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

140 housing placements for vulnerable San Diegans experiencing homelessness

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
- Operations Team Streamlines Lease & Rent Process
- Tenancy Supports Ensure Housing Stability
- Intensive Case Management Provides Wrap-Around Support

Tenancy Supports Ensure Housing Stability
Brilliant Corners cultivates portfolio of units through landlord engagement.

Units are held to create pool.

Partners with targeted PSH and RRH vouchers refer client.

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
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.
## 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).

## 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-singing 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.

## 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.
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

City of Carlsbad

Brilliant Corners