

# 2.03 - Working with Limited Housing Options: Shared Housing, Property Conversion, and Other Strategies

**INNOVATIONS & SOLUTIONS**  
for Ending Unsheltered Homelessness

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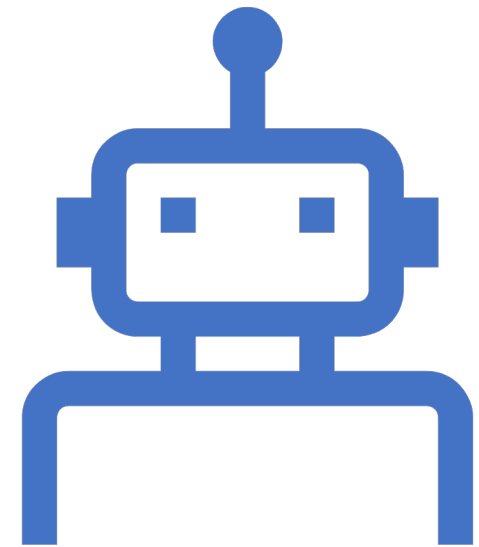
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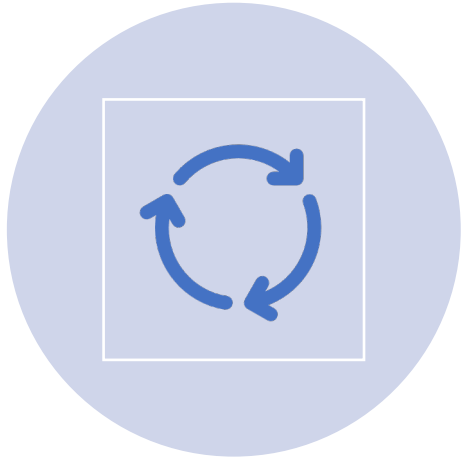
With affordable housing availability at an all time low, communities have been forced to adopt new strategies like property conversion and master leasing to make existing housing market resources go further. Conference go'ers will have an opportunity to hear from peers who have successfully implemented strategies that result in new housing options in an increasingly tight market.

# Visibility of Homelessness is on the Rise

- Almost every community across the country has seen a spike in homelessness in the past 12-18 months
- Communities/leaders are becoming increasingly frustrated and many turning back to enforcement
- Rents have spiked over 29.4% since pre-pandemic prices (Helhoski, 2024)
- Eviction filings are 50% higher than they were pre-pandemic (AP, 2023)
- Landlord's willingness to participate has changed/shifted
- Length of time for households exiting shelter has increased making it harder to access

Does this resonate for you'll?





**HOW DO WE  
GET SYSTEM  
THROUGHPUT?**



**HOUSING**

# Where Should We Pivot?

What new, innovative, creative methods are we using to expand our housing options?



# Los Angeles Innovation



Centralized Housing  
Location



Master Leasing



Shared Housing



Master Rent Subsidy  
Agreements (deeper  
incentivized programs)



Shallow Subsidy



Transfer Policy  
(upstream/downstream)

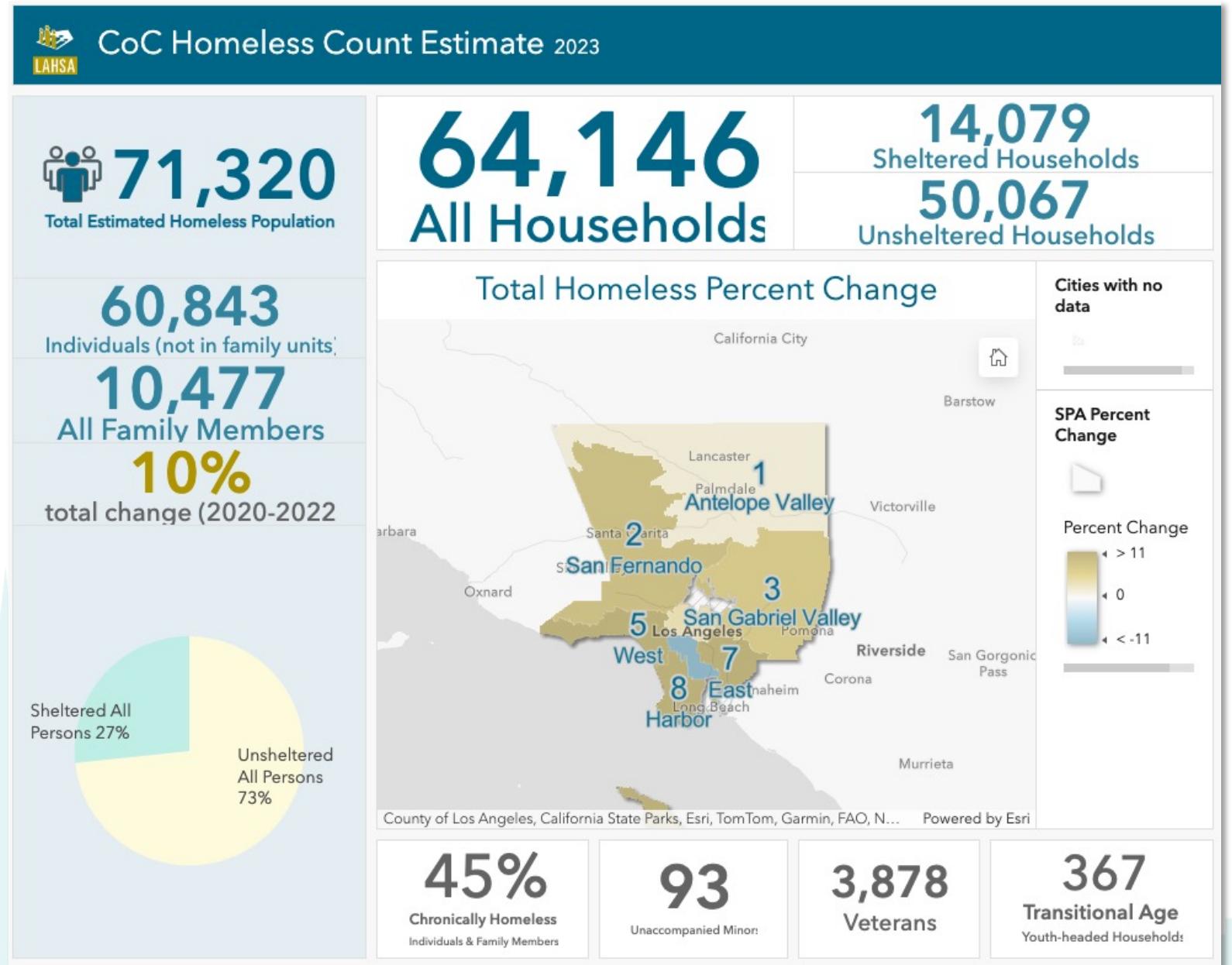


# Homelessness in Los Angeles

In the last year, homelessness **increased by 12.7%** in Los Angeles County because there are not enough homes people can afford.

Although the rehousing system made **22,540 permanent housing placements** leading up to 2024, more needs to be done to permanently house PEH.

The rental housing market in Los Angeles is extremely **competitive** and there are many **landlords reluctant** to rent to households the system serves.

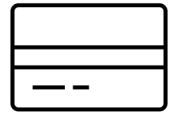




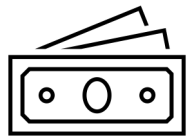
# Tenant Screening is a Barrier



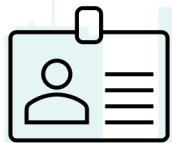
Background Checks



Credit Checks



Income Checks



Documentation





# Centralized Housing Location



## Housing Location Support

- Centralized, coordinated and nuanced support for all service providers in each SPA
- Housing searches based on the needs and market of SPA
- Coordinated negotiations and rent determinations
- Actively working in partnership with community navigators and locators to connect people to units quickly



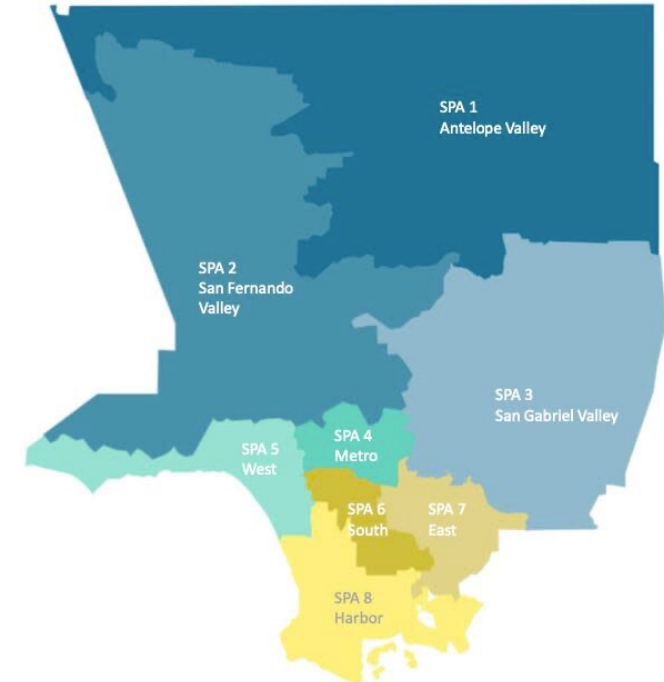
## Active System Management

- Data driven activities to inform regional and system throughput
- Dynamic monitoring and updates on unit availability and leasing
- LAHSA facilitated daily huddles to drive and coordinate unit acquisition activities
- Ensuring coordinated efforts to efficiently use all housing resources



## Unit Acquisition Products

- Predictable Rental Assistance
- Dedicated POCs
- SPA based Risk Mitigation Support
- LAHSA Master Leasing
- Landlord Incentive Programs
- Developing new Landlord Incentives and UA Products



# **LAHSA Master Leasing**

## **A Government Backed Unit Acquisitions Strategy (Not a Program)**



**LAHSA signs a master lease with the property owner to be its single tenant**

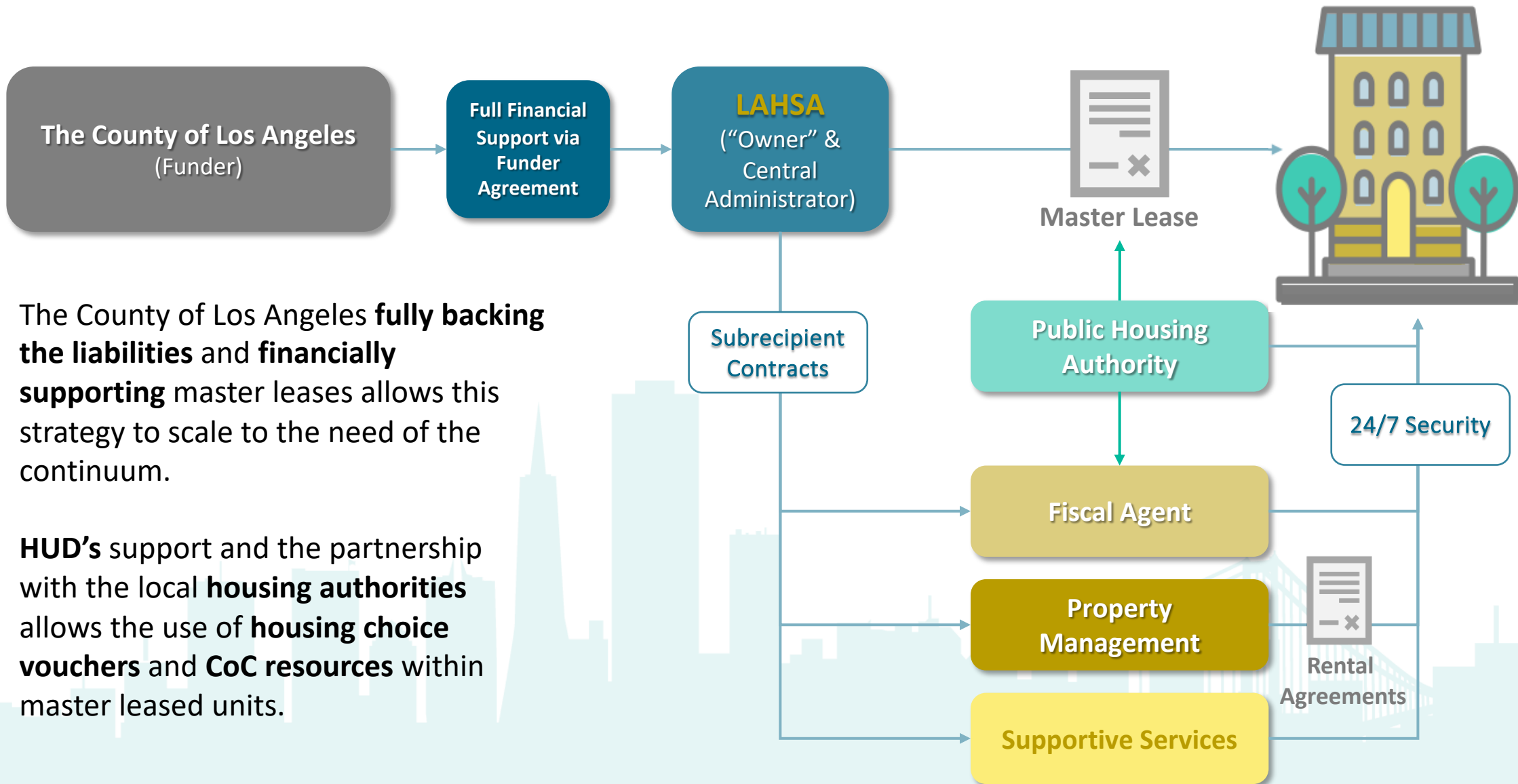
**The master lease is for five years and assigns LAHSA full control of the property**

**LAHSA subleases to PEH and removes all screening and doc requirements**

**The property owner receives a single check on time for the entire property**

**LAHSA becomes the landlord who manages, maintains, and repairs the property**

# How is it Structured?



# A Strength Based Approach



ASSET  
MANAGEMENT



FISCAL  
AGENT



PROPERTY  
MANAGEMENT



24/7  
SECURITY



ONSITE  
SUPPORTIVE SERVICES

The master lease strategy ensures clear and consistent **segregation of duties** based upon the **strengths** of each involved stakeholder.

This ensures a **standardized and equitable** provision of services to support **outcome measurement**.

Stakeholders are only responsible for doing **what they do best** and no longer need to be **experts of all domains**.

# Community Wins



Eliminates **equity barriers** such as criminal background and credit checks



Prioritizing federal balances in the **Continuum of Care** portfolio



TBRA utilization rates improved with **shortened housing navigation** time



**Optimizing throughput** across the entire homeless response system



# Shared Housing

## HUD Approved Room For Rent and SRO Standards

Allows for rents to be determined closer to market, rather the pro rata FMR

## New Housing Typology; SRO Plus Units

Student dormitory or rooms with their own private restrooms, common kitchen

## Master Leasing

Master leasing allows to explore, manage, and maintain more shared housing

## Significant Cost Savings

Supports utilization of resources and encourages more manageable rents

## Training Opportunities & Policies

Training elected offices, system leaders, staff; policies that integrate shared housing





# Success Story

LAHSA's first master leased site moved seventeen individuals within three days directly from the Mayor's encampment resolution effort, Inside Safe.







**AFFORDABLE HOUSING  
AND LAND TRUST**

**ANCHORAGE**

# Hotel Conversions

Anchorage Alaska



# The Challenge



Severe shortage of affordable rental units.



Lack of a coordinated system to move people to housing.



Closure of the city-operated COVID mass care shelter was imminent. With no obvious or easy solution to providing alternative shelter and/or housing to the over 700 people.

# Homeless to Stably Housed Initiative



Facilitated data-driven collaboration by the Anchorage Municipality, the Anchorage Coalition to End Homelessness, and the Rasmuson Foundation.



Ensured a client-centered, housing-first approach.

# Homeless to Stably Housed Initiative cont.



A robust public-private partnership generating over \$75M



Produced over 250 new housing units, a navigation center, and substance misuse treatment.



The largest increase in housing units for low/extremely low-income brackets in Anchorage ever.

## FROM HOMELESS TO STABLY HOUSED

### PUBLIC-PRIVATE PARTNERSHIP IMPLEMENTING ANCHORED HOME

Anchorage's community plan to make homelessness rare, brief and one-time



- Smaller facilities scattered around town.
- Lessen impact on any one neighborhood.
- Focus on needs of very different populations.
- No wrong door; coordinated entry.

## PERSONS EXPERIENCING HOMELESSNESS



### TAILOR CARE TO CLIENTS

Through outreach, navigation centers, shelters and housing.



**Low-barrier shelters**  
Focused on moving people experiencing homelessness into permanent housing.



**Outreach**  
Meeting people's basic needs while supporting them toward housing stability.



**Navigation Centers**  
Connect individuals to services for both immediate and long-term needs.



**Complex needs**  
Renovate space to shelter or transitionally house the most vulnerable people.



### STABLE HOUSING REMAINS THE GOAL

- + Adding 300-500 units of housing for low-income and extremely low-income residents through hotel conversions, new construction/renovations and landlord liaisons by early 2023.
- + Supports for housing retention: case management, tenancy supports and connection to critical services.

# Transitional Housing



Interview and Interests meetings at congregate shelter



Utilizing Coordinated Entry 135+ people experiencing homelessness went from the congregate shelter to housed



Services included were 3 meals a day, supportive services, basic needs



Majority signed a lease at the end of the “Transitional Housing” period.

# Lessons



Coordinated Entry without vulnerability assessments created unsuccessful housing matches.



Supportive Services need metrics to achieve.



Over-communicate to the participants/tenants.



# Anchorage Affordable Housing & Land Trust



Created to own and operate these housing units with a permanent affordability restriction to assure population prioritization.



The goal is to double the number of units in the next 5 years.



Invested in supportive services at hotel conversion sites.

# The Result



THE OPPORTUNITY TO CONVERT  
HOTELS FOR TURNKEY HOUSING  
UNITS AT A FRACTION OF THE PER  
DOOR COST.



WE ARE A HOUSING-FIRST CITY  
WHERE HOUSING IS THE ULTIMATE  
GOAL, WITH THE SUPPORT  
NECESSARY TO HELP PEOPLE  
RETAIN THAT HOUSING.



NATIONAL 2023 HUD SECRETARY'S  
AWARD FOR PUBLIC-  
PHILANTHROPIC PARTNERSHIPS  
ADDRESSING HOUSING AND  
HOMELESSNESS.

# Hotel Conversion Properties

