process is worked through. Some veterans are not initially enrolled with the VA, some are pending VA resources, and some may also be ineligible for VA services and thus need to be connected to alternative resources.

**PHASE V. Participants Enrolled in Rapid Rehousing ("RRH"), Recovery Rehousing ("RRP"), and/or Housing Navigation ("HN"), or a Time-Limited Subsidy ("TLS")** – This grouping includes participants who are linked and paired with a resource that is available within the current funding that LAHSA oversees. These programs support swift movement into permanent housing options across the City. Participants in this phase may have a planned move out date but move-out can take longer or shorter than anticipated.

**PHASE VI. Participants Not Enrolled in RRH, RRP, or HN** – This grouping includes participants who have yet to be linked to permanent housing resources. Due to resource availability and other circumstances, not everyone is enrolled in a subsidized resource. LAHSA will make every effort to connect these participants to a permanent housing resource if one becomes available or support these participants to transfer to another interim housing resource if permanent housing is not possible. They will be provided with resources as they come online. If a participant in this grouping is unable to secure permanent housing resources prior to the demobilization of the site, they will be offered interim housing resources during demobilization to prevent them from exiting to unsheltered destinations.





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### DEMOBILIZATION AT THE HIGHLAND GARDENS

Intakes stopped at the Highland Gardens on June 1, 2022, but subsequent intakes were allowed from other PRK sites that were demobilizing around that time. The Last Date of Intakes at the Highland Gardens was July 15, 2022. Since then, the PRK service provider and permanent housing providers have been working to transition participants into permanent housing. Daily meetings are being held to coordinate the placement of participants into permanent housing.

As of August 17, 2022, all but one of the participants has been connected to a permanent housing resource. Given this, the Highland Gardens' demobilization plan is unique compared to the other sites so it will follow a different approach. The daily demobilization meetings focus on making sure participants are shown units and helping them through the process of securing a unit. Housing Fairs are planned at the site to offer unit viewings and direct support to connect with potential units within the demobilization timeframe.

During the week of August 15<sup>th</sup>, a general notice will be posted about the site's Last Day for participants and their individual exit date. With their individualized notice, participants will also receive flyers on units at the Cecil Hotel and units available through Lease-Up LA, the centralized database that provides unit listings across the County of Los Angeles and managed by PATH. They will be encouraged to work with the permanent housing provider to select a unit and ensure they obtain permanent housing prior to site closure.

The current demobilization plan for the Highland Gardens has the first participants transitioning to other housing options effective August 31, 2022. Starting August 31, 2022, twice daily meetings will be held to coordinate demobilization efforts using the Demobilization Tracking Tool. It is expected that one participant will exit per day from the Highland Gardens, or 5 a week. The closure date of the site will be October 31, 2022. The schedule below provides greater detail of these exits specific to the Highland Gardens. The Cells marked with an "X" signify a holiday or after the final day at the site.

Estimated Demobilization Schedule for Highland Gardens								
WEEK	DATES	Exits Per Day					Estimated Total Exits/Week	Estimated Participants Remaining
		Mon	Tues	Wed	Thurs	Fri		
0	8/31/2022							62
1	8/29/22 - 9/2/22	X	X	1	1	1	3	59
2	9/5/22 - 9/9/22	X	1	1	1	1	4	55
3	9/12/22-9/16/22	1	1	1	1	1	5	50
4	9/19/22-9/23/22	1	1	1	1	1	5	45
5	9/26/22-9/30/22	1	1	1	1	1	5	40
6	10/3/22-10/7/22	1	1	1	1	1	5	35
7	10/10/22-10/14/22	X	1	1	1	1	4	31
8	10/17/22-10/21/22	3	3	3	3	3	15	16
9	10/24/22-10/28/22	3	3	3	3	3	15	1
10	10/31/22-11/4/22	1	X	X	X	X	1	0



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### DEMOBILIZATION AT THE AIRTEL PLAZA

While intakes at the Airtel will continue to take place on an emergency basis until August 19, 2022, preparations for the demobilization of the site have begun. Volunteers of American (“VOA”) is the PRK service provider. Because of their relationship with property owners in the community, they have been able to identify permanent housing resources for that site’s PRK participants. They will focus their initial demobilization efforts on transitioning participants linked to resources into these permanent housing units. Individuals yet to be linked to resources will be the last to transition.

VOA posted a general notice of the site’s closure on August 16, 2022. Using the Demobilization Tracking Tool and daily meetings that are managed by LAHSA, VOA will work to coordinate the transition of participants to permanent housing. VOA will create a schedule to transition participants to other housing options through case conferencing. On September 30, 2022, VOA will distribute individualized notices to those still enrolled in the program giving them their specific date of transition. The last date for participants will be October 21, 2022.

Starting October 1<sup>st</sup> through October 21<sup>st</sup>, VOA will help transition participants to interim housing sites in the Council District, including sites that are expected to have increased capacity resulting from recompression efforts.

A Housing Fair was recently held on August 11<sup>th</sup> at the Airtel Plaza with an additional event scheduled for September 29<sup>th</sup>. In addition, LAHSA’s UA team and PATH LeaseUp will hold tabling sessions at the Airtel Plaza on a weekly basis to provide direct access for participants in need of housing resources. Lastly, LAHSA is in discussion with the Council Office to possibly add additional Housing Fairs to maximize all opportunities that support PRK participants.

VOA will similarly follow the phased approach like the LA Grand by focusing efforts to obtain specialized resources for certain populations, including veterans and participants needing a higher level of care. The schedule below provides a greater detail of these exits and corresponding phases specific to the Airtel Plaza Cells marked with an “X” signify a holiday or when planned demobilization efforts end.

Estimated Demobilization Schedule for the Airtel								
WEEK	DATES	Exits Per Day					Estimated Total Exits/Week	Estimated Participants Remaining
		Mon	Tues	Wed	Thurs	Fri		
0	8/22/2022							199
1	8/22/2-8/26/22	3	3	3	3	3	15	184
2	8/29/22 - 9/2/22	3	3	3	3	3	15	169
3	9/5/22 - 9/9/22	X	3	3	3	3	12	157
4	9/12/22-9/16/22	3	3	3	3	3	15	142
5	9/19/22-9/23/22	3	3	3	3	3	15	127
6	9/26/22-9/30/22	3	3	3	3	3	15	112
7	10/3/22-10/7/22	8	8	8	8	8	40	72
8	10/10/22-10/14/22	X	8	8	8	8	32	40
9	10/17/22-10/21/22	8	8	8	8	8	40	0
10	10/24/22-10/28/22	X	X	X	X	X	0	0





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### ADDITIONAL RESOURCES NEEDED

To ensure as many participants can exit to permanent housing as possible, additional resources are needed to assist those participants who still need rental subsidy assistance, housing navigation assistance or both.

In Spring of FY 21-22, LAHSA shared projections with the Mayor's Office that \$7.7M in funding would be needed to support the demobilization of PRK in FY 22-23. As PRK continued to operate and enroll new clients, the need for services to support successful exits from PRK has grown, with LAHSA projecting the costs associated with providing Housing Navigation and Time-Limited Subsidy for persons enrolled in PRK programs, who do not actively have an EHV or other permanent housing resource to be \$8,663,667.

The City has provided \$2,548,743 in funding for housing navigation and time limited subsidies through the FY 22-23 General Fund and Roadmap budgets. This additional funding allows for:

- 50 Housing Navigation slots and 13 Time Limited Subsidies for participants at the Airtel
- 170 Housing Navigation slots and 61 Time Limited Subsidy slots for active participants at the LA Grand and Highland Gardens including former Mayfair participants who transferred to either of these two PRK sites. To date there have been 22 participants enrolled from the Mayfair PRK site.

**Table 3. Cost Breakdown for \$2.5M in FY 22-23 General Fund and Roadmap Budgets**

	Base Cost per Participant	Number of Participants	Total Estimated Cost
Housing Navigation (Airtel)	\$4,300.00	50	\$219,200.00
Time-Limited Subsidy (Airtel)	\$21,600.00	13	\$280,800.00
Housing Navigation (LA Grand, Highland Gardens, Mayfair)	\$4,300.00	170	\$731,000.00
Time-Limited Subsidy (LA Grand, Highland Gardens, Mayfair)	\$21,600.00	61	\$1,317,743.00
<b>Total Funded</b>			<b>\$2,548,743.00</b>



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With \$2.54M authorized, LAHSA identified \$6.1M as the remaining funding needed to support successful navigation and placement of persons exiting from demobilizing PRK programs through its report dated August 4<sup>th</sup>, 2022. The chart below provides additional detail for this request and includes the types of programs, the costs per person and the number of people to be served.

**Table 4. Cost Breakdown for \$6.1M in LAHSA's August 4, 2022 Report**

LASHA Funding Request by Component	Base Cost per Participant	Number of Participants	Total Estimated Cost
Housing Navigation & EHV Supportive Services Only (SSO) (Airtel & Grand) <sup>i</sup>	\$10,988.00	126	\$1,384,488.00
Time-Limited Subsidy (TLS) (Airtel & Grand) <sup>ii</sup>	\$22,006.00 <sup>iii</sup>	194	\$4,269,164.00
Housing Navigation (Airtel & Grand) <sup>ii</sup>	\$4,300.00	94	\$404,200.00
Subtotal			\$6,057,852.00
Service Provider Administration Costs			\$27,072.00
<b>Total Est. Cost</b>			<b>\$6,084,924.00</b>
Recommended by CAO Report			<b>\$2,956,000.00</b>
<b>Funding Needed</b>			<b>\$3,128,924.00</b>

On August 11th, 2022, the Homelessness and Poverty Committee approved the CAO's recommendation to fund \$2.96M in additional funding for PRK demobilization efforts. In addition, the City of Los Angeles has allocated a total amount of \$2.54M (allocated via FY 22-23 General Fund and Roadmap) to LAHSA to cover costs associated with Housing Navigation and Time-Limited Subsidy in support of PRK demobilization, totaling \$5.49M. However, with a total funding need of \$8.6M to cover the full costs of Housing Navigation and Time-Limited Subsidy for persons to successfully exit the demobilizing PRK programs, this would leave \$3.1M in anticipated costs as the balance needed to support the navigation and placement of persons exiting PRK. LAHSA proposes to work with LAHD and CAO to identify cost savings from within LAHSA's portfolio of City funding, which could be reprogrammed to cover this final balance of anticipated costs.



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<sup>i</sup> Housing Navigation and EHV Supportive Services Only (Airtel & Grand) was listed as Recommendation 2a in LAHSA's report dated August 4, 2022, "2a. Allocate \$1,384,488 to support Housing Navigation and Case Management for 126 existing PRK participants with EHV's issued."

<sup>ii</sup> Time-Limited Subsidy (Airtel & Grand) and Housing Navigation (Airtel & Grand) were listed together as Recommendation 2b in LAHSA's report dated August 4, 2022, "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"

<sup>iii</sup> The revised Base Cost per Participant was updated to better reflect the true costs as the result of inflation, increasing rents and salaries and other factors.

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Report ID (de-identified)	Assigned Agency for Housing Navigation/ Recovery Rehousing	Date participant was notified of specific move-out date	Move Out Date	Date of Actual Exit (in HMIS)	Phase 1 (if applicable)	Phase 2 (if applicable)	Phase 3 (if applicable)	Attended Housing Event?	Housing Needs Preference Form Completed?	Exit Plan - 1st Housing Option Offered	Participant Declined/ Accepted	Date Accepted/ Declined	Exit Plan - 2nd Housing Option Offered
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
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Report ID (de-identified)	Participant Accepted/ Declined?	Date Accepted /Declined	Exit Plan - 3rd Housing Option Offered	Participant Declined/ Accepted?	Date Accepted/ Declined	Exit Plan - 4th Housing Option Offered	Participant Declined/ Accepted?	Date Accepted /Declined	Exit Location	# of Unit Viewings	Date of Actual Exit (in HMIS)	Destinati on Type (in HMIS)
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