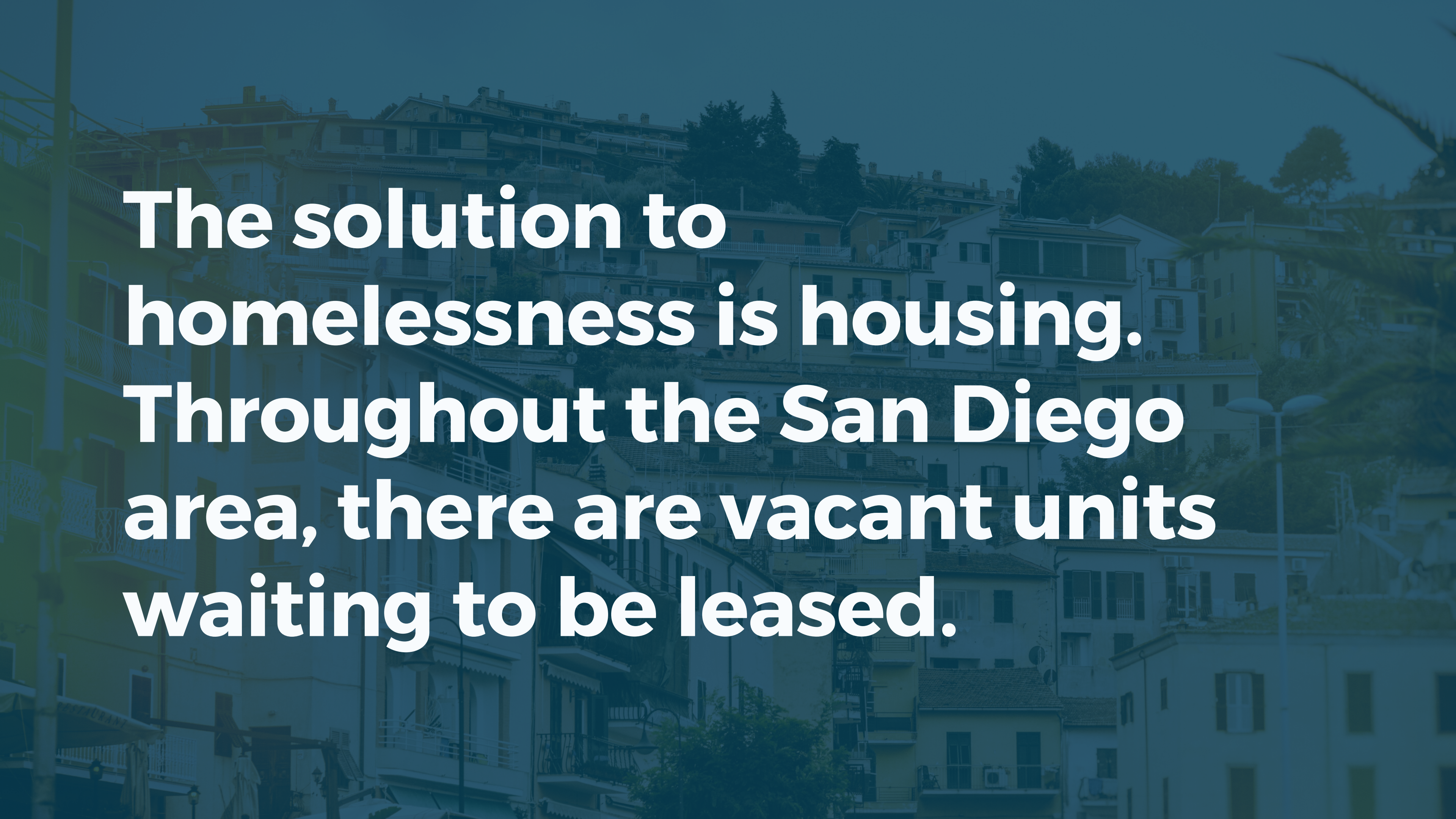




# SAN DIEGO FLEXIBLE HOUSING POOL

A Nationally Recognized Supportive Housing Solution





**The solution to homelessness is housing. Throughout the San Diego area, there are vacant units waiting to be leased.**






# San Diego Flexible Housing Pool

## WHAT'S THE MODEL?

Evidence-based supportive housing solution connects unhoused San Diegans to available units and provides wrap-around supportive services.

## HOW DOES IT WORK?

At scale, a pooled housing approach matches vulnerable households with housing options in real time to meet the public health emergency of homelessness.



Supportive housing is a proven, highly effective combination of subsidized housing and wrap-around supportive services.

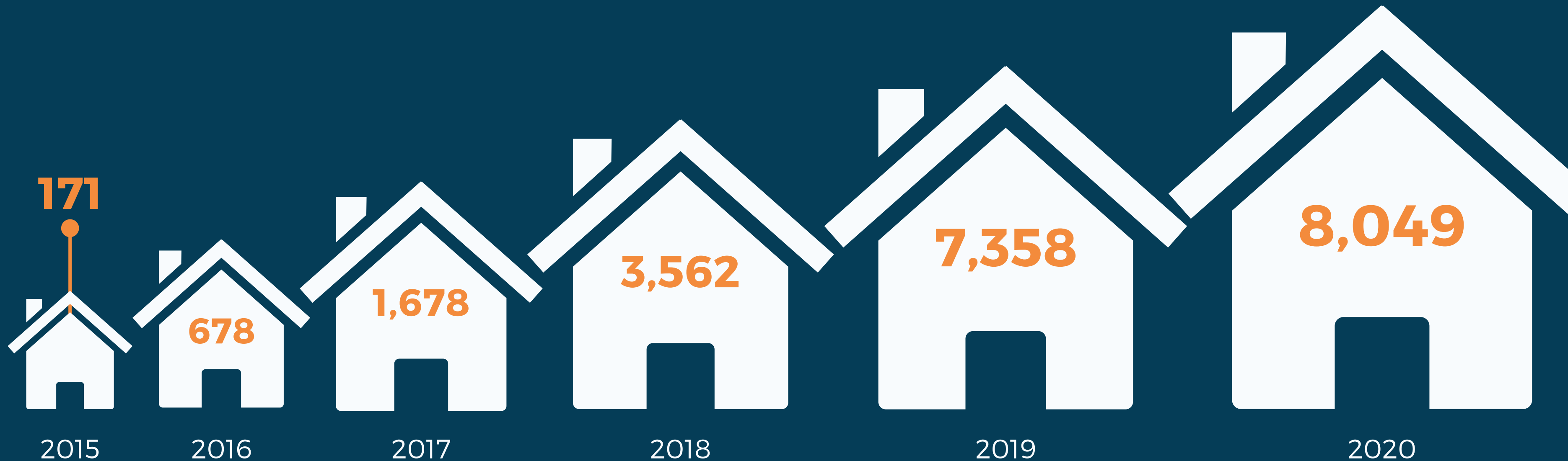
It includes Permanent Supportive Housing, Rapid Re-Housing, and other models that combine rental assistance with services.


Supportive housing provides stability, safety, and community benefit.

# Supportive Housing

## WHAT'S THE IMPACT?

There were **171** housing placements in Year 1 of LA County's Flex Pool. Since then, there have been over **8,000** cumulative placements.





**140** housing placements for  
vulnerable San Diegans  
experiencing homelessness

**Goal  
for Year 1**

SCALING IN YEAR 2 IS SUBJECT  
TO AVAILABLE FUNDING

# Flex Pools: Fully Resourcing All Activities Needed to Access the Housing Market



**Landlord  
Engagement  
Creates Portfolio  
of Units**



**Tenancy  
Supports  
Ensure Housing  
Stability**



**Operations Team  
Streamlines Lease  
& Rent Process**



**Intensive Case  
Management  
Provides Wrap-  
Around Support**

# How it Works

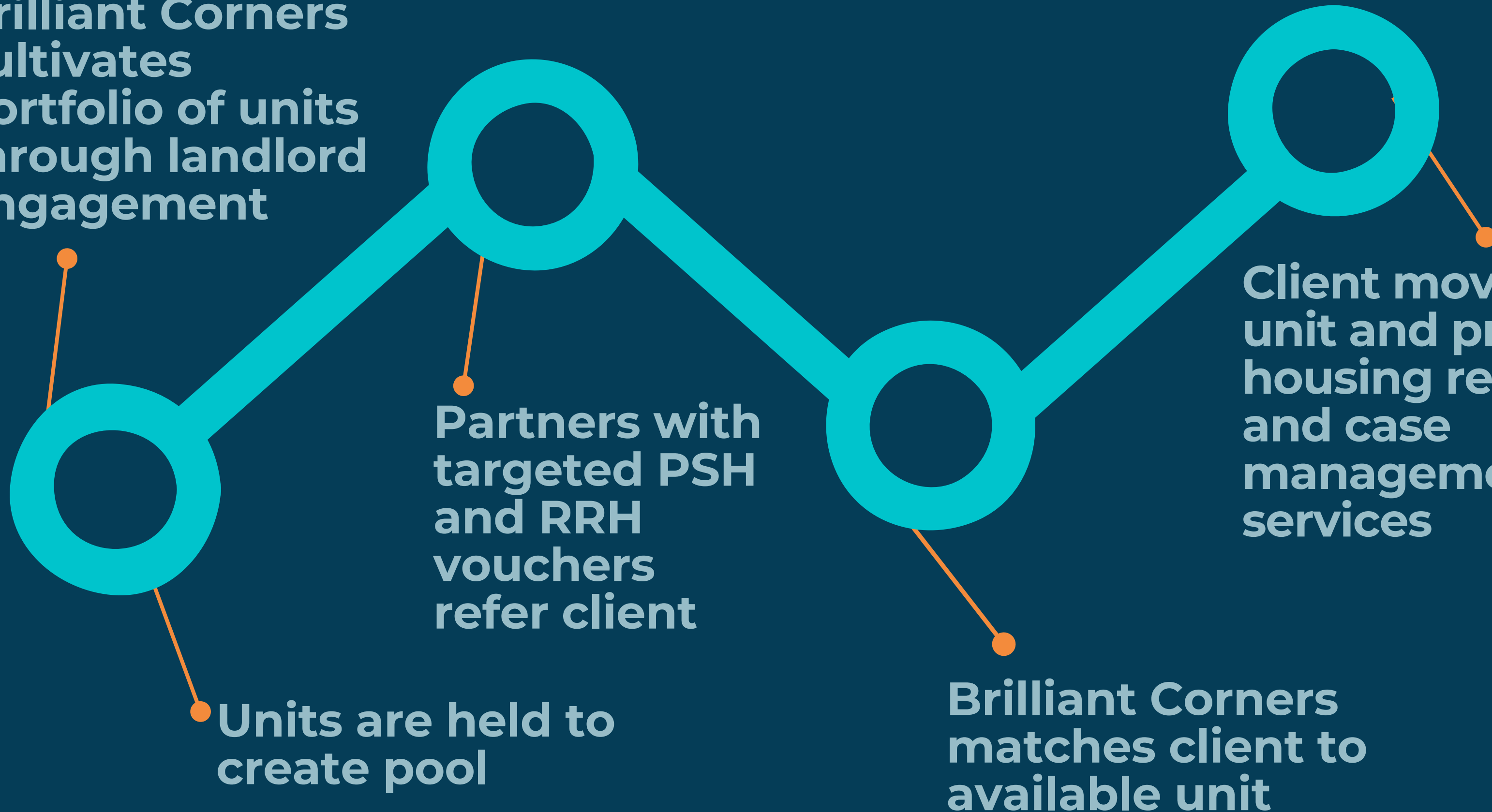
Brilliant Corners  
cultivates  
portfolio of units  
through landlord  
engagement

Partners with  
targeted PSH  
and RRH  
vouchers  
refer client

Units are held to  
create pool

Brilliant Corners  
matches client to  
available unit

Client moved into  
unit and provided  
housing retention  
and case  
management  
services







# What Investors Get



Leveraged investment with other regional funders focused on landlord engagement



Access to a scaled approach, which brings efficiency




Truly “rapid” access to supportive housing placements



Pooled approach that streamlines impact across sectors throughout San Diego



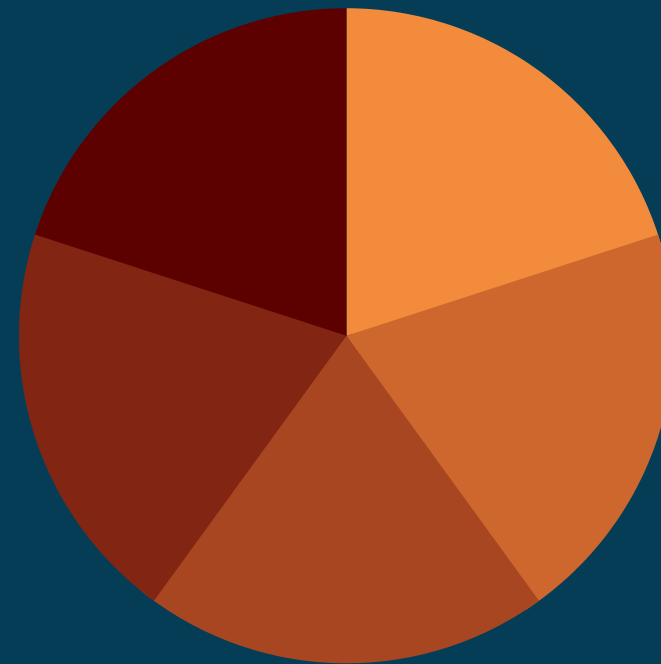
Dedicated staff for landlord engagement, fiscal management & admin for client costs & rental subsidies, & tenancy supports



# A Pooled Approach Maximizes Resources Across Sectors



FEDERAL



STATE



LOCAL

# Funders & Investors Can Customize (in collaboration with RTFH & BC)



**Target  
population**



**Referral  
Pathway**



**Length of  
Subsidy**



**Case  
Management  
Partners**



**Geography**



# A Holistic Approach

All funders need to invest into the whole portfolio of financial tools and staffing for the model to work.





# Brilliant Corners' Housing Acquisition Model

## STANDARD FINANCIAL TOOLS

### Unit Holding Agreement

Funding to quickly hold vacant units for client match.

### Move-in Payments

Security deposit, first & last month's rent.

### Move-in Assistance

Funding for household needs: furniture, bedding, cookware, & utility turn-on fees.

### Property Provider Incentives

Encourage property provider participation, such as lease-signing bonus & inspection repair funds.

### Flexible Financial Assistance

Funding to support & maintain client's tenancy: past-due rent balances; unit repairs; unit modifications.

### Rent Subsidy Administration

Brilliant Corners administers ongoing rental payments, requiring full Operations Team capacity. Programs can also utilize federal vouchers, requiring additional Tenancy Support capacity & more funding for Unit Holding and Property Provider Incentives.

## STAFF STRUCTURE

### Housing Acquisition Team

Finds new units; cultivate property providers to source new units & maintain unit stock. Minimum staff size: 1 Housing Acquisition Supervisor; 3 Housing Acquisition Specialists.

### Tenancy Support Team

Provides housing retention services to clients; facilitates move-ins; liaises between client, case manager, & property provider to resolve tenant-specific, housing-related issues. Caseload ratio dependent on subsidy type & levels of case management.

### Operations Team

Administers all payments, including rent subsidies & move-in assistance; processes applications; performs admin & financial support for Housing Acquisition & Tenancy Support Teams. Minimum staff size: Dependent on subsidy (local vs. federal).

## CASE

## MANAGEMENT

All participants receive intensive case management services (ICMS). Typically, program participants receive ICMS from third-party case management service providers; however, Brilliant Corners does provide ICMS for certain programs.

# FINANCIAL TOOLS

## RENTAL SUBSIDY ASSETS



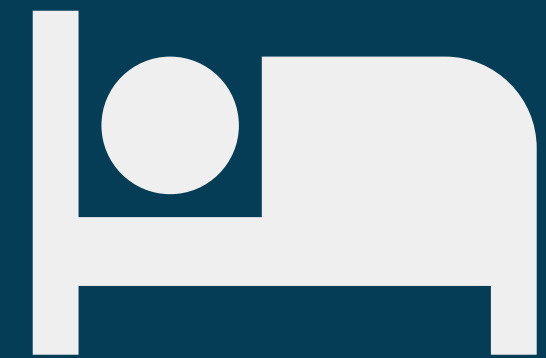
- Minimally needs to be Fair Market Rent (FMR) for specific location.
- Rates are set by HUD annually.
- In San Diego County, there is a fair degree of nuance in rates, which is helpful.
- Length and ongoing depth of subsidy can be co-designed based on target population.

## VACANT UNIT HOLDS



- Shared cost across all investors.
- Creating a pool allows model to hold a variety of units that can be matched to household needs, like ADA compliant.
- As we don't know exactly when a client will access the unit when it's brought into the portfolio, investors are "invoiced" proportional to number of placements made in their program each month.

## MOVE-IN PAYMENTS



- Covering security deposits and providing furniture, cookware and basic household items are key to facilitating move-ins quickly and supporting tenant success.





# Staffing Requirements and Benchmarks

HOUSING COORDINATORS ARE KEY TO WHAT OUR  
HOUSING ACQUISITION SPECIALISTS “SELL” TO  
LANDLORDS.

- Roughly ~1:40 case ratio depending on target population and similar factors
- Tend to specialize in a sub-program

SUPERVISOR-LEVEL HIRE NEEDED FOR EVERY ~5  
HOUSING COORDINATORS.



A young Black woman with long, dark braids is smiling warmly at the camera. She is wearing a brown and black patterned cardigan over a black top. She is sitting at a wooden desk, and a laptop is open in front of her. The background is a soft-focus indoor setting with warm lighting. The image is partially covered by a dark blue geometric overlay on the right side, which contains the text.

# Staffing Requirements and Benchmarks

HOUSING ACQUISITION SPECIALISTS ARE SCOUTING FOR ALL PROGRAMS ALL THE TIME—NO “DEDICATED” HOUSING ACQUISITION SPECIALISTS TO ANY ONE PROGRAM.

OPERATIONS SUPPORT ENSURES THAT WE CAN EFFICIENTLY PAY RENT, PROCESS PAYMENTS QUICKLY (EVEN WITHIN 24 HOURS, IF NEEDED) AND MAKE SURE ALL CLIENTS MOVE-IN SEAMLESSLY WITH FURNITURE.

# Join the Team!



SAN DIEGO  
Regional Task Force  
on the Homeless



**Funders Together**  
TO END HOMELESSNESS  
**SAN DIEGO**

City of  
Carlsbad

