California's Homekey Program:

Innovation to Address Homelessness and Community Health at the Beginning of a Pandemic

October 2024

ñ Enterprise®

Purpose of this Report

The State of California developed and established the Homekey program during the Covid-19 pandemic to rapidly purchase and rehabilitate vacant lodging and apartment buildings to create homes for people experiencing or at risk of homelessness and increased exposure to and/or exposing others to the virus. The California Department of Housing and Community Development (HCD) administers the Homekey program while Enterprise Community Partners (Enterprise), along with a bench of talented consultants, provided select technical assistance to HCD and Homekey applicants from 2020-2024.

This report, California's Homekey Program, is intended to describe HCD's Homekey program, tell the story of its genesis, provide data on some of its outcomes, highlight its successes, and make recommendations on methods by which HCD can build on what has been learned. The report also describes the role of Enterprise in providing technical assistance to Homekey applicants. Four case studies feature examples of how a range of grantees throughout the state have used Homekey funding to address homelessness in their communities.

Acknowledgments

About Enterprise Community Partners

Enterprise Community Partners is a national nonprofit that exists to make a good home possible for the millions of families without one. Our vision is to make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all. Enterprise develops technical assistance and capacity building programs, advocates for policies, and delivers the capital to create and preserve affordable housing for low-income families. Core activities support community development organizations on the ground, aggregate and invest capital for impact, advance housing policy at every level of government, and build and manage sustainable communities.

Since 1982, Enterprise has invested $72 billion and created 1 million homes across all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands. In California, Enterprise has invested $8.3 billion through Low-Income Housing Tax Credits, grants, and loans to provide residents with 82,000 high-quality affordable homes and strengthen community-based resources.

Enterprise acknowledges and expresses appreciation to the partners that made the California Homekey program a success. Without the dedication, passion, and ongoing support of multiple partners, this effort would not have been able to accomplish the herculean task of standing up a completely new program that created over 15,000 new homes for people experiencing homelessness amidst a pandemic in just three years. Enterprise is grateful for the opportunity to support HCD in this effort and the ability to build a trusting partnership with this key state agency.

Acknowledgments *(continued)*

California Department of Housing and Community Development

The California Department of Housing and Community Development (HCD) is dedicated to the preservation and production of safe and affordable housing so more Californians have a place to call home. HCD works to ensure an adequate supply of housing for Californians and promotes the growth of strong communities through its leadership, policy, and program development. HCD designed and led the Homekey program.

Philanthropic Institutions

Thanks to the determination of Kathleen Kelly Janus, former Senior Advisor on Social Innovation in Governor Newsom's office, the engagement of mutilple philanthropic institutions was a key feature of Homekey and its ability to hit the ground running in a time of uncertainty and distress. The following organizations were key financial contributors to the roll out of the Homekey program and to the courageous organizations that created new Homekey properties:

- Blue Shield
- Chan Zuckerberg Initiative
- Crankstart Foundation
- Kaiser Permanente
- Meta (formerly Facebook)
- Salesforce
- Wells Fargo

Technical Assistance Consultants

A bench of committed consultants representing a range of experience, expertise, and geographic diversity leaned in to support applicants as they sought to access Homekey funding to create new housing opportunities in their communities. This group reflected a level of diligence and dedication that paid dividends in ensuring that applicants to Homekey submitted strong proposals.

- Anjanette Scott, LLC
- Beaux Simone
- California Coalition for Rural Housing
- Community Development Resource Group
- Community Economics
- CTY Housing
- Falcone Development Services
- Focus Strategies
- King Solutions, LLC
- Laco Associates
- M. Leshin Consulting
- Mosaic Urban Development
- Multiplier Advisors
- National American Indian Housing Council
- Renew Urban
- Urban Ventures

Homekey Sponsors and Partners

Nearly 250 developers, service providers, property managers, and local governments from across the state received funding from the Homekey program to date. These organizations and agencies are diligently creating new housing opportunities, maintaining safe and secure homes, and providing services to people who have been or are experiencing homelessness. With great appreciation, the people doing this important work are acknowledged as the foundation for meeting California's goal to end homelessness.

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Overview of the Homekey Program

California represents 12 percent of the population of the United States, yet 30 percent of the homeless population of the country is California. The State of California's Homekey Program is one strategy to address homelessness. It is an innovative program to purchase and rehabilitate hotels, motels, vacant apartment buildings, manufactured homes, and other properties to convert into interim and permanent homes for people experiencing or at risk of homelessness.

Recognizing the potential to harness the availability of hotels and motels emptied by the Covid-19 pandemic, Gov. Gavin Newsom, in partnership with the California Department of Housing and Community Development (HCD), launched a program that responded to the confluence of a global health crisis and a national affordable housing crisis resulting in widespread homelessness. The design of the Homekey program was based on the fundamental acknowledgment that homelessness was, and remains, a health emergency and that a strategy for quickly moving people from the streets to a home was paramount.

Homekey builds on the success of Project Roomkey, California's immediate response to the pandemic that created safe housing and shelter for unsheltered individuals and families in the earliest days of the pandemic. Roomkey sought to eliminate the need for congregate shelters among a particularly vulnerable group of Californians. Homekey expanded this approach by funding additional building types and supports for a broader population of people experiencing or at risk of homelessness, including interim and permanent solutions.

Deploying a combination of funding from the Coronavirus State Fiscal Recovery Fund (CSFRF) established by the federal American Rescue Plan Act of 2021 (ARPA) (Public Law 117-2) and State General Funds, California has invested $3.55 billion to date to rapidly expand the availability of housing for persons experiencing homelessness or at risk of homelessness, and who are, thereby, disproportionately impacted by and at increased risk for medical diseases or conditions due to the Covid-19 pandemic or other communicable diseases.

An additional component in the program was the public-private partnerships that Gov. Newsom cultivated to direct philanthropic resources to the Homekey program. Gov. Newsom's staff rallied partners quickly to communicate and coordinate philanthropy and private industry partners to engage as a key partner in Homekey. As noted by Kathleen Kelley Janus, formerly the Senior Advisor on Social Innovation in Gov. Newsom's office, "In addition to the contribution of critical resources, the involvement of philanthropy contributed to the broad political support garnered for the program."

Dovetailing with this, Enterprise's Northern California office was invited to partner with the Governor's office and HCD in a variety of ways. Enterprise was asked to deploy $46 million in philanthropy from Kaiser Permanente, Blue Shield, Meta, Chan Zuckerberg Initiative, and Crankstart Foundation in the first three rounds of Homekey to fund operational support and supportive services. As a key thought partner during the development of the program, Enterprise's experience as a provider of technical assistance and capacity building support was tapped and resulted in the creation of a Peer Learning Cohort, followed by the administration of a technical assistance program to support those applying for Homekey funding.

To date there have been four rounds of Homekey funding, of which one was a special set-aside for tribal communities. Attachment "A" depicts the amount of funding allocated to geographic regions for each funding round.

1. The first round of Homekey launched in 2020 with a Notice of Funding Availability (NOFA) released in July 2020. Round 1 delivered $800 million of funding from both federal and state sources to support 94 developments across the state and prioritized housing that could be substantially occupied within 90 days of acquisition.

2. The next phase of Homekey expanded the program, with $2.75 billion in funding made available between two NOFA releases (Rounds 2 and 3). The Round 2 NOFA was released in September 2021 and the application period closed in May 2022. This NOFA introduced set-aside funding for tribal entities and housing projects serving homeless youth.

3. The Round 3 NOFA was released in March 2023 and the application period closed in July 2023. In addition to acquisition and rehab of properties funded in Round 1, Homekey funds could also be used for new construction projects, master leasing, and the acquisition of affordability covenants. The Round 3 NOFA included a set-aside for homeless youth programs.

4. In June 2023, HCD released a stand-alone NOFA of $75 million for tribal applicants, which it subsequently amended to increase the amount to $81 million. The separate NOFA reflected input from Native American tribes across the state requesting a NOFA that reflected the differences between their needs and circumstances and those of other potential Homekey recipients.

Over the course of four rounds of funding, Homekey has proven to be successful in bringing units online and leasing them up expeditiously. Conceived in the earliest days of the pandemic amid an escalating public health crisis, the State drew on best practices and data to create this unique program designed to combat homelessness. According to State HCD Director Gustavo Hernandez, two of the driving forces in designing this program were: 1) create housing quickly by providing flexibility, and 2) deliver the units at a lower cost than traditional affordable housing.

Following are some of the key programmatic highlights.

- **Rapid Development:** Facilitate rapid development, including:

  - Target building types that could more quickly and cost efficiently be converted to housing. The average Homekey capital award per unit for round 1 and 2 is $192,000.

  - Deploy funding that could substantially cover the costs of acquisition and rehabilitation of existing buildings to avoid time-consuming assembly of multiples sources of funding.

  - Expede development by providing for exemptions from the California Environmental Quality Act (CEQA) and Article XXXIV (per the California Constitution, prohibits the development of low-income housing projects without voter approval).

- **Racial Equity:** Center the work with a racial equity lens by requiring analysis of racial disparities and the development of strategies to address these disparities.

- **Local Funds:** Engage local government in the creation of Homekey housing through their role as the applicant for the funding and by incentivizing the provision of local matching funds.

- **New Emerging Developers:** Break down barriers to emerging developers, faith-based organizations, and community-based organizations participating in the critical work of housing peopled experiencing homelessness. Through the engagement of Enterprise as a technical assistance provider, the mandatory pre-application consultation meetings, and the roll out of HCD Ambassadors for each project, HCD grew the ecosystem of groups engaged in creating rapid response housing opportunities.

The confluence of designing this program with the public health conditions that left numerous motels, hotels, and other building vacant or underutilized has resulted in more than 15,000 new homes for people experiencing homelessness – of which 9,000 have been completed and are operational as of the date of this report – impacting over 157,000 lives across California. This number represents 86% of the 181,399 individuals identified as homeless in the 2023 statewide point-in-time count.

In interviews conducted for this report, there was overwhelming acknowledgment and appreciation for the program's innovative approaches, the flexibility it provided, and the responsive support provided by HCD staff and technical assistance consultants.

The Homekey program has funded more than

15,000 units of housing

as of this report's preparation, in nearly

250 projects
located in
130 jurisdictions
across the state.

The projects are located in

49 of California's 58 counties,

in all geographic regions of the state, from Oregon to Mexico, along the coast to the Central Valley and mountain regions.

Of the
246 Homekey projects,
over half,
127 projects,
provide permanent housing.

50 projects

provide interim housing, and

6 projects
provide a mix of both types.

63 projects
were developed as interim housing with a plan to convert the units to permanent housing.

Homekey Impact Across the State

In each round of the Homekey program, HCD established geographic pools to make certain that the program addressed needs in all parts of California. Funding allocations were sized based on the count of homeless individuals in the region. These set-asides were effective in dispersing awards across the state, preventing the concentration of funding in the jurisdictions with the largest homeless housing developers and service providers. Attachment A provides a breakdown of funding allocations by region for Rounds 1, 2, and 3.

While the greater number of awards were made in the most urbanized areas of the state with the highest absolute numbers of homeless individuals and families – Los Angeles County and the San Francisco Bay Area – the geographic targeting built into the program served to ensure that projects were funded in all regions. In the San Joaquin Valley, for example, 28 projects were

funded across all three rounds of the Homekey program, creating nearly 1,500 units of housing. Smaller cities around California were able to compete successfully for the program, and awards were made in these communities such as Yuba City, Tulare, and Calexico.

The NOFAs for Rounds 2 and 3 set aside targeted funds for projects serving homeless youth. At least 35 of the 246 projects are targeted in part or in whole for homeless youth, serving more than 800 homeless or at risk of homeless youth, in addition to the 201 youth served by projects from Round 1. Like the general awards, projects in the homeless youth set-asides were geographically dispersed across California, with awards for homeless youth projects in major cities such as San Diego and in small communities like Atascadero.

Project Locations for Homekey Awards Rounds 1, 2 and 3

○ Homekey Projects

● Tribal Homekey Projects*

City and County
of San Francisco
7 awards

Alameda County
16 awards

Los Angeles County
75 awards

*Round 3 Homekey Tribal awards not available at the time map was created.

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Impact on Tribal Communities

The Homekey program's approach to making funds available to California's Native American tribes has evolved over the course of the program. While the Round 1 NOFA acknowledged the disproportionate burden of homelessness among Native Americans, it did not initially make special provisions for tribal applicants beyond including tribes as eligible sponsors. Three tribes submitted successful applications in Round 1. Recognizing the barriers that tribal applicants faced in preparing Homekey applications, HCD created a funding set-aside in the Round 2 NOFA of 5% of the total funding pool, equaling $72.5 million. Five tribes successfully submitted applications in Round 2; however, this left a substantial portion of funding in the set-aside uncommitted.

As a result of this experience and request from Tribal entities, Enterprise convened a Working Group for Tribal Issues that met weekly during the winter and spring of 2022 and included Homekey program staff from HCD, members of HCD's Tribal Affairs team (including a legal expert), subject matter experts from Enterprise's National Tribal Nations and Rural Communities team, and technical assistance consultants engaged with tribal Homekey applicants. Enterprise consultants, the California Coalition for Rural Housing (CCRH) and Mosaic Urban Development, held one-on-one meetings with nine separate tribes to collect information and feedback on the Homekey application process and devise recommendations for program improvements in future funding rounds. This group submitted a memo to HCD identifying structural barriers that disadvantaged tribal applicants, ranging from the lack of funds to meet match requirements, to the difficulty of developing in remote areas of the state where many tribal rancherias are located, to the failure of the NOFA to respond to the sovereign status of Native American tribes.

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HCD responded to the memo by significantly restructuring the application process for Round 3. Rather than creating a set-aside within the broader NOFA, HCD created a separate NOFA for tribal applicants, with significant differences from the general NOFA. The NOFA awarded funds over-the-counter rather than based on a scoring system, matching fund requirements were waived, and the need to request waivers from specific NOFA provisions based on tribal sovereignty rights was greatly reduced. HCD held listening sessions around the state to get input on tribal concerns in preparing the NOFA, circulating a draft, and receiving feedback from potential applicants prior to releasing the final NOFA.

The results of the revised process for tribal Homekey applications have been impressive. Awards have not yet been announced for the tribal NOFA, since the application timeline was several months later than for the general Round 3 NOFA, but 13 applications, each serving a different tribe or rancheria, were submitted before funds in the NOFA were fully exhausted.

A representative of one tribal awardee noted the importance of the rapid funding timeline in the first Homekey round, created during the pandemic emergency. The tribe, facing a deadline in their purchase contract for the Homekey property, drove to Sacramento to pick up a physical check, and closed on acquisition the following day.

> **"That sort of support and flexibility that HCD demonstrated was incredibly successful for us, because otherwise we wouldn't have been able to hold on to the piece of property."**

An applicant in the Tribal NOFA process who is awaiting award notification stressed the importance of the separate NOFA in improving access to the program for tribes, "Compare how many applied to Homekey Round 2.0 versus 3.0. It works, and the tribal separate program proves this."

Impact on Homeless Youth

Pursuant to **Health and Safety Code Section 50675.1.3, subdivision (c)**, Rounds 2 and 3 of the Homekey program were required to set-aside no less than eight percent of the total Homekey funding for projects serving homeless youth or youth at risk of homelessness, as defined in **24 Code of Federal Regulations (CFR) part 578.3**. The Round 2 set-aside was eight percent, and the Round 3 set-aside was increased to ten percent. In addition, homeless youth units received higher capital and operating subsidies from the Homekey program. This effort to address the critical need for homeless youth housing was coupled with focused technical assistance through Enterprise, along with support from the nonprofit organization, John Burton Advocates for Youth (JBAY).

In May 2022, JBAY led a webinar introducing the Homekey program and contextualizing how it can help communities serve youth experiencing homelessness or at risk of homelessness. The webinar included representatives from two existing Homekey projects serving homeless youth that successfully applied for and received funding who discussed their experiences with the Homekey program. More than 200 attendees from various service providers, developers, and public agencies joined the webinar.

In addition, Enterprise convened a homeless youth working group to tackle issues confronting youth service providers and their projects. This working group included JBAY and other subject matter experts, who helped create an outreach strategy to developers and public agencies across California to ensure that Homekey effectively serves homeless youth residents. Working with HCD over the course of five meetings following the release of the Round 2 NOFA, changes to the Round 3 NOFA were discussed. These included suggestions that would reduce barriers to developments serving the target population and increase development of homeless youth housing in rural and lower-capacity jurisdictions.

The creation of the set-aside in Round 2 served in more than double the number of youth serve. In Round 1 there were 201 units reserved for youth and in Round 2 there were 535. The policy changes were also influential in bringing in more homeless youth projects as well as innovative approaches. A homeless youth project in Ventura County is located on a 10-acre farm and seeks to unify environmental health with human health. The project is also utilizing volunteers and promoting youth engagement with the local community.

Impact on Communities

The Homekey program has clearly had an impact on communities across the state. Through a series of 15 interviews that included grantees, funders, and other stakeholders, various themes emerged. These themes discussed in this section are reflective of the program's beginning stage. Since Homekey has only been in practice for three years and many of the projects of Round 2 have yet to come online, the long-term impact and sustainability of the program will emerge in the future.

Key among the themes emerging thus far is the participation of communities that had never created housing for people experiencing homelessness. An interviewee from a small, rural community in Northern California noted, "Homekey made possible the first housing for people experiencing homelessness." Another interviewee, from a public housing authority, noted that they hadn't done supportive housing before, but they "wanted to meet the huge demand for housing for people experiencing homelessness."

Homekey facilitated this journey. An avid participant in Enterprise's Peer Learning Cohort, staff from this same public housing authority noted that they had to learn many new skills and best practices from others.

A second theme was how many new partnerships were formed to advance Homekey developments. From Mono County in the north to Imperial County in the south, stories of partnership and collaboration between local government agencies, nonprofit and for-profit developers, supportive service providers, and property managers surfaced repeatedly. In Northern California, an interviewee described the importance of their partnerships with other nonprofits and counties; one of their counties is involved with the delivery of supportive services at their property. Another interviewee from another county appreciated the way in which Homekey funding was helpful in leveraging local funds. In Southern California, an array of partnerships formed to stack together Homekey resources with local capital and services funding, project-based vouchers, along with numerous development partners.

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One Homekey site that received philanthropic operating support reported about their collaboration with their local police department. They recounted that at the start of the project the relationship with local law enforcement was very strained as the police saw the site as a problem. Through a collaborative process, they are now working closely together to make the site safer for all the residents. The chief of police attends the first part of their weekly team meetings with property management staff and the county, working to support each other. This substantially improved relationship with the police department has resulted in increased safety at the site.

The forging of partnerships and collaborations can also be viewed through the lens of operational funding for Homekey sites. About 20 different sources of funds are being utilized to cover Homekey operational costs in addition to the Homekey Capitalized Operating Subsidy Reserves. At least half of all Homekey developments in Rounds 1 and 2 received local funding, including locally sourced funds as well as pass-throughs of state and federal sources such as Homeless Housing, Assistance and Prevention (HHAP) grants, Community Development Block Grants (CDBG), Emergency Solutions Grants (ESG), and Permanent Local Housing Allocation Program (PLHA) funding.

Nearly a third are utilizing either project-based vouchers, housing choice vouchers or Veterans Affairs Supportive Housing (VASH) vouchers. A smaller percentage are using tenant-based vouchers through various programs, and finally a small number are using philanthropy and/or healthcare provider funds. Some projects are utilizing only one source, white others are tapping into three or four sources of operating funding.

The innovative nature and flexibility of the program was another theme. In Southern California, Homekey supported a site that needed to change housing types, resulting in the creation of tiny homes. In this case, having the county as the lead helped considerably, and included the leveraging of Permanent Local Housing Allocation Program (PLHA) and American Rescue Plan Act (ARPA) funding.

There was also broad acknowledgment of the way in which the Homekey program facilitated people getting housing quickly and at a lower cost than other affordable housing. In the words of one interviewee, they "experienced cost savings from not having to go the Low-Income Housing Tax Credit financing route."

The impact on the community is also evidenced by the many stories of residents whose lives have been transformed by moving from being unhoused to having a home. One example is the story of a student who moved into Lotus Living Community, one of four sites that are showcased in the case studies that follow.

Before moving into Lotus Living Community, this student was paying a membership fee to Planet Fitness to utilize their showers while residing in a storage unit adjacent to the local El Pollo Loco. When he moved into his new home, he secured employment, raised his grade point average, and followed all program requirements that ultimately led to earning his degree in social science. He is still involved in Lotus Living Community, helping with the food bank, and checks in with project staff from time to time. He currently works full time and has secured a stable place to live. He was recently awarded a $500 scholarship and plans to transfer to one of California's state universities.

Case Studies

The following four case studies exemplify these themes and the many attributes of the Homekey program that are making a difference in communities around the state. Each of these projects involved extensive collaboration and partnerships, multiple funding sources, and flexibility on the part of the state and the project partners to get off the ground. The four case studies provide an overview of each, a description of the successes and the keys to attaining those successes, challenges that were faced, and what their next steps are as the move into stabilized operations.

These are the four case studies that follow:

1. **Lotus Living Community**, a 26-unit new construction modular project in the City of El Centro in Imperial County. In operation for two years, the project has served over 55 youth. It involved a partnership between the City of El Centro, Imperial Valley College, and the Imperial Valley College Foundation.

2. **Valley Lodge Apartments**, a 55-unit conversion of the Wine Valley Lodge in the City of Napa in Napa County. This permanent housing project involved a collaboration of developer Burbank Housing, Abode Services, VOICES, the city and the county. Funding came from local government as well as philanthropy.

3. **Park Haven Plaza**, a 36-unit new construction project in Soquel in Santa Cruz County. This permanent housing site involved a collaboration between the County of Santa Cruz, Abode Services, Novin Development Corporation, the Central Valley Coalition for Affordable Housing, and FPI Management.
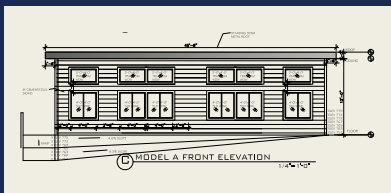
4. **Guidiville Tribe Homekey Project**, a 16-unit new construction project in Ukiah, Mendocino County. The development, being undertaken by the Guidiville Indian Rancheria and the Northern Circle Indian Housing Authority, will provide permanent housing to tribal youth who are homeless or at risk of homelessness members of the tribe and others in the community.

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CASE STUDY:

Lotus Living Rise Above Resilient Community

El Centro, Imperial County

Introduction

The Covid-19 pandemic exacerbated a dire need for student housing in the Imperial Valley. Providing housing and basic needs for those at risk of or experiencing homelessness was an urgent issue. The City of El Centro and Imperial Valley College (IVC) received grant funding in the first round of Homekey in 2020 to build and operate a supportive housing development in response to this crisis. The resulting housing, called the Lotus Living Rise Above Resilient Community, was the first of its kind in the area. First profiled in a case study in 2021, the project has been operating successfully for nearly two years despite some initial obstacles. In that time, it has been a life-changing, stable home for housing-insecure students.

For more information, please visit:

https://www.hcd.ca.gov/grants-and-funding/homekey

SNAPSHOT	
Project:	Lotus Living Rise Above Resilient Community
Project Team:	City of El Centro, Imperial Valley College (IVC), Imperial Valley College Foundation (ICF)
Location:	City of El Centro, Imperial County
Number of Units Constructed:	26
Number of Individuals Housed:	26
Target Population Served:	Youth Experiencing or At Risk of Homelessness
Occupancy Type:	Interim
Project Type:	New Construction
Building Type:	Modular Housing
Total Homekey Award from HCD:	$2,600,000

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Additional Operating Funding Sources	Amount
City of El Centro	$458,000
Enterprise Community Partners - pass through from philanthropic partners	$524,114
Imperial Valley College Foundation	$778,988
Total	$1,761,102

Progress

IVC has successfully operated the Lotus Living for nearly two years since it began housing students in 2021. Since then, the IVC team has bolstered their staffing to meet the critical needs of students living there and has increased student awareness and participation in available services. One resident commented, "It's been years since I've felt like there's some sort of comfort, security, and stability in my life."

The project and its supportive service programs provide the type of safe, compassionate environment that helps students get back on their feet and sets them up on a pathway to independence. Fifty-five students have called Lotus Living home since it opened, with 29 transitioning to stable and affordable housing or moving out to be reunited with their families. IVC now ranks as a top 10 junior college in the country with Lotus Living providing a stable housing solution for students.

Successes

- **IVC provides a robust suite of services for students experiencing housing and food insecurity.** Lotus Living is a part of IVC's basic needs program. This connection is crucial because it means that the development receives a dedicated stream of funding and resources to support its residents. On-site staff at Lotus Living supply students with snacks, hygiene kits, book vouchers, and bus tickets. Students also receive tutoring services to help foster academic success. They participate in monthly workshops on financial literacy and applying and interviewing for jobs to build and bolster life-long skills that will prepare them for personal and career success. All activities and programs are geared towards helping students transition into stable living situations and create a better life for themselves.

- **Fostering community.** On-site staff conduct monthly community building events like movie and game nights and hold special celebrations on holidays. Additionally, residents participate in monthly volunteer work with a local food bank to connect with the wider community. Fostering a trusting relationship with residents and among the cohort is essential for creating a quality space for students experiencing housing insecurity. Some students have formed long-term friendships by participating in this work.

Challenges

- **The project's geographically isolated location in a rural area near the U.S.-Mexico border made it difficult to find the right homebuilder.** Specifically, El Centro and IVC encountered issues finding a partner with experience building manufactured homes. Options were limited further because construction needed to occur at the height of the Covid-19 pandemic. The project team ended up partnering with a builder outside their geographic area that they did not have experience working with. Fortunately, the firm they found provided a high level of support and was very responsive throughout construction.

- **Limited resources, supply-chain delays, and Homekey's expedited timeline** caused some issues in building a fully functional development. Logistical problems delayed the delivery of appliances and furniture for the housing units. The rushed timeline for completion and the builder's inexperience with this specific type of home construction meant that some fixtures needed to be reinstalled. Luckily, the team was able to bring in plumbers and technicians to fix these unforeseen issues in a short period of time.

- **Lotus Living experienced staffing gaps,** with only two staff members running the site operations for the first few months. The pandemic caused issues with hiring, especially with onboarding necessary security and maintenance staff. Staff had limited capacity to perform adequate outreach to the development's residents, which meant that many were unaware of certain available services. However, IVC has since expanded their team, which now consists of maintenance and security staff, part-time mental health counselors, and student residential assistants.

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Keys to Success

- **Collaboration and strong partnerships** were essential in realizing the project in such a short amount of time. IVC and the City of El Centro maintained a healthy working relationship throughout the application, construction, and operation of Lotus Living. Communication with the homebuilder and local community members helped to secure local buy-in. All parties shared the same motivation and long-term commitment to create a new community asset that could house students at risk of and experiencing homelessness.

- **Taking intentional steps to make residents aware of all available services** ensured a high level of participation and positive outcomes. Lotus Living staff explicitly called out beneficial programs in interviews and conversations with students and even embedded them in lease agreements. On-site staff also created and distributed a newsletter to inform students of the various supportive services available. At least one staff member was assigned to each student to form a personal, trusting connection. Staff also encouraged students to tell their neighbors about service programs, which served a dual purpose of building friendships and allowing students to advocate for themselves and each other.

- **Intentional design features and the site's location** were aimed toward creating a successful housing project. Lotus Living is a gated, secure community with nighttime security staff, which provides a safe space and helps foster a trusting community for residents. IVC worked with the City of El Centro to add a bus stop next to the development so that students have easy access to and from campus. It is also close to a wide range of amenities like grocery stores, restaurants, and retail.

What's Next

IVC and the City of El Centro are actively searching, applying for, and securing additional grant funding to ensure that housing insecure students can continue to live in safe and affordable homes while attending school. Their main goals are to sustain the project's daily operational costs and keep rents capped at $200 per month for each student. IVC and El Centro hope to keep the site running and affordable for the length of the site's 55-year master lease. The team also hopes to build an enclosed central community space with air conditioning to support ongoing resident programming. Lastly, they are exploring the creation of a possible satellite campus with San Diego State University and a local bond measure to expand affordable housing opportunities for students. The team behind Lotus Living has been sharing knowledge and experience about supportive student housing with other colleges, both in California and other states. They hope this development can be a model for other colleges and universities to support a group of students who are often lost or forgotten, since stable housing is an essential element to being a successful student.

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Artist rendering

CASE STUDY:

Park Haven Plaza

Soquel, Santa Cruz County

Introduction

The Park Haven Plaza Homekey site in Soquel was spearheaded through a collaborative approach of partners determined to fill the need for supportive housing in the area. Novin Development had previously purchased the site for office development but divided the parcel to set aside land for housing. Novin and the County of Santa Cruz worked together to apply for and obtain Round 2 Homekey grant funds from the State of California. The coalition also includes Abode Services and FPI Property Management, both organizations with years of experience providing wraparound services and creating safe and secure living environments for formerly homeless individuals. The collaborative behind Park Haven has also worked with the Santa Cruz County Health and Human Services Department and Department of Veterans Affairs to create a system for referring and placing individuals into housing through the local coordinated entry system to ensure veterans are prioritized for housing and care.

For more information, please visit:

https://www.hcd.ca.gov/grants-and-funding/homekey

SNAPSHOT	
Project:	Park Haven Plaza
Project Team:	County of Santa Cruz, Novin Development Corp., Abode Services, FPI Property Management, Central Valley Coalition for Affordable Housing
Location:	Soquel, Santa Cruz County
Number of Units Constructed:	36
Number of Individuals Housed:	Project Currently Under Construction
Target Population Served:	Veterans, Families, Youth Experiencing or At Risk of Homelessness
Occupancy Type:	Permanent
Project Type:	New Construction
Building Type:	Multifamily Housing
Total Homekey Award from HCD:	$10,660,000

Artist rendering

Funding Sources (in addition to Homekey award)	Amount
County of Santa Cruz (Loan)	$1,260,000
Private Debt	$8,000,000*
Project-Based Vouchers**	$16,687,236
Santa Cruz County Housing for Health & Human Services	$445,895
Total	$26,393,131

* Actual dollar amount may fluctuate as Novin Development is still in the process of closing the construction loan as of the writing of this case study.

** Vouchers issued by the Housing Authority of the County of Santa Cruz.

Progress

Unprecedented rainfall from winter storms in late 2022 and early 2023 delayed the opening of Park Haven Plaza. As of this report, site grading has been completed, some utilities have been installed, and construction of the modular units is complete. Once the units are inspected to ensure there are no quality control issues, they will be shipped to the site for assembly and construction. The project team has collaborated to create a comprehensive plan to provide supportive services for residents, keep people safe while waiting for the project's completion, and address other challenges and issues. Excavation and other preparation work will be completed soon, the foundation poured, and finally, the modular units will arrive and be assembled. Park Haven Plaza was completed and occupied in late fall 2023.

Successes

- **Project partners remained dedicated to moving forward** despite financial obstacles and local pushback. The team hosted a community meeting to bring project staff, including architects, county staff, and development team members, to the table with local residents to educate and inform those opposed to the project about its importance to the community. The community meeting and the project coalition's commitment to open communication with nearby residents was successful in building trust during the development process.

- **Engagement and collaboration between members of the project coalition** significantly helped in designing effective management and thoughtful service plans to accommodate the different needs of the project's vulnerable populations (i.e., families, veterans, and former foster care youth). Potential services at Park Haven Plaza include financial literacy training, first-time homebuyer education, cooking/nutrition classes, and community events like holiday parties.

- **The services offered will be tailored specifically for each individual or family based on one-on-one intake conversations.** Starting these conversations early, maintaining open and honest communication, and planning and collaborating with the community have been and will continue to be crucial in successful engagement and program design.

Challenges

- **Pushback and opposition from the local community** made the development process difficult. Homeowner's associations and a unified group of concerned neighbors have attempted to delay or prevent Park Haven's construction by citing environmental, infrastructure, and safety concerns. To engage with those opposed or skeptical of the project, the coalition has facilitated meetings to address the community's concerns and to provide more information and education to sway hearts and minds.

- **Administrative issues have caused further delays.** The project team has dealt with a significant lag between their award notification and delivery of funds. This has presented a great financial risk to the project since Novin Development and others have had to pay for costs out of pocket.

Keys to Success

- **Park Haven Plaza is located close to amenities** including grocery stores and open green spaces. It is located near several transit lines that will enable residents to have easy access to downtown Santa Cruz. The development will also be near Cabrillo College, which will offer subsidized courses and resources for residents.

- **Novin Development's integrated model eased the financial pressures associated with affordable and supportive housing development.** The firm used its own internal construction team, which saved money that would have been spent employing an external contractor. In addition, the provider of Park Haven's modular units kept their costs at the original price despite increasing supply chain costs and inflation.

- **Securing financial support from local government sources was crucial in creating a successful project.** The County of Santa Cruz committed three years of funding to support operational expenses and ensure a stable home for residents in need. Obtaining Project-Based Vouchers for 100% of the units was also critical in ensuring the project's longevity.

What's Next

The Homekey program has created a pathway for socially minded firms like Novin Development to get housing completed quickly. The team behind Park Haven Plaza view Homekey as a tangible, fast-paced solution that invites innovative strategies for delivering housing to assist individuals experiencing homelessness. Moving forward, this coalition will continue to engage with the local community to alleviate any remaining concerns about Park Haven Plaza. The team aims to move people off the street or from unstable housing and into a setting that offers opportunities for future success.

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CASE STUDY:

Valley Lodge Apartments

Napa, Napa County

Introduction

The Valley Lodge Apartments Homekey project was created by a strong collaborative partnership between the City of Napa (as the lead public agency applicant), and nonprofit partners Burbank Housing Development, Abode Services, and VOICES (Voice Our Independent Choices for Emancipation Support) Napa. This coalition received $18,113,600 in Round 2 Homekey funding to rehabilitate and convert the former Wine Valley Lodge into Napa's first fully permanent supportive housing. The Wine Valley Lodge had previously been a Roomkey project managed by Abode, providing emergency shelter to unhoused individuals at the start of the pandemic. It is now being converted into 54 units of permanent supportive housing for homeless and chronically homeless individuals. Of the units, 14 will be set aside for unhoused young people who will also receive specialized wraparound services from VOICES. To help make the project a reality, Valley Lodge has received additional funding support from local (City of Napa and Napa County), federal (a Community Development Block Grant), and private philanthropic partners.

For more information, please visit:

https://www.hcd.ca.gov/grants-and-funding/homekey

SNAPSHOT	
Project:	Valley Lodge Apartments
Project Team:	City of Napa, Burbank Housing Development Corp., Abode Services, VOICES Napa
Location:	City of Napa
Number of Doors Acquired:	54
Number of Units:	55
Number of Individuals Housed:	27 (Still Under Construction)
Target Population Served:	People (including Youth) Experiencing or At Risk of Homelessness
Occupancy Type:	Permanent
Project Type:	Acquisition/Rehab
Building Type:	Hotel/Motel Conversion
Homekey Capital Award:	$15,140,000
Homekey Operating Fund Award:	$2,973,600
Total Homekey Award from HCD:	$18,113,600

BEFORE

AFTER

Additional Capital Funding Sources	Amount
City of Napa	$3,300,000
Community Development Block Grant - Disaster Recovery	$387,385
County of Napa	$1,883,600
Providence Queen of the Valley	$750,000
Wells Fargo Accelerator Grant	$150,000
Total	$6,470,985
Additional Operating Funding Sources	Amount
County of Napa	$116,400
Providence Queen of the Valley	$250,000
Total	$366,400
Grand Total	$6,837,385

Progress

The project team acquired the site in the summer of 2022 and construction began in winter 2022. The City of Napa has and continues to collaborate with Burbank Housing to develop Valley Lodge and works with Abode Services to target the needs of communities at risk of homelessness. They also work with VOICES Napa to serve youth experiencing or at risk of homelessness. Leveraging these various partners' expertise, the team has created solid plans for service delivery and providing safe, supportive housing for residents. Abode has conducted advanced street outreach to at-risk individuals to register them in the local Homeless Management Information System (HMIS), so they are eligible to be quickly referred to live at Valley Lodge. Partners have planned for the project to open in two phases. The development is 50 percent complete at the time of this report. In April 2023, the first 29 units were completed,

and residents began moving in.

Successes

- **The property, formerly the Wine Lodge Motel, was in excellent condition and did not require intensive rehabilitation work.** Most of the rehab needs involved bringing housing units up to current Americans with Disabilities Act (ADA) accessibility standards and installing kitchenettes in each unit. As a result, Burbank Housing and the City of Napa were able to save money and bring costs down in comparison to other similar housing projects.

- **Strategic planning to effectively meet the needs of the local homeless population.** The City of Napa was aware that the homeless youth population was increasing. The city therefore engaged Abode Services and VOICES Napa, a service provider exclusively focused on serving homeless youth and former foster youth, to provide a variety of service programs and resources. VOICES Napa centers their expertise and leadership around youth with similar lived experiences as the communities they serve. Their suite of services includes housing, employment, and healthcare for youth in need. The city's longstanding collaboration with Abode Services offers rapid rehousing and supportive housing programs.

- **Both Abode and VOICES performed street outreach to register unhoused individuals** into the local coordinated entry system to assess their needs and place them in the queue for residency at Valley Lodge.

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Challenges

• **Cost increases and unforeseen delays impacted the project.** Acquiring the site took longer than expected, resulting in increased costs and delaying the start of construction and rehab until December 2022. The pandemic-induced rise in construction costs and supply chain issues also added to the budget. Rehabilitation took longer than expected as the development team had to complete the process in two phases. These unexpected setbacks delayed Valley Lodge's completion.

• **Making the project pencil out with long-term funding** was a challenge. The development team received nearly $3 million in Homekey operating subsidy from HCD to help support the first three years of operations. However, Burbank Housing was unable to obtain project-based vouchers to provide long-term financing for all of Valley Lodge's units. As a result, the team had to pursue sources of funding from the City of Napa, other public sources, and philanthropy to fill the operating gap. The team is seeking partnerships with other organizations to raise additional funding to support operations.
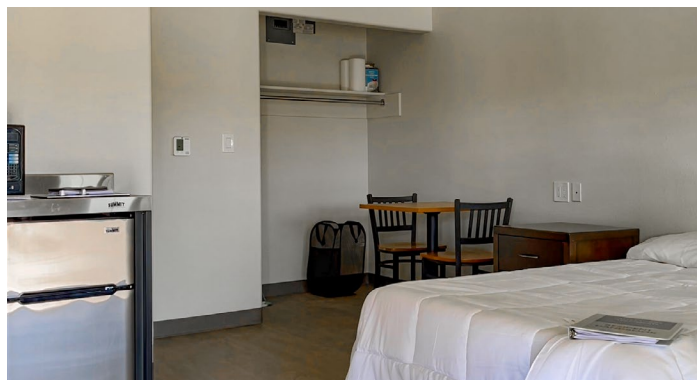
Keys to Success

• **Homekey's streamlined approval process meant that the development faced little local opposition.** This expedited the development process, allowing faster access to housing for communities in need. By holding community meetings and giving adequate notices, the team secured neighborhood support.

• **The site is located** in a residential area and a short distance from commercial and retail zones, providing residents access to amenities.

• **Strong relationships facilitated collaboration** and created a productive and efficient development and management process for the Valley Lodge Apartments. The pre-existing relationships between partners like the City of Napa, Abode Services, and Burbank Housing–and the ability to bring a new partner like VOICES into the fold–ensured a unified commitment toward creating a successful project for residents.

• **The City of Napa's dedication to financially support the project**, despite challenges with site acquisition and delays, was essential to Valley Lodge's success. The initial partnership between the City and Burbank Housing sparked strong communication with HCD and spearheaded this process. Additionally, strong coordination with all parties allowed team members to voice different ideas and concerns, plan for potential challenges early on, and brainstorm solutions.

• **Early resident and property management engagement** provided another layer of expertise in addressing issues and solutions.

What's Next

Valley Lodge Apartments' second phase of construction and renovation is on track to finish in summer 2023. All units will be occupied shortly thereafter. Abode Services and VOICES Napa have ramped up their staffing capacity on-site to manage the day-to-day activities and services for current residents. The project team intends to hire security and complete other needed adjustments for on-site services and property management. Lastly, the team is exploring additional funding to support the project's operating subsidy, construction costs, and expanding their services for homeless residents.

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CASE STUDY:

Guidiville Homekey Duplexes

Ukiah, Mendocino County

FIGURE 3 Detailed Trust Land Topographic Map

Proposed Project Areas of Development
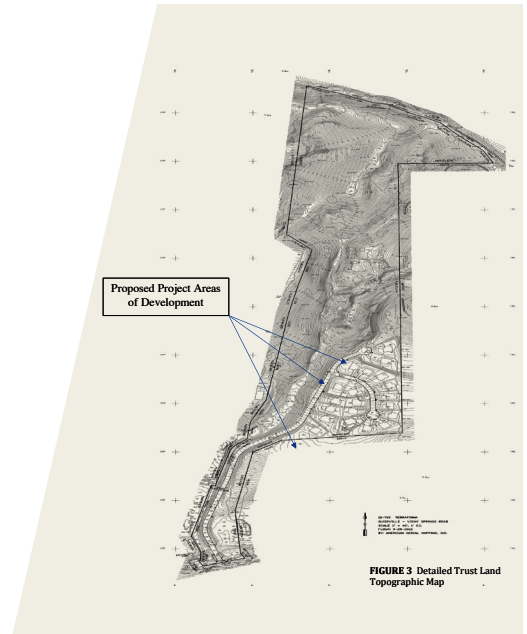
Introduction

The Guidiville Rancheria of California is one of the first California Native American tribes to receive a Homekey award, for their Guidiville Homekey Duplexes. This development will provide 16 units of housing for youth and adults who are homeless or at risk of homelessness, situated in eight duplexes currently under construction. The units are being built on tribal trust land near Vichy Springs in Ukiah. Guidiville and Northern Circle Indian Housing Authority worked together to apply for and obtain Round 2 Homekey funds from the State of California. The team behind Guidiville Tribe has been working with the Northern Circle Indian Housing Authority (NCIHA) for many years on managing other rental units on Tribal lands. As part of the program, NCIHA Resident Services Department will also create a series of supportive services designed to assist those residences with life problems and challenges that often go along with being unhoused. While by State law the units must be open to anyone, the Tribe was able to work with the state to ensure that tribal members are prioritized for housing and care.

For more information, please visit:

https://www.hcd.ca.gov/grants-and-funding/homekey

SNAPSHOT	
Project:	Guidiville Homekey Duplexes
Project Team:	Guidiville Band of Pomo Indians and Northern Circle Indian Housing Authority
Location:	Ukiah, Mendocino County
Number of Units Constructed:	16
Number of Individuals Housed:	Project Currently Under Construction
Target Population Served:	Youth Experiencing or At risk of Homelessness and Are Members of Guidiville or Other Indian Tribes
Occupancy Type:	Transitional
Project Type:	New Construction
Building Type:	Multifamily Housing
Total Homekey Award from HCD:	$4,564,124
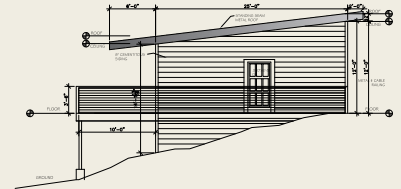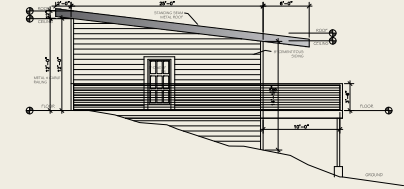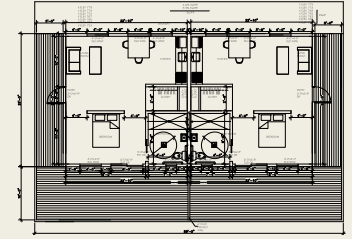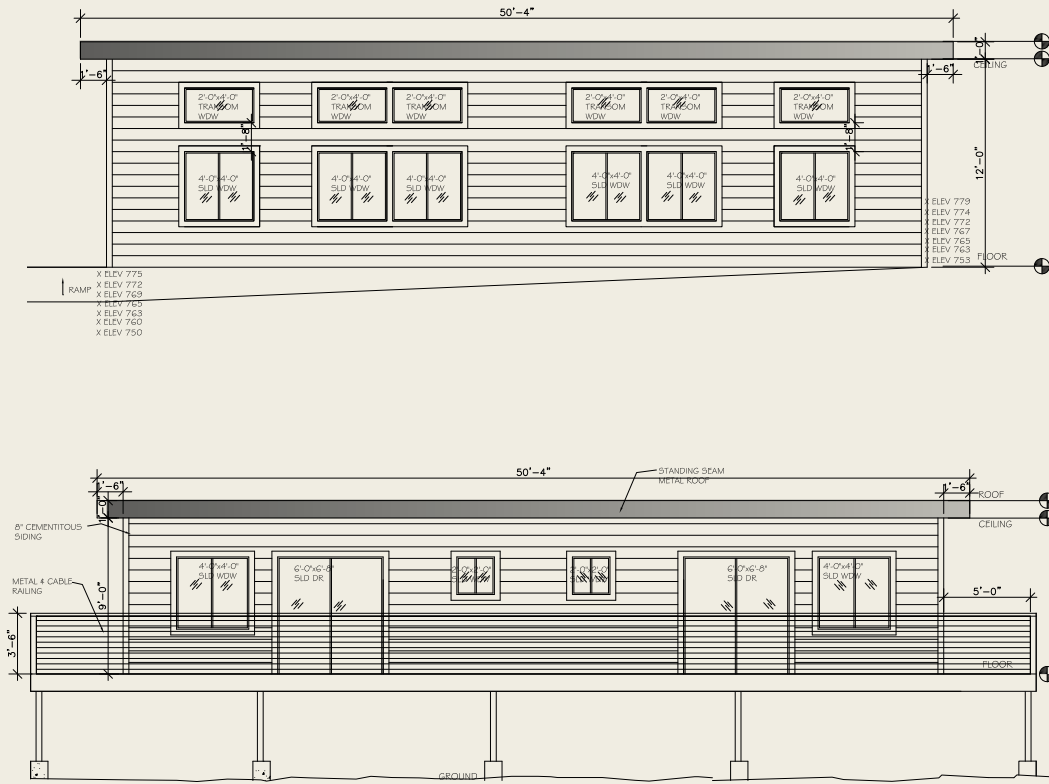
Additional Operating Funding Sources	Amount
Homekey 2.0	$4,300,000
HHAP	$250,000
Land, infrastructure, development services and labor	> $1,200,000*
Total	$5,750,000

* In kind from Guidiville Rancheria

Progress

The non-combustible, energy efficient units are under construction, with completion anticipated in Spring of 2025. Working with HCD to adapt Homekey requirements and procedures to fit a tribal setting slowed execution of the grant agreement and release of funding.

Successes

- **Guidiville anticipates being able to house 100% of the tribe's homeless population once the housing is in operation.** Using flexibility provided to tribes through the state's AB1010 legislation, HCD exercised leeway to modify or waive some of the internal procedures to be in a position to use the tribe's federal trust land for the project.

- **The tribe was able to strengthen its partnership with Northern Circle's Empowerment and Supportive Services department** to design a services program that reflects the specific needs of the tribe's homeless population. The project team is working together to design and implement the services program that will be put into action once the building begins lease up.

Successes *(continued)*

- **The tribe created a simple design and chose a unique building system that is easy to construct.** The tribe will be able to build housing largely using it's own tribal labor that will serve a dual purpose of providing a workforce training opportunity, and employment to tribal members while also keeping project building costs low. The units will be powered solely through solar electricity and will not be connected to the power grid, and as a result, tenants will not have electric bills. For sustainability purposes the units will use 90% less concrete than traditional construction, allowing them to be both non-combustible and mold proof.

- **A microgrid currently in development will provide clean renewable energy for the entirety of Tribal trust lands** so that the community will never have another power outage again.

- **The location of the units were strategically located to make use of excising infrastructure** and are next door to the Tribal Wellness Center, community garden and Johnson O'Malley (JOM) Afterschool Program.

- **Tenants will also have access to transportation** provided by an on-site service manager.

Challenges

- **As one of the first tribal Homekey projects awarded, the Guidiville team and HCD had to overcome several difficulties** adapting existing fee land procedures to fit the needs of a tribal trust land.

- **Use restrictions and other program requirements** requires dealing with Tribal and federal authorities versus a county or city authority for most matters. National Environmental Policy Act (NEPA) for environmental review applies on Tribal Trust land (most state employees are used to CEQA for environmental review).

- **Significant effort was required for the tribe to work with HCD to determine how to guarantee affordability,** honor the tribes sovereignty and jurisdiction over those lands and still accomplish the state's affordability objectives.

- **Guidiville is layering Homekey funds with funds from the Homebase Advanced Assignment Program (HAAP) program** and utilizing its own land and infrastructure. Other funds from the Native American Housing Assistance and Self Determination Act (NAHASDA), a HUD block grant program to Native

America tribes, are being used to provide the tenants clean emergency drinking water (up to 200 gallons per day) harvested from the atmosphere.

- **Guidiville's desire to provide a tenant selection preference to members of their tribe and to other tribes** required an additional set of negotiations and legal discussions with HCD staff. These concerns extended the period necessary to execute a standard agreement between HCD and the tribe to grant the Homekey funds, delaying the start of construction.

- **Working with HCD to adapt Homekey requirements and procedures** to fit a tribal setting slowed execution of the grant agreement and release of funding.
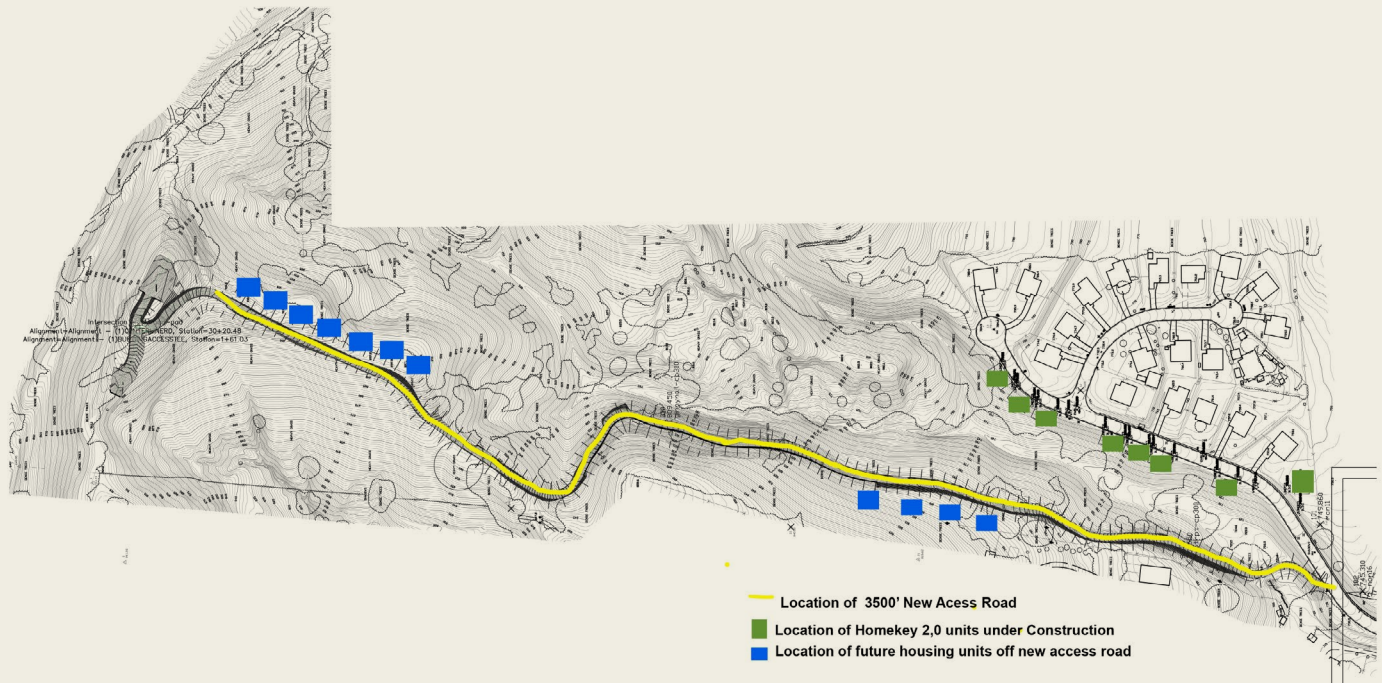
- **Access to civil and soils engineering labor delayed predevelopment,** such as holdups at the lab conducting soil geotechnical testing, and construction was extended due both to weather delays and by supply chain issues that are occurring broadly within the economy.

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Location of 3500' New Acess Road
Location of Homekey 2,0 units under Construction
Location of future housing units off new access road

Keys to Success

- **Guidiville applied for the Homekey funds without specialized technical assistance** about the program and submitted their Homekey application. The tribe completed much of their predevelopment tasks application relying solely on their internal expertise. Once the tribe began accessing Homekey's TA resources during the standard agreement process, their leaders were able to draw on the experience of other tribes and Homekey recipients around the state.

- **The new housing is being constructed adjacent to existing Guidiville tribal housing units,** and requires the cooperation between Guidiville and Northern Circle. During construction, the Guidiville-Northern Circle team will work to create the rules and regulations for tenants to ensure that the units and the residents fit in well with the community, and also meet the State Homekey Program requirements.

- **Being able to involve tribal members in construction,** including individuals who expect to move into the completed housing, has created pride in the project, both among the future residents and among the tribe at large. The tribe also is extremely proud of the sustainability (off grid, limited concrete zero wood, use of ceramics and helical piers), fireproof design, building system and material selection. The units are durable, designed for a long period of time, energy efficient and good for Mother Earth.

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All residents will have access to the Guidiville Tribal Wellness Center. This amenity includes a gym and health staff, who can provide wellness check-ups and guidance for other health-related services. This wellness center is within walking distance, located across the street from the units.

What's Next

The project is expecting completion in Summer 2024 and will begin leasing to homeless and at-risk youth. Northern Circle's services program will provide hands-on case management, financial literacy training, and housing navigation services to help youth transition from the Homekey duplexes into permanent housing, whether rental or homeownership. Since Guidiville's limited land base is nearly built out, the tribe is looking for additional land in the community to create additional housing for community members.

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Enterprise Impact on Homekey

Enterprise brought its knowledge of the affordable housing field and its capacity to deliver meaningful technical assistance and training to the Homekey effort. This support was composed of the following components:

- $46 million in pass-through operating grants to Homekey Round 1 and 2 applicants

- Technical assistance to sponsors applying for Homekey funding in Rounds 2 and 3

- A peer-learning cohort with learning sessions and roundtable discussions to provide practical information and best practices related to the development, operation, and delivery of services in Homekey housing

- A statewide conference to share information, success stories, and lessons learned

- Policy groups in the areas of transition aged youth and tribal communities, as described in Section 5

This multifaceted role was a natural extension of Enterprise's experience as a technical assistance and capacity building provider, particularly in disaster recovery, and was matched with HCD's goal to bring a wide range of organizations together to carry out this important and challenging work. To date, these contributions to the Homekey effort have supported the creation of over 12,000 affordable units, as illustrated in Table I.

Table I: Support to Homekey Applicants and Awardees from Enterprise

	Total Units Created	Total Units Created Receiving Enterprise Support	Percent of Total Units Receiving Enterprise Support
Round 1 (Grants)	5,911 Units	2,297 Units	39%
Round 2 (Technical Assistance)	6,863 Units	1,285 Units	19%
Total Rounds 1 and 2[1]	12,774 Units	3,582 Units	28%

[1] The impact of Round 3 has not been tallied as awards are still being announced as of the writing of this report.

Operating Grants

The Governor's Office brought philanthropic dollars to the Homekey program, leveraging the significant investments that the state was making in Rounds 1 and 2, during the height of the pandemic. Kaiser Permanente, Blue Shield, Meta, Chan Zuckerberg Initiative, and Crankstart Foundation provided $46 million in philanthropic funds — which assisted 46 Homekey properties providing a total of 2,297 homes — and expanded the initial $261 million for Homekey projects. The average grant size was $900,050 per project.

Based on Enterprise's experience as a grant maker with knowledge of housing for people experiencing homelessness, the State of California asked Enterprise to serve as the grant administrator for these funds. These philanthropic resources were designed to be flexible and directed to cover project operating costs such as utilities, maintenance and repairs, taxes, insurance, administrative experiences, and supportive services.

Kaiser and Blue Shield's shared philosophy that housing is healthcare was the driving force in financially supporting Homekey operations. The shared value of equitable health outcomes remains a key priority of the Homekey program. Antoinette Mayer, Vice President of Corporate Citizenship at Blue Shield, states, "Homelessness is a big determinant of health outcomes, and people of color make up a disproportionately large part of the homeless population."

Table II is a breakdown of the grants by funder, and types of units.

Table II: Homekey Awardees Receiving Enterprise Pass-through Grants

	Blue Shield	Crankstart	Kaiser	TOTAL
Number of Enterprise Pass-through Grantees	24 grantees	1 grantee	22 grantees	47 grantees
Amount of Enterprise Pass-through Funds	$20 million	$2.5 million	$25 million	$47.5 million
Funding from HUD to These Homekey Awardees	$123 million (approx.)	$33.86 million	$138 million (approx.)	$294.86 million (approx.)
Number of Homekey Units Created	1,149 units	19 units	1,179 units	2,347 units

Passthrough $46M Homekey Grant Project Locations

○ Homekey Projects

Funders:

- Blue Shield California
- Chan Zuckerberg Initiative
- Crankstart
- Kaiser Permanente

Technical Assistance (TA) Program

With the understanding that Homekey project sponsors reflect a range of organizational types from all over the state, and many with limited experience in development as well as operating housing for people experiencing homelessness, Enterprise identified the importance of having a technical assistance program during the application phase. Enterprise's approach was to assemble a bench of 16 subject matter experts who were then deployed to assist applicants with their applications. In Round 2, HCD referred 91 applicants to Enterprise, with 44 successfully submitting applications. Of these 44 applicants, 36 (82%) were awarded funding. In Round 3, there were 22 referrals and 14 applications submitted. As of this writing, the State has not completed its award of Round 3 funding. Table III provides a breakdown of TA recipients.

The support given by the TA providers was widely viewed as successful. As one of the TA providers commented, "The provision of TA during the application phase was brilliant; it helped people better understand the program, including how to apply Housing First principles.[2]" One tribal applicant noted, "Tribes are applying to Homekey because the technical assistance is there."

Table III: Recipients of Enterprise's Technical Assistance

	Total	Homeless Youth	Tribal	Rural	Other
ROUND 2					
TA Recipients Submitting Applications	44	5 (11%)	7 (16%)	12 (27%)	20 (46%)
TA Recipients Receiving a Homekey Award	36	4 (11%)	6 (17%)	10 (28%)	16 (44%)
ROUND 3 (including Tribal NOFA)					
TA Recipients Submitting Applications	14	1 (7%)	10 (71%)	3 (21%)	0

[2] Housing First is an approach to serving people experiencing homelessness that recognizes a homeless person must first be able to access a decent, safe place to live, that does not limit length of stay (permanent housing), before stabilizing, improving health, reducing harmful behaviors, or increasing income.

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Peer Learning Cohort

The Peer Learning Cohort (PLC) is composed of Homekey sponsors that received either an Enterprise operating grant and/or technical assistance – a group representing those with the greatest needs. Table IV below depicts PLC members and the location of their projects.

The PLC began in 2021 and continued through June 2024. It has provided a variety of virtual trainings, panel discussions, and roundtable sessions. Attachment C is a listing of the sessions delivered to date. Attendance at PLC sessions averaged between 50 and 85 participants and represents all regions of the state, with the majority coming from the Bay Area (37%), the San Joaquin Valley (21%), and balance of state (16%).

The response to the PLC has been positive. Participants have filled the zoom chat with words of appreciation, and survey results after each session have consistently been comprised of ratings of four or five (on a scale from one to five, with five being the highest score). One grantee interviewed noted that these sessions have been invaluable to their ability to operate their Homekey property, and another noted that the sessions have been vitally important.

Table IV: Participants in Enterprise's Peer Learning Cohort by Geography

	Balance of State	Bay Area	Central Coast	Los Angeles	Sacramento	San Joaquin Valley	Southern California	TOTAL
ROUND 1	10	7	3	4	7	6	8	**45**
%	22%	16%	7%	9%	16%	13%	18%	100%
ROUND 2	10	6	6	3	1	5	5	**36**
%	28%	17%	17%	8%	3%	14%	14%	100%
TOTAL	**20**	**13**	**9**	**7**	**8**	**11**	**13**	**81**
	25%	**16%**	**11%**	**9%**	**10%**	**14%**	**16%**	**100%**

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Statewide Conference

In partnership with Wells Fargo Bank and the California Department of Housing and Community Development (HCD), Enterprise organized a statewide conference in April 2023 called "A Common Cause: Unlocking Homekey." The conference was an opportunity for Homekey stakeholders to share information, best practices, and spark strategic thinking on applying for and implementing the third round of Homekey.

A total of 195 attendees from across the state participated in the conference. There were 10 workshops with a total of 35 presenters covering topics such as site selection and acquisition, housing for youth experiencing homelessness, rural homelessness, single family and scattered site development, as well as review of the Round 3 notice of funding availability. The conference also showcased innovative Homekey projects including a modular project in Merced County, a transitional housing program in the City of Oakland, and housing for youth in the City of El Centro. Speakers from California state agencies, Wells Fargo, and Enterprise provided inspirational and motivational remarks on the impact of Homekey and the value of sharing success stories from around the state.
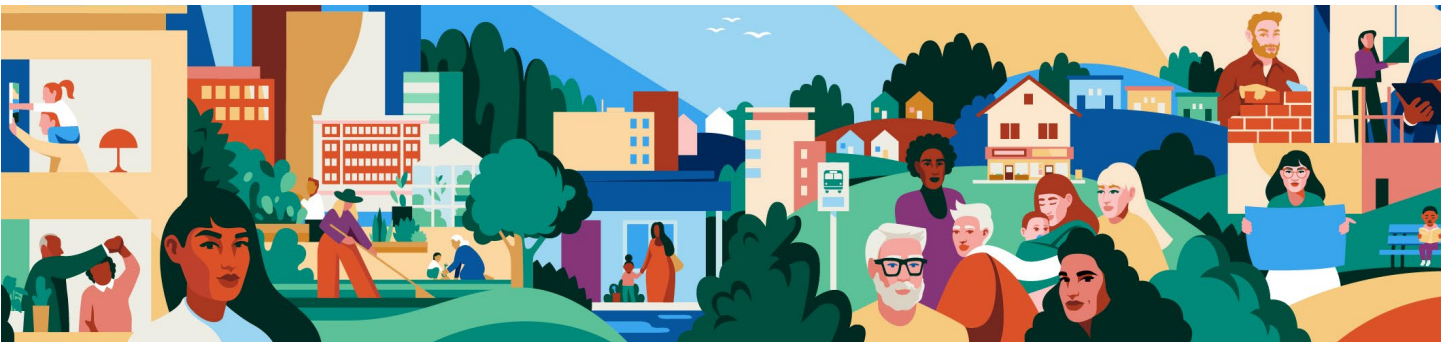
Conclusion: How Homekey Makes a Difference

The data and the voices of Homekey providers, funders, and stakeholders across the state tell a story of impact with the creation of 15,000 homes in just three years. It is also only the beginning of a long-term and multi-pronged effort to ensure housing stability for formerly homeless households and the ongoing sustainability of the properties. In addition, it is just one tool in the toolkit to turn the tide in California. This effort is coupled with other state initiatives to increase and accelerate the pace of all types of housing development, to preserve existing affordable housing, and to prevent Californians from entering the ranks of the unhoused.

Promising practices that the Homekey program exhibited are:

- **Emphasize rapid creation of housing.** Through provisions such as the California Environmental Quality Act (CEQA) waiver, targeting quick build development involving the conversion of existing buildings or use of modular construction, and limiting the number of capital funding sources needed to complete a development, Homekey is meeting record timeframes for the creation of homes for those who were previously without one. This 'systems change' success is likely to have implications for state funding of housing moving forward.

- **Engage local governments and building partnerships.** By bringing in local government as the applicants and providing extra funding for projects with local matching funds, the program incentivized and promoted long-lasting and durable partnerships and collaboratives. As HCD Director Gustavo Velasquez notes,

> **"The state sought to facilitate conversations at the local level that advance dialogue, partnerships, and housing types that are tailored to local needs."**

These partnerships resulted in the accessing of sources like the state's HHAP[3] for operating subsidies and federal CDBG funding[4] for acquisition and rehab costs.

Additionally, the partnership that the Governor's Office forged with philanthropy yielded critical financial resources to assist Homekey sites, as well as helped build broad support for the program.

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[3] HHAP is a state grant that provides local jurisdictions, including federally recognized tribal governments, with flexible funding to continue efforts to improve regional and systems coordination to prevent and end homelessness in their communities. There have been five rounds of HHAP funding to date.

[4] CDBG is a federal grant that is provided annually on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low-and moderate-income persons.

- **Create clear program goals and metrics.**
Establishing Housing First and racial equity as core guiding principles was coupled with a program design, funding, and tools to implement these principles. Regarding racial equity, Homekey articulated a clear approach that included:

  ◦ Quantifying the disparities in a community

  ◦ Developing strategies to address disparities such as implicit bias training, data collection to track success in reducing racial disparities

  ◦ Setting aside units for people with disabilities

  ◦ Developing community engagement strategies

- **Develop flexible and responsive program design and implementation.** The way each round of Homekey incorporated lessons from previous rounds speaks to the state's attention to ensuring the program was truly meeting needs in the most innovative ways possible. For example, Round 3 expanded on the types of housing and reflected lessons learned from Round 2 about risk assessment. In the words of Kathryn Boyle, of Kaiser Permanente, this type of housing cannot be one size fits all.

"There needs to be a continuum of offerings that meet local needs."

In addition, interviewees remarked on several post-award practices such as the value in being able to get a single disbursement upfront and the responsiveness of HCD asset management staff.

Lessons Learned From the Program

Continuing the success of Homekey will require building upon the program's best practices, while also refining and strengthening the program for long-term outcomes. The following are recommendations to strengthen the program moving forward:

Ensuring a sustainable source of operating funding.
While Homekey sites have utilized a diverse array of funding sources to support operational needs, the patchwork of sources, amounts, and terms for these sources is an unsustainable model. Homekey projects — because they support households with extremely low incomes and households who had experienced homelessness — will always require supplemental funding for operations and supportive services. The Homekey program required demonstration of five years of operating sustainability and while some projects have been able to attain longer-term funding for operations, there are many that need additional operating funding to ensure that they can continue to serve this vulnerable population in a viable manner in years six and beyond. It would be game-changing for the state and participating counties to develop a coordinated system and provide additional financial resources and technical support to ensure that Homekey properties are financially stable and resident needs are durably being addressed. The following specific areas for further exploration are recommended:

- **Project-based vouchers.** Many projects in larger, urban and some suburban areas have been successful in obtaining project-based vouchers; however, there are many parts of the state where this support is not available. Advocacy with public housing authorities across the state would be helpful to ascertain how this critical resource can be tapped toward the shared goal of ending homelessness.

- **Local funding in small, rural areas.** A rural taskforce on homelessness and how to resource the ongoing financial needs of operating and delivering services in housing serving people experiencing homelessness could help unlock strategies, resources, and peer learning.

- **Healthcare resources as a source of operating funding.** There has been significant success in drawing on healthcare related sources at all levels of government, including utilization of California Advancing and Innovating Medi-Cal (CalAIM) in Homekey developments. Continued exploration of this avenue for funding operations and services could be a major key to ongoing success and sustainability.

Mitigate for different types of housing. The strategy of utilizing emptied motels and hotels resulting from the pandemic was a beneficial approach; however, it is important to acknowledge that many of these older structures were never intended to serve as long-term, permanent housing. The combination of unforeseen conditions, ongoing maintenance and repair needs, and the lack of common area for people to meet and socialize in some of these buildings necessitates attention to the impacts these circumstances will play over the long term.

Provide for technical assistance and training. Once a building is up and running, the ongoing property management and supportive-service delivery requires a significant, continued investment in time and staffing, and it is challenging work. Technical assistance and training on the most complex issues facing property operations (e.g., funding, staffing, crisis de-escalation, damage to units) will yield dividends in ensuring high quality housing and successful outcomes for residents. There are many best practices that can be shared and having a technical assistance and training leader is an excellent start. Kaiser Permanente's Cody Ruedaflores put it this way,

> **"We want to make sure we get the best healthcare outcomes possible. Offering trauma-informed care training for property manager is important for operators."**

In addition, it would be valuable to provide technical assistance to local governments to help them identify financial resources within their reach to assist with the long-term sustainability of Homekey properties, as well as to promote and encourage local engagement with Homekey properties. Finding ways to incentivize local governments to keep their "skin in the game" over the long term will be very beneficial.

Conclusion

The Homekey story is one of innovation, perseverance, and collaboration. It was designed to establish a new framework for delivering housing solutions quickly for people experiencing homelessness by elevating partnership and creative use of funding, and targeting housing development and finance strategies with shorter timelines and lower costs. These elements have enabled Homekey to make a difference by bringing units online quickly and at a lower price than previous state funded affordable housing. However, there is additional work ahead to ensure the long-term sustainability of these properties and durable positive outcomes for all Homekey residents. The state and its partners acted boldly to create Homekey in response to the dualling homelessness and Covid public health crises. This same level of ingenuity, commitment, and effort will be needed to ensure ongoing success for the existing and future Homekey program.

Attachment A
Homekey Funding: Calculations by Geographic Distribution

Round 1

Geographic Region	Point-In-Time (PIT) Count	Severely Rent-Burdened Extremely Low Income (ELI)	Coronavirus Relief Fund (CRF) Allocation	General Fund (GF) Allocation
Los Angeles County	58,936	415,970	$161,572,217	$14,688,383
Bay Area	35,028	213,910	$91,134,470	$8,284,952
Southern California	15,360	200,095	$55,577,540	$5,052,504
San Joaquin Valley	10,271	105,370	$32,987,450	$2,998,859
Central Coast	8,439	38,395	$20,025,927	$1,820,539
Sacramento Area	8,381	73,780	$25,125,077	$2,284,098
San Diego County	8,102	94,480	$27,690,283	$2,517,298
Balance of State	7,254	32,140	$17,087,036	$1,553,367

Round 2

Geographic Region	PIT Count	Severely Rent-Burdened ELI	CRF Allocation	GF Allocation
Los Angeles County	58,936	395,380	$296,715,462	$61,966,491
Bay Area	35,028	196,270	$165,312,376	$34,524,079
Southern California	15,360	188,835	$101,785,576	$21,257,049
San Joaquin Valley	10,064	100,400	$60,041,459	$12,539,146
San Diego County	8,102	88,470	$50,514,984	$10,549,623
Sacramento Area	8,167	68,640	$45,065,261	$9,411,495
Central Coast	8,157	35,795	$35,671,365	$7,449,660
Balance of State	7,464	30,834	$32,093,517	$6,702,457

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Attachment A (continued)
Homekey Funding: Calculations by Geographic Distribution

Round 3

Geographic Region	2022 PIT Count	Severely Rent-Burdened ELI	Funding Allocation
Los Angeles County	69,144	415,350	$211,813,531
Bay Area	38,118	199,165	$111,112,027
Southern California	15,672	203,610	$68,783,638
San Joaquin Valley	12,085	105,430	$43,252,159
Central Coast	8,113	37,165	$22,657,376
Sacramento Area	12,379	70,340	$37,158,338
San Diego County	8,427	95,570	$34,345,268
Balance of State	7,583	32,265	$20,708,081

Tribal Only Round

Geographic Region	2022 PIT Count	Severely Rent-Burdened ELI	Funding Allocation
Tribal Communities			$73,800,000

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Attachment B
Personal Learning Community

| Peer Learning Cohort Sessions |

2022	
	PLC Kick-Off/Introduction Session
	Supportive Services
	Future Funding Sources
	Leveraging State Funding Programs
	Navigating the Interim to Permanent Transition
	Knowledge Exchange/Small Group sessions
	Housing First 101
2023	
January	Development and Coordinating with your General Contractor
May	Coordinating Services with Property Management
June	Ensuring a Safe and Secure Property ROUNDTABLE: Coordinating Services and Property Management.
July	Trauma-Informed Care ROUNDTABLE: Safe and Secure Property
August	ROUNDTABLE: Trauma-Informed Care
September	Harm Reduction and Housing Retention ROUNDTABLE: Coordinated Entry Systems
October	Demystifying Operating Budgets in Permanent Supportive Housing ROUNDTABLE: Harm Reduction
November	Supportive Services Planning and Funding ROUNDTABLE: Operating Budgets
December	Lease Enforcement and Eviction Prevention ROUNDTABLE: Supportive Services
2024	
January	ROUNDTABLE: Lease Enforcement
February	Coordinating with Local Governments
March	Navigating the Coordinated Entry System ROUNDTABLE: Homeless Youth Peer Learning
April	Property Management Topic
May	TBD
June	Closing session

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Attachment C
Homekey Passthrough Grants

Funder	Legal Name of Grantee	Project Name	Award Amount
BSC	LifeMoves	Homekey Mountain View	2,400,000.00
BSC	Housing Authority of the County of Kern	Milestone	1,437,806.00
BSC	Scotts Valley Band of Pomo Indians	Multifamily Acquisition Project	170,000.00
BSC	City of El Centro	Lotus Living Rise Above Resilient Community	524,114.00
BSC	County of Del Norte	Homekey Del Norte	654,354.00
BSC	Tahoe Coalition for the Homeless	Red Lodge	528,000.00
BSC	Tahoe Coalition for the Homeless	Bear's Den	528,000.00
BSC	County of Los Angeles	Travel Plaza Inn Compton	984,000.00
BSC	Hill Country Community Clinic	Square One Homes	312,000.00
KP	Young Scholars for Academic Empowerment dba TruEvolution, Inc.	Project Legacy	834,840.00
KP	Kashia Band of Pomo Indians of the Stewarts Point Rancheria	Kashia Homekey Project	134,824.00
KP	WEAVE INC	WEAVE Inc Housing Village	216,000.00
BSC	Housing Authority of the County of Santa Barbara	Homekey SBC	329,383.00
BSC	County of Sutter	Habitat for Humanity Harmony Village	403,978.00
BSC	County of Mendocino	Mendocino County Transitional Housing Facility	1,344,000.00
KP	City of Stockton	Town Center Studios	680,004.00
BSC	Poor and the Homeless Tehama County Coalition	Sale House	142,000.00
KP	City of San Jose	Best Western-Sure Stay	1,085,474.00
KP	Los Angeles Homeless Services Authority	The Nest	744,150.00
BSC	County of Tulare	The Sequoia	500,000.00
KP	City of Lake Elsinore	The Anchor	336,000.00
KP	County of Fresno	Crossroads Village	510,701.00
BSC	Arcata House Partnership	Arcata House Partnership/Yurok Indian Housing Authority Eureka Homeless Housing Project	408,000.00
BSC	County of Nevada	Coach N Four Interim Supportive Housing	528,000.00
KP	Bay Area Community Services	Project Reclamation	186,000.00
KP	County of Orange	Tahiti Motel	1,392,000.00
BSC	Housing Authority of San Luis Obispo	Paso Robles Motel 6 Conversion	2,140,113.00
BSC	Mercy Housing	La Mancha	1,310,924.00
KP	City of West Sacramento	Rodeway Inn	960,000.00
KP	Sonoma County Community Development Commission	Hotel Azura	1,056,000.00
KP	Housing Authority of the City of Fresno	Motel 99	2,376,000.00
KP	County of Orange	Stanton Inn	1,680,000.00
KP	Mercy House CHDO, Inc.	Vagabond Inn	1,680,000.00
BSC	Providence Health & Services-Washington	Providence Eureka House	576,000.00
KP	Shangri-La Industries, LLC	Step Up in San Bernardino, A Shangri-La Community	1,824,000.00
BSC	Shangri-La Industries, LLC	Salinas Homekey	2,400,000.00
BSC	Housing Authority of the City of Fresno	Day's Inn	880,415.00
KP	Housing Authority of the City of Fresno	Day's Inn	100,000.00
BSC	Burbank Housing Development Corporation	County of Napa Homekey Project	290,701.00
KP	Burbank Housing Development Corporation	County of Napa Homekey Project	45,299.00
KP	County of Marin	Best Value	432,000.00
BSC	Adventist Health Clear Lake Hospital, Inc.	Hope Center for Transformation Project	480,000.00
KP	County of San Bernadino	Pacific Village	672,000.00
CZI	County of San Mateo	Pacific Inn	965,000.00
BSC	City of Folsom	Bidwell Street Studios	128,212.00
KP	City of El Monte	El Monte Homekey 1	960,000.00
KP	City of El Monte	El Monte Homekey 2	2,232,000.00
KP	Healthy Community Forum for the Greater Sacramento Region		2,100,000.00
KP	PATH 1		2,100,000.00
			44,702,292.00

Attachment D
Homekey Awards - Round 1

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/ Set Aside	Total Homekey Funded Units	Total Awarded Amount
Kings County	"UP Holdings California, LLC RH Community Builders LP"	The Stardust	Kings County	8595 Lacey Boulevard Hanford, CA, 93230	Balance of State	22	$2,704,000
Humboldt County	Providence Health & Services-Washington	Providence Eureka House	Humboldt County	"1140 4th Street Eureka, CA 95501"	Balance of State	48	$3,795,455
Yurok Tribe	Arcata House Partnership	AHP/YIHA Eureka Homeless Housing Project	Humboldt County	1802 & 1805 4th Street Eureka, CA, 95501	Balance of State	18	$1,800,000
Del Norte County	Rural Communities Housing Development Corporation	Homekey Del Norte	Del Norte County	665 L St Crescent City, CA, 95531	Balance of State	30	$2,129,550
Mendocino County		Mendocino County Transitional Housing Facility	Mendocino County	555 South Orchard Avenue Ukiah, CA, 95482	Balance of State	56	$8,325,500
Nevada County		Nevada County Homekey Coach And Four Project	Nevada County	628 South Auburn Street Grass Valley, CA, 95945	Balance of State	19	$2,269,750
Lake County	Adventist Health Clear Lake Hospital, Inc.	Hope Center for Transformation Project	Lake County	3400 Emerson Street Clearlake, CA, 95422	Balance of State	10	$1,952,759
Tehama County	Poor and the Homeless Tehama County Coalition	Sale House	Tehama County	Project address withheld because of the population served	Balance of State	22	$2,200,000
Shasta County	ADK Properties LLC Hill Country Community Clinic	Square One Homes	Shasta County	4784 Bonneville Street Shasta Lake CA 4724 Williamette Street Shasta Lake CA 3734 Laurel Street Shasta Lake CA 3979 Coeur D'Alene Avenue Shasta Lake CA 2342 Shenandoah Drive Anderson CA	Balance of State	13	$1,950,000
Scotts Valley Band of Pomo Indians		Multifamily Acquisition Project	Lake County	2681 Lakeshore Boulevard Lakeport, CA, 95453	Balance of State	10	$1,000,000
Contra Costa County		East County CARE Center and Interim Housing Program	Contra Costa County	2101 Loveridge Rd Pittsburg, CA, 94565	Bay Area	174	$21,576,000
County of Santa Clara	Jamboree Housing Corporation	Hillview Court	County of Santa Clara	1000 Hillview Court Milpitas, CA, 95035	Bay Area	146	$29,200,000
City and County of San Francisco	Episcopal Community Services	Granada Hotel	City and County of San Francisco	1000 Sutter St San Francisco, CA, 94109	Bay Area	232	$47,854,020
Alameda County		Alameda County Comfort Inn	Alameda County	8452 Edes Ave Oakland CA 94621	Bay Area	101	$14,446,000
City of San Jose		Best Western-Sure Stay	County of Santa Clara	1488 North 1st Street San Jose, CA, 95112	Bay Area	76	$10,868,000
Alameda County		Days Hotel	Alameda County	8350 Edes Avenue Oakland, CA, 94621	Bay Area	136	$15,100,000
City and County of San Francisco		San Francisco: Homekey 2	City and County of San Francisco	440 Geary St. San Francisco, CA, 94102	Bay Area	130	$29,000,000
City of Oakland		Clifton Hall	Alameda County	"5276 Broadway Oakland, CA 94618"	Bay Area	63	$10,122,281
County of Marin		Best Value	Marin County	1595 Casa Buena Drive Corte Madera, CA, 94925	Bay Area	18	$3,240,000

Attachment D
Homekey Awards - Round 1 *(continued)*

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/ Set Aside	Total Homekey Funded Units	Total Awarded Amount
Marin County		3301 Kerner	Marin County	3301 Kerner Boulevard San Rafael, CA, 94901	Bay Area	44	$5,965,948
Kashia Band of Pomo Indians of the Stewarts Point Rancheria	Burbank Housing Development Corporation	Kashia Homekey Project	Sonoma County	502 Santa Rosa Avenue Santa Rosa, CA, 95404	Bay Area	20	$2,550,000
Napa County	Burbank Housing Development Corporation	Napa County Homekey	Napa County	2301 Adrian Street, Napa, CA, 94558	Bay Area	14	$2,100,000
Santa Clara County	Allied Housing	Santa Clara County: Homekey 2	Santa Clara County	2188 The Alameda, San Jose, CA, 95126	Bay Area	54	$9,557,333
County of Sonoma		Hotel Azura	County of Sonoma	635 Healdsburg Avenue, Santa Rosa, CA, 95401	Bay Area	44	$8,800,000
San Mateo County		Pacific Inn	San Mateo County	2610 El Camino Real, Redwood City, CA 94061	Bay Area	75	$15,835,000
Sonoma County		Sebastopol Inn	Sonoma County	6751 Sebastopol Avenue, Sebastopol, CA, 95472	Bay Area	31	$6,200,000
City of Oakland	Danco Communities and Operation Dignity	Oakland: Homekey 4	Alameda County	3720 Telegraph Avenue Oakland, CA, 94609	Bay Area	21	$3,150,000
City of Oakland	Bay Area Community Services	20 Small Sites: Affordable Housing with Services: Project Reclamation	Alameda County	15 properties, scattered site**	Bay Area	80	$8,602,577
City of Mountain View	LifeMoves	Homekey Mountain View	Santa Clara County	2566 Leghorn Street Mountain View, CA, 94043	Bay Area	100	$11,950,000
San Mateo County		Towne Place Suites	San Mateo County	1000 Twin Dolphin Drive Redwood City CA 94065	Bay Area	95	$18,048,000
Santa Barbara County HA	Surf Development Company	Homekey SBC	Santa Barbara County	117 North B Street Lompoc, CA, 93436	Central Coast	15	$2,814,661
Housing Authority of the City of San Luis Obispo	Peoples' Self-Help Housing Corporation	Paso Robles Motel Conversion	San Luis Obispo County	1134 Black Oak Drive Paso Robles, CA, 93446	Central Coast	122	$12,900,000
City of Salinas	"Shangri-La Industries, LLC Step Up on Second"	Salinas Homekey	Monterey County	545 Work Street Salinas, CA, 93901	Central Coast	103	$6,965,000
County of Los Angeles		Motel Whittier	County of Los Angeles	8221 South Pioneer Blvd Whittier, California 90606	Los Angeles	99	$12,703,147
County of Los Angeles		Motel Baldwin Park	County of Los Angeles	14510 Garvey Avenue Baldwin Park, CA 91706	Los Angeles	75	$8,900,000
County of Los Angeles		Motel Long Beach	County of Los Angeles	5665 East 7th Street Long Beach, CA 90804	Los Angeles	43	$6,647,000
County of Los Angeles		Willow Tree Inn	County of Los Angeles	1919 West Artesia Blvd. Compton, CA, 90220	Los Angeles	104	$8,934,526
County of Los Angeles		Motel Harbor City	County of Los Angeles	820 W. Sepulveda Blvd. Harbor City CA 90710	Los Angeles	57	$7,875,967
County of Los Angeles		Motel Hacienda Heights	County of Los Angeles	1172 S 7th Ave Hacienda Heights, CA 91745	Los Angeles	156	$16,194,000
County of Los Angeles		Studio Los Angeles Commerce	County of Los Angeles	7701 Slauson Avenue Commerce, CA, 90040	Los Angeles	81	$11,750,000
County of Los Angeles		Travel Plaza Inn Compton	County of Los Angeles	1116 South Long Beach Blvd. Compton, CA, 90221	Los Angeles	41	$6,580,000
County of Los Angeles		County of Los Angeles: Homekey 10	County of Los Angeles	1133 Atlantic Avenue Long Beach, CA, 90813	Los Angeles	135	$20,790,000
Housing Authority of the City of Los Angeles	PATH Ventures	PV Orchid St.	County of Los Angeles	1753 Orchid Avenue Los Angeles, CA, 90028	Los Angeles	40	$8,936,000
County of Los Angeles		Motel Norwalk	County of Los Angeles	10646 East Rosecrans Ave Norwalk, CA 90650	Los Angeles	56	$7,084,000

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Attachment D
Homekey Awards - Round 1 *(continued)*

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/ Set Aside	Total Homekey Funded Units	Total Awarded Amount
Housing Authority of the City of Los Angeles		1643 N. Martel, Los Angeles, CA	County of Los Angeles	1643 North Martel Avenue Los Angeles, CA, 90046	Los Angeles	11	$2,200,000
Housing Authority of the City of Los Angeles		15230 Parthenia St	County of Los Angeles	15230 Parthenia Street Los Angeles, CA, 91343	Los Angeles	41	$8,200,000
Housing Authority of the City of Los Angeles	Los Angeles	3501 S. Western Ave Los Angeles CA 90018	County of Los Angeles	3501 South Western Ave Los Angeles, CA, 90018	Los Angeles	31	$4,874,015
Housing Authority of the City of Los Angeles	Los Angeles	1710 W 7th St, Los Angeles, CA 90017	County of Los Angeles	1710 West 7th Street Los Angeles, CA, 90017	Los Angeles	91	$15,412,836
Housing Authority of the City of Los Angeles	Los Angeles	Econo Motor Inn (8647 Sepulveda Blvd.)	County of Los Angeles	8647 Sepulveda Boulevard Los Angeles, CA, 91343	Los Angeles	59	$9,555,848
Housing Authority of the City of Los Angeles	City of Los Angeles	8209 Sepulveda Blvd Van Nuys, CA 91402	County of Los Angeles	8209 Sepulveda Boulevard Van Nuys, CA, 91402	Los Angeles	51	$7,674,492
Housing Authority of the City of Los Angeles	Los Angeles	5533 Huntington Dr North Los Angeles Ca 90032	County of Los Angeles	5533 Huntington Dr. North Los Angeles, CA, 90032	Los Angeles	49	$7,775,006
Housing Authority of the City of Los Angeles	Los Angeles	4701 W. Adams Blvd., Los Angeles CA 90016	County of Los Angeles	4701 West Adams Blvd Los Angeles, CA, 90016	Los Angeles	23	$3,572,493
Housing Authority of the City of Los Angeles	Los Angeles	7432 Reseda Blvd, Los Angeles, CA 91335	County of Los Angeles	7432 Reseda Boulevard Los Angeles, CA, 91335	Los Angeles	75	$13,328,473
Housing Authority of the City of Los Angeles		21603 Devonshire Street Los Angeles Ca 91311	County of Los Angeles	21603 Devonshire Street Los Angeles, CA, 91311	Los Angeles	75	$12,214,925
Housing Authority of the City of Los Angeles	Los Angeles	18606 Normandie Ave, Gardena, CA 90248	County of Los Angeles	18606 Normandie Avenue Gardena, CA, 90248	Los Angeles	40	$7,244,426
Housing Authority of the City of Los Angeles		Best Western NOHO	County of Los Angeles	11135 Burbank Boulevard Los Angeles, CA, 91601	Los Angeles	70	$13,475,816
Housing Authority of the City of Los Angeles	Los Angeles	253 S. Hoover St., Los Angeles, CA 90004	County of Los Angeles	253 South Hoover Street Los Angeles, CA, 90004	Los Angeles	41	$5,764,217
Housing Authority of the City of Los Angeles	LA Family Housing	Super 8 Canoga Park Homekey Project (Los Angeles)	County of Los Angeles	7631 Topanga Canyon Blvd Los Angeles, CA, 91304	Los Angeles	52	$8,563,350
Long Beach		Homekey Project Long Beach	County of Los Angeles	1725 Long Beach Blvd Long Beach, CA, 90813	Los Angeles	102	$17,603,000
El Monte		El Monte Homekey 1	County of Los Angeles	10024 Valley Blvd El Monte, CA, 91731	Los Angeles	41	$4,170,920
El Monte		El Monte Homekey 2	County of Los Angeles	10038 Valley Blvd, El Monte, CA, 91731	Los Angeles	93	$10,350,293
City of Sacramento Housing Authority	Mercy Housing California	La Mancha	Sacramento County	7789 La Mancha Way Sacramento, CA 95823	Sacramento Area	124	$13,243,731
West Sacramento		Rodeway Inn	Sacramento County	817 West Capitol Ave. West Sacramento, CA, 95691	Sacramento Area	43	$3,519,212
Sutter County	Habitat for Humanity Yuba/ Sutter	Sutter County Permanent-Housing Project	Sutter County	4228 South Highway 99, also known as 4228 Sawtelle Road Yuba City, CA 95991	Sacramento Area	62	$6,714,550

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Attachment D
Homekey Awards - Round 1 *(continued)*

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/ Set Aside	Total Homekey Funded Units	Total Awarded Amount
Folsom	Hirani Family Foundation	Bidwell Street Studios	Sacramento County	501 E. Bidwell St. Folsom, CA 95630	Sacramento Area	25	$2,400,000
City of Sacramento	Saint John's Program for Real Change	Saint John's Village Housing	Sacramento County	Project address withheld because of the population served	Sacramento Area	20	$2,550,000
City of Sacramento	WEAVE INC.	Weave Inc	Sacramento County	Project address withheld because of the population served	Sacramento Area	18	$1,350,000
Tahoe Regional Planning Agency	Tahoe Coalition for the Homeless	Red Lodge	El Dorado County	1137 Emerald Bay Road South Lake Tahoe, CA, 96150	Sacramento Area	24	$2,400,000
Tahoe Regional Planning Agency	Tahoe Coalition for the Homeless	Bear's Den	El Dorado County	2250 Lake Tahoe Blvd. South Lake Tahoe, CA, 96150	Sacramento Area	26	$2,600,000
Placer County	Advocates for Mentally Ill Housing, Inc.	Placer County Project Homekey	Placer County	279 Bear Street Kings Beach, CA 96143	Sacramento Area	14	$1,400,000
Tahoe Regional Planning Agency	Tahoe Coalition for the Homeless	El Nido	El Dorado County	2215 Lake Tahoe Blvd. South Lake Tahoe, CA, 96150	Sacramento Area	24	$2,350,000
San Diego Housing Commission		Residence Inn - Mission Valley	San Diego County	1865 Hotel Circle South San Diego, CA, 92108	San Diego	192	$27,690,283
San Diego Housing Commission		Residence Inn - Kearny Mesa	San Diego County	5400 Kearny Mesa Road, San Diego, CA, 92111	San Diego	144	$10,000,000
Housing Authority of the County of Kern		Milestone	Kern County	"1301 Chester Ave, Bakersfield, CA, 93301 1622 Union Ave, Bakersfield, CA, 93305 1131 Water Street, Bakersfield, CA, 93305 1411 E. 11th Street, Bakersfield, CA, 93307"	San Joaquin Valley	151	$13,300,934
Fresno Housing Authority		Day's Inn	Fresno County	1101 North Parkway Drive Fresno, CA, 93728	San Joaquin Valley	98	$5,858,779
County of Fresno	"RH Community Builders UP Holdings California, LLC"	Crossroads Village	Fresno County	3737 North Blackstone Ave Fresno, CA, 93726	San Joaquin Valley	204	$14,818,701
Fresno Housing Authority		Parkside Inn	Fresno County	1415 West Olive Ave Fresno, CA, 93728	San Joaquin Valley	48	$3,759,124
Fresno Housing Authority		Welcome Inn	Fresno County	777 N Parkway Drive, Fresno, CA, 93728	San Joaquin Valley	80	$5,306,163
Tulare County	"UP Holdings California, LLC RH Community Builder LP"	The Sequoia	Tulare County	1400 South Mooney Boulevard, Visalia, CA, 93291	San Joaquin Valley	45	$4,700,000
Kings County	Cornerstone Community Alcohol and Other Drug Recovery Sytems, Inc.	Triangle Courtyard	Kings County	11360 South 10th Avenue Hanford, CA 93230	San Joaquin Valley	24	$4,434,614

California's Homekey Program:
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Attachment D
Homekey Awards - Round 1 *(continued)*

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/ Set Aside	Total Homekey Funded Units	Total Awarded Amount
Stockton	"Central Valley Low Income Housing Corp. (CVLIHC) Stocktonians Taking Action to Nuetralize Drugs (STAND)"	Town Center Studios	San Joaquin County	1604 North Wilson Way Stockton, CA, 95205	San Joaquin Valley	39	$3,609,091
Housing Authority of the City of Fresno		Motel 99	Fresno County	1240 South Crystal Avenue Fresno, CA, 93706	San Joaquin Valley	99	$5,259,125
Orange County	Jamboree Housing Corporation	Tahiti Motel	Orange County	11850 Beach Boulevard Stanton, CA 90680	Southern California	60	$9,600,000
County of Ventura	Community Development Partners Mercy House CHDO, Inc. Mercy House Living Centers"	Vagabond	County of Ventura	1245 N. Oxnard Blvd. Oxnard, CA, 93030	Southern California	70	$10,898,333
Orange County	Jamboree Housing Corporation	Stanton Inn	Orange County	7161 Katella Avenue Stanton, CA 90680	Southern California	72	$7,920,000
San Bernardino County	"Shangri-La Industries, LLC Step Up on Second"	All Star Lodge	San Bernardino County	450 North G Street San Bernardino, CA, 92410	Southern California	76	$8,380,402
Calexico	Mirka Industries	Hollie's Affordable Housing	Imperial County	801 South Imperial Avenue Calexico, CA, 92231	Southern California	59	$6,657,266
City of El Centro		Lotus Living Rise Above Resilient Community	Imperial County	1998 North 12th Street El Centro, CA, 92243	Southern California	26	$2,600,000
Housing Authority of the County of San Bernardino	Mountain Homeless Coalition	Georgia Street Cabins	San Bernardino County	420 Georgia Street Big Bear Lake, CA 92315	Southern California	8	$1,101,678
City of Lake Elsinore		City of Lake Elsinore - The Anchor	Riverside County	215 West Graham Avenue, Lake Elsinore, CA, 92530	Southern California	14	$2,838,953
San Bernardino County	LaBarge Industries, Inc	Pacific Village	San Bernardino County	2626 Pacific Street Highland, CA, 92346	Southern California	28	$3,450,000
HA of San Buenaventura		El Portal	Ventura County	1240 North Ventura Ave 1240-1280 Ventura, CA, 93001	Southern California	12	$1,200,000
HA of Riverside County	TruEvolution, Inc.	Project Legacy	Riverside County	"4132 University Avenue Riverside, CA, 92501 3853 Brockton Ave Riverside, CA, 92501 3865 Brockton Avenue Riverside, CA, 92501 3879 Brockton Avenue Riverside, CA, 92501	Southern California	19	$4,052,457
HA of Riverside County	Riverside Community Housing Corp.	Mountain View Estates Phase III	Riverside County	68990 Harrison Street Thermal, CA, 92274	Southern California	107	$7,250,000

California's Homekey Program:
Innovation to Address Homelessness and Community Health at the Beginning of a Pandemic

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Attachment D
Homekey Awards - Round 2

Eligible Applicant	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
City of Victorville	Victorville Wellness Center	San Bernardino County	Victorville	Southern CA	110	$28,004,058
County of San Mateo	Navigation Center	County of San Mateo	Redwood City	Bay Area	240	$55,322,260
County of San Mateo	Stone Villa Interim Housing	County of San Mateo	San Mateo	Bay Area	43	$13,511,126
Housing Authority of the County of Kern	6th Street Apartments	Kern County	Bakersfield	San Joaquin Valley	40	$8,376,946
City and County of San Francisco	1321 Mission	City and County of San Francisco	San Francisco	Bay Area	160	$54,778,000
City of Rohnert Park	Homekey Rohnert Park	Sonoma County	Rohnert Park	Bay Area	60	$14,678,400
Housing Authority of the City of Sacramento	Vista Nueva	Sacramento County	Sacramento	Sacramento Area	116	$29,010,350
Housing Authority of the County of Kern	Cornerstone	Kern County	Bakersfield	Homeless Youth	34	$7,771,933
City of Healdsburg	L & M Village	Sonoma County	Healdsburg	Bay Area	22	$7,048,800
County of Santa Clara	Bella Vista Inn	Santa Clara County	Santa Clara	Bay Area	65	$22,143,314
Housing Authority of the County of Kern	CityServe Network Housing	Kern County	Bakersfield	San Joaquin Valley/ Homeless Youth	126	$29,999,496
County of Santa Barbara	Hedges House of Hope	Santa Barbara County	Goleta	Central Coast	22	$6,995,093
Housing Authority of the City of Los Angeles	5050 W Pico	Los Angeles County	Los Angeles	Los Angeles County	79	$21,227,579
Housing Authority of the City of Sacramento	Central Sacramento Studios	Sacramento County	Sacramento	Sacramento Area	93	$23,924,598
County of Marin	South Eliseo PSH	Marin County	Larkspur	Bay Area	44	$15,497,200
County of San Mateo	Comfort Inn & Suites	San Mateo County	Redwood City	Bay Area	52	$15,978,323
Housing Authority of the City of Los Angeles	7639 Van Nuys Blvd	Los Angeles County	Van Nuys	Los Angeles County	35	$10,527,222
City of Napa	Wine Valley Lodge	Napa County	Napa	Bay Area/ Homeless Youth	55	$18,113,600
County of Orange	HB Oasis	Orange County	Huntington Beach	Southern CA	64	$17,000,000
City of Salinas	Step Up on Fairview, A Shangri-La Community	Monterey County	Salinas	Central Coast	43	$13,251,663
City of Salinas	Step Up on Sanborn, A Shangri-La Community	Monterey County	Salinas	Central Coast	58	$16,364,786
Housing Authority of the City of Los Angeles	1654 W Florence Ave	Los Angeles County	Los Angeles	Los Angeles County	128	$36,974,744
County of Ventura	Mesa Ojai	Ventura County	Ojai	Homeless Youth	13	$4,229,800
City of Petaluma	The Studios at Montero	Sonoma County	Petaluma	Bay Area	60	$15,680,382
City of Alameda	Dignity Village	Alameda County	Alameda	Bay Area/ Homeless Youth	47	$12,251,380
City of Woodland	East Beamer Way Permanent Supportive Housing Project	Yolo County	Woodland	Sacramento Area	61	$15,770,467
County of Tulare	Madson Gardens	Tulare County	Tulare	San Joaquin Valley	57	$14,524,000
Scotts Valley Band of Pomo Indians	"Scotts Valley Band of Pomo Indians - Housing the Homeless 2"	Lake County	Lakeport	Tribal/ Homeless Youth	11	$1,977,558
County of Orange	Riviera Motel	Orange County	Stanton	Southern CA	21	$6,070,000
City of Merced	Homekey CC915 Merced	Merced County	Merced	San Joaquin Valley	21	$4,420,000

California's Homekey Program:
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Attachment D
Homekey Awards - **Round 2** *(continued)*

Eligible Applicant	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
City of Culver City	"Culver City Interim and Permanent Supportive Housing"	Los Angeles County	Culver City	Los Angeles County	76	$26,637,314
City of Redlands	Redlands Good Nite Inn	San Bernardino County	City of Redlands	Southern CA	99	$30,000,000
County of Los Angeles	Avenida	Los Angeles County	Los Angeles	Los Angeles County	76	$25,242,783
County of Los Angeles	The Moonstone	Los Angeles County	Redondo Beach	Los Angeles County	21	$7,334,396
County of Los Angeles	Dunamis House	Los Angeles County	Los Angeles	Homeless Youth	40	$13,816,000
County of Riverside	Vista Dorada	Riverside County	Corona	Southern CA	53	$11,949,900
Housing Authority of the City of Los Angeles	6521 Brynhurst	Los Angeles County	Los Angeles	Los Angeles County	41	$12,085,000
City of King	Step Up in King City, A Shangri-La Community	Monterey County	City of King	Central Coast	45	$12,429,393
County of Los Angeles	Lyfe Inn	Los Angeles County	Los Angeles	Los Angeles County	43	$14,504,409
City of Merced	TwelveThirteen	Merced County	Merced	San Joaquin Valley	96	$24,024,054
County of Los Angeles	Tropicana	Los Angeles County	Compton	Los Angeles County	40	$9,709,000
City of Modesto	Center for Human Services (CHS) - Youth Housing Project	Stanislaus County	Modesto	Homeless Youth	14	$3,973,353
County of Glenn	827 Newville Road	Glenn County	Orland	Balance of State	33	$8,756,945
County of Los Angeles	LAX Suites	Los Angeles County	Inglewood	Los Angeles County	48	$16,846,800
City of Santa Fe Springs	Interim Housing for Homeless Families	Los Angeles County	Santa Fe Springs	Los Angeles County	19	$5,683,409
Housing Authority of the City of Anaheim	Studio 6 Anaheim	Orange County	Anaheim	Southern CA	89	$26,537,559
City of Arcata	West Village Studios	Humboldt County	Arcata	Balance of State/ Homeless Youth	79	$18,828,180
City of Oakland	Piedmont Place	Alameda County	Oakland	Bay Area	45	$14,830,100
City and County of San Francisco	Eula Hotel Apartments	City and County of San Francisco	San Francisco	Homeless Youth	25	$7,194,080
County of Los Angeles	Sierra Highway	Los Angeles County	Lancaster	Los Angeles County	38	$12,856,600
Yurok Indian Housing Authority	Yurok Homeless Housing Klamath Glen	Del Norte County	Klamath	Tribal	10	$2,269,771
Housing Authority of the County of Santa Barbara	Super 8 Goleta	Santa Barbara County	Goleta	Central Coast/ Homeless Youth	61	$18,358,701
City of Berkeley	Golden Bear Inn	Alameda County	Berkeley	Bay Area	44	$16,187,200
City of Arcata	The Grove	Humboldt County	Arcata	Balance of State	60	$14,194,598
County of Los Angeles	Project Homekey-Ramona	Los Angeles County	Los Angeles	Los Angeles County	19	$5,534,000
County of Santa Clara	Crestview	Santa Clara County	Mountain View	Bay Area/ Homeless Youth	49	$16,659,389
County of Placer	Western Placer Project	Placer County	Roseville	Sacramento Area/ Homeless Youth	83	$23,516,978
County of Santa Cruz	Veterans Village of Santa Cruz County	Santa Cruz County	Ben Lomond	Central Coast	20	$6,425,000
City of Modesto	James St. Apartments	Stanislaus County	Modesto	San Joaquin Valley	7	$1,724,157
County of Orange	Motel 6 Costa Mesa	Orange County	Costa Mesa	Southern CA	40	$10,550,000
Housing Authority of the City of Los Angeles	10150 Hillhaven	Los Angeles County	Los Angeles	Los Angeles County	34	$9,595,000
County of Los Angeles	Best Western San Pedro Interim Housing	Los Angeles County	San Pedro	Los Angeles County	60	$22,224,000
County of Los Angeles	818 Hotel	Los Angeles County	Woodland Hill	Los Angeles County	100	$33,825,000
City of San Jose	The Arena Hotel	Santa Clara County	San Jose	Bay Area	90	$25,238,236
City of Vallejo	Broadway Project	Solano County	Vallejo	Bay Area	48	$12,091,866

Attachment D
Homekey Awards - Round 2 *(continued)*

Eligible Applicant	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
City of Fresno	Parkway Inn	Fresno County	Fresno	San Joaquin Valley	62	$13,414,500
Housing Authority of San Joaquin County	Calaveras Quarters	San Joaquin County	Stockton	San Joaquin Valley/ Homeless Youth	69	$24,980,000
County of Los Angeles	The Weingart Greenleaf	Los Angeles County	Whittier	Los Angeles County	101	$37,300,000
County of Los Angeles	The Weingart Willows	Los Angeles County	Los Angeles	Los Angeles County	53	$19,520,800
Town of Mammoth Lakes	Innsbruck Lodge	Mono County	Mammoth Lakes	Balance of State	16	$4,560,000
City of Oakland	Inn at Coliseum	Alameda County	Oakland	Bay Area	37	$11,115,176
County of Santa Cruz	Park Haven Plaza	Santa Cruz County	Soquel	Central Coast/ Homeless Youth	36	$10,660,000
Housing Authority of the County of Santa Clara	Pavilion Inn	Santa Clara County	San Jose	Homeless Youth	43	$14,328,401
City of Thousand Oaks	Step Up in Thousand Oaks, A Shangri-La Community	Ventura County	Thousand Oaks	Southern California	78	$26,744,713
City of Fontana	Homekey2 Fontana	San Bernardino County	Fontana	Southern California	14	$3,054,395
City and County of San Francisco	Mission Inn	City and County of San Francisco	San Francisco	Bay Area	51	$16,823,000
County of Ventura	Stepping Stones	Ventura County	Camarillo	Homeless Youth	27	$5,918,136
Housing Authority of the City of Los Angeles	740 S. Alvarado	Los Angeles County	Los Angeles	Los Angeles County	80	$21,715,000
City of Long Beach	Modular Non-Congregate Shelter Unit Project	Los Angeles County	Long Beach	Los Angeles County	32	$5,616,752
County of Los Angeles	North Hollywood Interim Housing	Los Angeles County	North Hollywood	Los Angeles County	49	$14,829,000
County of San Luis Obispo	Olmeda Transitional Housing	San Luis Obispo County	Atascadero	Homeless Youth	3	$567,629
County of Los Angeles	Excelsior House	Los Angeles County	Los Angeles	Homeless Youth	29	$9,726,600
Housing Authority of the City of Los Angeles	Temple and Alvarado Scattered Sites	Los Angeles County	Los Angeles	Los Angeles County	68	$20,034,300
Housing Authority of the City of Los Angeles	14949 Roscoe Blvd	Los Angeles County	Los Angeles	Los Angeles County	30	$8,224,741
Housing Authority of the City of Los Angeles	21121 Vanowen Street	Los Angeles County	Los Angeles	Los Angeles County	101	$27,465,000
Housing Authority of the City of Los Angeles	BLVD Hotel	Los Angeles County	Los Angeles	Los Angeles County	62	$17,848,920
Housing Authority of the City of Los Angeles	20205 Ventura	Los Angeles County	Los Angeles	Los Angeles County	146	$43,157,422
Housing Authority of the City of Los Angeles	19325 Londelius	Los Angeles County	Los Angeles	Los Angeles County	117	$34,745,323
Housing Authority of the City of Los Angeles	18602 S Vermont Ave	Los Angeles County	Los Angeles	Los Angeles County	136	$40,642,129
Housing Authority of the City of Los Angeles	6531 S Sepulveda	Los Angeles County	Los Angeles	Los Angeles County	133	$39,403,275
Housing Authority of the City of Los Angeles	1044 N Soto	Los Angeles County	Los Angeles	Los Angeles County	85	$22,940,000
The City of Palo Alto	Homekey Palo Alto	Santa Clara County	Palo Alto	Bay Area	108	$26,559,533
City of San Jose	Homekey Branham Lane	Santa Clara County	San Jose	Bay Area	204	$51,552,800
City of Santa Rosa	"St. Vincent de Paul Commons Permanent Supportive Housing"	Sonoma County	Santa Rosa	Bay Area	51	$13,291,377
City of Fresno	Villa Motel	Fresno County	Fresno	San Joaquin Valley	52	$10,754,500

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Attachment D
Homekey Awards - Round 2 *(continued)*

Eligible Applicant	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
City of Santa Rosa	Caritas Center Family Shelter	Sonoma County	Santa Rosa	Bay Area	40	$11,360,000
City of Fresno	The Park at 1309	Fresno County	Fresno	San Joaquin Valley	70	$16,717,077
City of Fresno	Valley Inn	Fresno County	Fresno	San Joaquin Valley	106	$17,672,672
City of Fresno	Ambassador Inn	Fresno County	Fresno	San Joaquin Valley	56	$12,737,700
County of Riverside	The Springs Housing Navigation Campus	Riverside County	Palm Springs	Southern California	80	$19,059,202
City of West Hollywood	Holloway Motel	Los Angeles County	West Hollywood	Los Angeles County	21	$6,007,661
City of Newark	Cedar Community Apartments	Alameda County	Newark	Bay Area	125	$38,156,293
City of Stockton	Villa d' Flore	San Joaquin County	Stockton	San Joaquin Valley	15	$4,072,280
City of Oakland	Kingdom Builders Transitional Housing Program	Alameda County	Oakland	Bay Area	34	$5,581,000
County of Sonoma/ Sonoma County Community Development Commission	George's Hideaway	Sonoma County	Guerneville	Bay Area	22	$6,300,784
City and County of San Francisco	City Gardens	City and County of San Francisco	San Francisco	Bay Area	170	$56,578,000
City of Long Beach	Interim Housing Motel Acquisition Project	Los Angeles County	Long Beach	Los Angeles County	78	$24,979,145
San Diego Housing Commission	PATH Villas El Cerrito	San Diego County	San Diego	San Diego County	41	$11,825,000
Northern Circle Indian Housing Authority	Hopland Four-plex	Mendocino County	Mendocino	Tribal	4	$1,926,000
Housing Authority of the City of San Luis Obispo	The Anderson Hotel	San Luis Obispo County	San Luis Obispo	Central Coast	42	$11,600,000
City of San Jose	Pacific Motor Inn	Santa Clara County	Santa Clara	Bay Area	72	$19,868,250
County of San Benito	San Benito Homekey 2.0 Interim Housing Project	San Benito County	Hollister	Central Coast	11	$2,431,100
County of Santa Cruz	801 River St	Santa Cruz County	Santa Cruz	Central Coast	7	$2,240,000
Wiyot Tribe	Jaroujiji Youth Housing Project	Humboldt County	Eureka	Homeless Youth	40	$14,067,396
Big Valley Band of Pomo Indians	Big Valley Tribal Apartment Housing Project	Lake County	Lakeport	Tribal	15	$6,557,699
Guidiville Indian Rancheria	Guidiville Tribe Homekey Project	Mendocino County	Ukiah	Tribal		

California's Homekey Program:
Innovation to Address Homelessness and Community Health at the Beginning of a Pandemic

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Attachment D
Homekey Awards - Round 3

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
Housing Authority of the City of San Buenaventura	Valentine Road LP	Valentine Road	Ventura County	Ventura	Southern California	136	$32,076,607
Housing Authority of the City of Sacramento	John Stewart Company; TLCS, Inc	Arden Star Hotel Homekey Conversion	Sacramento County	Unincorporated Sacramento County	Sacramento Area	124	$20,000,000
Housing Authority of the City of Sacramento	TLCS, Inc.	Rodeway Inn Homekey Conversion	Sacramento County	Sacramento	Sacramento Area	70	$20,386,000
City of Fresno	Valley Teen Ranch	Welcome Home	Fresno County	Fresno	San Joaquin Valley/Youth	96	$21,983,607
City of Visalia	RHCB Development LP; Visalia Homekey LP	Majestic Gardens	Tulare County	Visalia	San Joaquin Valley	42	$13,835,376
City of Modesto	RHCB Development LP; Modesto Homekey LP	Travelers	Stanislaus County	Modesto	San Joaquin Valley/Youth	56	$16,059,562
County of Los Angeles	Weingart Center Association; Valued Housing II, LLC	The Weingart Sycamore	Los Angeles County	Baldwin Park	Los Angeles County	109	$34,629,600
San Diego Housing Commission	Wakeland Abbott LLC	Abbott Street Apartments	San Diego County	San Diego	San Diego County	13	$3,900,000
San Diego Housing Commission	N/A	Pacific Village	San Diego County	San Diego	San Diego County/Youth	63	$16,850,000
City of Oakland	"Bay Area Community Services, Inc.; Imperial Homes, LP"	Imperial Inn	Alameda County	Oakland	Bay Area	49	$15,536,403
City of Fresno	UP Holdings California, LLC; Fresno Quality Homekey LP	Fresno Quality Inn	Fresno County	Fresno	San Joaquin Valley	59	$16,450,000
County of Los Angeles	Hope the Mission	Sierra Highway PSH Portfolio	Los Angeles County	Lancaster	Los Angeles County	60	$19,789,357
County of Los Angeles	Covenant House California	Hollywood Downtowner	Los Angeles County	Los Angeles	Los Angeles County/Youth	31	$9,762,000
County of Los Angeles	The Nest on Exposition LLC; Wellnest Emotional Health & Wellness	The Nest on Exposition	Los Angeles County	Los Angeles	Los Angeles County/Youth	25	$7,681,400
City of San Leandro	Housing Consortium of the East Bay	Lewelling Interim Housing	Alameda County	San Leandro	Bay Area	29	$9,328,250
City and County of San Francisco	N/A	685 Ellis	City and County of San Francisco	San Francisco	Bay Area	67	$18,226,702
City of Riverside	Walden Project Homekey, LLC; Walden Environment DBA Walden Family Services	Walden Scattered Site Interim Housing*	Riverside County	Riverside	Southern California/ Discretionary	25	$4,375,000
City of Hayward	Bay Area Community Services, City of Union City	Project Reclamation -Alameda County Scattered Sites*	Alameda County	Hayward and Union City	Bay Area/ Discretionary	37	$9,677,000
City of Los Angeles	Hope the Mission	Motel 6 North Hills	Los Angeles County	North Hills	Los Angeles County	111	$32,068,000
Housing Authority of the City of Los Angeles	Topanga Canyon Housing Partners, LP	"7625 Topanga Canyon Blvd Phase 2"	Los Angeles County	Canoga Park	Los Angeles County/Youth	24	$5,432,319
City of Berkeley	"Housing Consortium of the East Bay; Memar Properties, Inc; HCEP/MPI UNIVERSITY HOMES, LP"	University Inn (formerly Rodeway Inn)	Alameda County	Berkeley	Bay Area	43	$14,128,813

California's Homekey Program:
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Attachment D
Homekey Awards - Round 3 *(continued)*

Eligible Applicant	Co-Applicant(s)	Project Name	County	Address	Region/Set Aside	Total Homekey Funded Units	Total Awarded Amount
County of Los Angeles	Weingart Center Association; Valued Housing II, LLC; Weingart HK Carson LLC	The Weingart Primrose	Los Angeles County	Carson	Los Angeles County	107	$34,356,700
County of Los Angeles	Hope the Mission	Knight's Inn Palmdale	Los Angeles County	Palmdale	Los Angeles County	100	$28,662,113
Contra Costa County Health Services	N/A	2555 El Portal	Contra Costa County	San Pablo	Bay Area	54	$16,000,000
Housing Authority of the City of Los Angeles	N/A	4065 Oakwood	Los Angeles County	Los Angeles	Los Angeles County	68	$18,225,000
County of Los Angeles	Hope the Mission	Lancaster Pathway Home	Los Angeles County	Lancaster	Los Angeles County	102	$27,659,747
Housing Authority of the City of Los Angeles	N/A	4818 N Sepulveda Blvd	Los Angeles County	Sherman Oaks	Los Angeles County	36	$9,375,000
City of Los Angeles	Weingart Center Association; Weingart HK Shelby LLC	The Weingart Shelby	Los Angeles County	Los Angeles	Los Angeles County	78	$26,579,000
Housing Authority of the City of Los Angeles	N/A	3705 McLaughlin	Los Angeles County	Los Angeles	Los Angeles County	25	$7,000,000
City of San Bernardino	"Lutheran Social Services of Southern California; Dignity Moves"	San Bernardino Community Wellness Campus	San Bernardino County	San Bernardino	Southern California	140	$34,944,702
County of Santa Cruz	CFSC Inc	Freedom House	Santa Cruz County	Watsonville	Youth	11	$3,577,362
County of Marin	Homeward Bound of Marin	Novato Veterans and Workforce Housing	Marin County	Novato	Bay Area	50	$14,400,000
City of Oakland	California Supportive Housing; CSH Enterprise Housing LP	CSH Enterprise Housing	Alameda County	Oakland	Bay Area/ Youth	104	$20,368,264
County of Lassen	Colwest Investments, LLC	Diamond Mountain Living Center	Lassen County	Susanville	Balance of State/Youth	15	$2,917,454
City of San Luis Obispo	"People's Self-Help Housing Corporation; Calle Joaquin Homekey LLC; Calle Joaquin LP"	Calle Joaquin Homekey	San Luis Obispo County	San Luis Obispo	Central Coast	76	$19,358,270

Homekey Awards - Rounds 1, 2, 3:

Grand Total Homekey Funded Units	Grand Total Awarded Amount
2235	$ 605,599,608

APPENDIX:

Homekey Resource Guide

Created for Enterprise's Homekey Peer Learning Cohort by consultants Maryann Leshin and Doug Gary.

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Table of Contents

California's Homekey Program:
Innovation to Address Homelessness and Community Health at the Beginning of a Pandemic

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I. Introduction

As a member of Enterprise's Homekey Peer Learning Cohort (PLC), welcome to the Homekey Resource Guide! This guide is designed to provide access to informational resources, training, and best practices to support Homekey and other Permanent Supportive Housing (PSH) projects across the state.

The guide is divided into the following sections:

- **Homekey General Information and Peer Learning Cohort Trainings**
  This section includes links to Homekey NOFAs, a list of state Homekey Grant Managers, and a listing of all the Peer Learning Cohort training sessions, which are archived in the "Homekey Training Library," available in a free Dropbox folder, described in Section II. below.

- **Property Operations (Property Management & Supportive Services):** Resources
  Definitions and summary information on a range of key topics on supportive housing site operations, including resources and other links to relevant online trainings, resource libraries, and additional support for your work.

- **Property Operations:** Tips & Best Practices
  Overview information is provided on a number of topics related to operating Homekey properties and delivering services including, pet and visitor policies, pest control, hoarding concerns and reasonable accommodation.

- **Funding for Services and Operations**
  Information about CalAIM and other sources for funding operating costs is provided.

- **Asset Management**
  Resources on how to ensure that Homekey assets (the properties) are well managed and maintained are provided.

- **Affordable Housing and Supportive Housing Advocacy Organizations**
  A listing and description of organizations across the state that are engaged in advocacy to ensure that affordable and supportive housing is available to those who need this type of housing is provided. In addition, two ongoing advocacy initiatives (one that is statewide and one located in Los Angeles) are described and include contact information.

- **Research**
  Website links to organizations that conduct research and publish reports related to homelessness are provided.

- **Roster of Peer Learning Cohort (PLC) Members**
  A roster of PLC members is provided in the "Homekey Training Library."

- **Consultants**
  Names and email addresses for PLC consultants provided.

Several of the organizations listed in the Guide provide training opportunities. These include:

- Corporation for Supportive Housing (CSH)
- Harm Reduction Coalition (HRC)
- National Alliance on Mental Illness (NAMI)

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II. Homekey - General Information and Peer Learning Cohort Trainings

The State of California has issued four Homekey Notices of Funding Availability (NOFAs), with the fourth round specific to tribal communities. The Round 3 NOFA was issued on March 29, 2023 and amended on November 15, 2023.

•   **Homekey Round 3 Notice of Funding Availability Amended**

The Tribal Communities NOFA was issued on June 27, 2023 and amended on March 15, 2024.

•   **Tribal Communities NOFA**

Monitoring and Disbursement Information:

•   **Monitoring Forms and Disbursement | California Department of Housing and Community Development**

For questions regarding disbursement, reporting, milestones, or any issues after the execution of the Standard Agreement:

•   Homekey Round 1 (2020): **HomekeySGM@hcd.ca.gov**

•   Homekey Round 2 (2021-2022): **Homekey2SGM@hcd.ca.gov**

•   Homekey Round 3 (2023): **Homekey3SGM@hcd.ca.gov**

Homekey Training Library

Enterprise convened the ***Homekey Peer Learning Cohort (PLC)*** in 2022. It is composed of Homekey awardees who received operating grants and/or technical assistance from Enterprise. The PLC met to share information and participate in trainings from 2022 through 2024. The series of online, interactive trainings were created specifically for those working in organizations with Homekey projects. The trainings were held via Zoom for 90 minutes each. Enterprise consultant Focus Strategies has created **a library of these trainings** on Dropbox, and they are available to all Homekey project staff who create a free Dropbox account.

A list of training topics and a quick summary that includes a brief description, the date of the training, and resource materials provided at the training is presented on the following pages. The associated resource materials can be found in each **Dropbox folder**, along with the video. If you'd like to learn more about how to use Dropbox, including free registration, **click here**.

Homekey Training Library		
TOPIC	**CONTENTS**	**DATE**
Housing First 101 Overview of the principles of Housing First, as well as approaches and practices, applications in interim and permanent housing, operational considerations, and program infrastructure needed for successful application of Housing First.	Slide deck	September 2022
Driving Success through Collaboration Overview and best practices for the onsite collaboration between property management and supportive services, including clarifying roles, navigating partnership challenges, team-building, and more.	Slide deck Video of session MOU Sample Sample Meeting Agenda Debrief Guide	May 2023
Creating Safe & Secure Supportive Housing Overview and best practices for creating tenant safety, staff safety, building safety, and community safety in supportive housing.	Slide deck Video of session	June 2023
Trauma-Informed Care An examination of trauma, how trauma impacts the brain and behavior, what trauma-informed care is, and how best to implement it in housing settings.	Slide deck Video of session	July 2023
Implementing Harm Reduction Principles & Practices Overview of what harm reduction is and isn't, how it works in housing, our relationship to drugs, staff training and engagement, and working with conflicts and trauma through a harm reduction lens.	Slide deck Video of session Principles document Philosophy document Homelessness document	September 2023
Demystifying Operating Budgets A rich panel discussion follows an overview of operating budget terms, estimating revenue and expenses, special considerations in supportive housing, and the value of variance analysis.	Slide deck Video of session	October 2023
Meeting Supportive Services Challenges Overview of supportive services in Homekey projects, understanding Cal-AIM, maintaining and supporting staff, along with highlights from four experienced supportive services providers.	Slide deck Video of session	November 2023
Lease Enforcement & Eviction Prevention Examines the role of the lease itself, best practices on lease enforcement, how to best use the reasonable accommodation process, and offers some creative interventions to help tenants preserve their housing.	Slide deck Video of session	December 2023

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TOPIC	CONTENTS	DATE
Working with Local Government A brief overview of the roles, joint responsibilities, and best practices for local government and Homekey partner collaborations is followed by a rich conversation of expert panelists working in the various Homekey-specific roles.	Slide deck Video of session	February 2024
Coordinated Entry An overview of what Coordinated Entry is and how it relates to Homekey projects is followed by a rich discussion of experts with experience navigating Coordinated Entry from a range of perspectives.	Slide deck Video of session	March 2024
De-Escalation & Conflict Resolution In-depth look at two highly escalated cases in supportive housing, along with best practices for de-escalating challenging situations, and how to set the tone to decrease the odds of escalated incidents.	Slide deck Video of session	April 2024
Advancing Racial Equity in Homekey Projects A review of Homekey's goals related to ensuring that Homekey projects address racial and ethnic inequities, followed by a panel of equity and PSH practitioners who address using data to develop program strategies, designing equitable programming, and some of the challenges to advancing this work in PSH.	Slide deck Video of session City of Oakland documents: • Equity Indicators Report • Dept. of Housing and Community Development Housing Impact Report and 2023-2027 Strategic Action Plan City and County of San Francisco documents: • Coordinated Entry Data Dashboard • 2022 PIT Count Report Berkeley Institute of Othering and Belonging "Targeted Universalism" Primer	May 2024
Staff Support and Wage Equity An overview of how to support employees and teams, including topics such as wage equity, training, team building, supervision, recognition, and self-care. Panel discussion of successes in wage equity and staff support, balancing the staff support dream with budget realities, and how to implement strategies.	Slide deck Video of session	June 2024

III. Property Operations (Property Management & Supportive Services): Resources

The ongoing operation of housing serving people experiencing homelessness is a dynamic and challenging process. It involves intentional coordination between property management and supportive services, training, and the creation of effective policies, procedures, and tools. There are numerous organizations that provide technical assistance and training support to operators of supportive housing. Taking advantage of these many resources can be helpful in ensuring the ongoing success of your property. Following this section is a set of property operations tips & best practices.

Supportive Housing Technical Assistance and Training

The Corporation for Supportive Housing (CSH) **CSH www.csh.org** works to advance affordable housing aligned with services as an approach to help people thrive. According to their website, CSH does this by advocating for effective policies and funding, equitably investing in communities, and strengthening the supportive housing field. A national leader in supportive housing, CSH offers consulting, training, advocacy and lending in California and across the country. CSH has an **online library of a full range of resources**. CSH also offers **online trainings on-demand**. Recommended free courses include Supportive Housing 101 and Quality Supportive Housing Standards. Many other courses are offered as well, including those focused on supportive housing property management, supportive services, trauma-informed care, and more.

Housing First

Housing First is at the core of any successful permanent supportive housing project, and a requirement of the Homekey program. The National Alliance to End Homelessness definition of Housing First is as follows: "…a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the understanding that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life."

The following link is a more detailed description of Housing First from the Corporation for Supportive Housing:

- **What is Housing First?**

In 2016, the California Legislature passed Senate Bill 1380 (Mitchell). It required all housing programs to adopt the Housing First model and is codified in California Code, Welfare and Institutions Code Section 8255.

- **WIC Section 8255**

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Harm Reduction

Harm Reduction is also at the core of any successful permanent supportive housing project, and a requirement of the Homekey program. The National Harm Reduction Coalition defines it as follows: "Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use. Harm Reduction is also a movement for social justice built on a belief in, and respect for, the rights of people who use drugs." Harm reduction is also an evidence-based approach to successfully serving and housing those who use drugs. **The Homekey Training Library** includes resources on Harm Reduction.

National Harm Reduction Coalition (HRC) | www.harmreduction.org

The **National Harm Reduction Coalition** creates spaces for dialogue and action that help heal the harms caused by racialized drug policies. HRC offers a variety of resources and support for developing and implementing harm reduction strategies in your organization. HRC offers **online trainings on-demand**, including Foundations of Harm Reduction, Overdose Prevention and Response, and Engaging People Who Use Drugs. As a Californian, you're eligible for **free access to these trainings**.

Overdose Prevention & Narcan

- The National Harm Reduction Coalition's website offers resources on overdose prevention, using Naxolone, and obtaining Naxolone for your site. Key resources:

  ○ **Overdose Basics training**, including how to administer Naloxone

  ○ **Naloxone Finder** to help you find a local/regional supplier for your project/organization

- The California Department of Public Health has a **webpage** dedicated to overdose prevention, including an overview as well as links about how to obtain doses.

Motivational Interviewing

According to the Motivational Interviewing Network of Trainers, "Motivational Interviewing (MI) is often recommended as an evidence-based approach to behavior change. MI is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion."

Motivational Interviewing Network of Trainers (MINT) | www.motivationalinterviewing.org

MINT aims to promote good practice in the use, research and training of motivational interviewing. According to their website, MINT supports the continuing learning and skillfulness of its members through meetings, open sharing of resources, communication, publications, and shared practice opportunities. Rather than seeking to limit or control the practice and training of motivational interviewing, MINT promotes quality applications of motivational interviewing across cultures, languages, and contexts.

MINT's website offers a **solid overview** of Motivational Interviewing, a range of resources in its **online library**, and resources for finding **certified trainers**.

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Trauma-Informed Care

The Trauma-Informed Care Implementation Resource Center

Trauma-Informed Care (TIC) is a human services approach that recognizes the impact of trauma on a person's life and incorporates that history into serving the individual/family. It's a strengths-based approach that focuses on creating healing environments and reducing the likelihood of re-traumatization. This **TIC website provides a host of resources** to better understand trauma and how best to serve those who live it. Key sections of the site include: **What is Trauma?**, **What is Trauma-Informed Care?**, a few examples of **trauma-informed care in action**, and many **other resources**. The **Homekey Training Library** includes resources on Trauma-Informed Care.

Mental Health

National Alliance on Mental Illness (NAMI) | www.nami.org

NAMI provides advocacy, education, support and public awareness so that all individuals and families affected by mental illness can build better lives. NAMI's website offers **many resources**, including online videos, podcasts, and publications, as well as **local and regional** support and trainings.

Transition Age Youth

John Burton Advocates for Youth (JBAY) **John Burton Advocates for Youth** improves the quality of life for youth in California who have been in foster care or homeless by advocating for better laws, training communities to strengthen local practices and conducting research to inform policy solutions. The toolkit linked below was developed to assist prospective and current Homekey grantees whose projects serve youth with identifying funding sources for operating and rental subsidies as well as supportive services. Please note that while the programs listed in this document are youth-specific sources of funding, a project serving youth could draw upon general funding sources for homelessness as well.

- **TAY Technical Assistance Toolkit**

Language Translation Services

The State of California's Civil Rights Department offers **language translation services** and lists other language services on **its website**. Google **translate** is an excellent free service online. Google also offers a **downloadable app** that can be used for verbal translation, though it is most likely to be helpful with phrases and short conversations.

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IV. Property Operations: Tips & Best Practices

Pest Control, Bedbug Prevention, and Bedbug Treatment

While pests, including bedbugs, are a risk in any housing setting, pests are especially likely to cause problems in dense housing settings, including many supportive housing sites. Here are a few common best practices:

- Monthly Inspections: Inspecting every unit, office space, common area, storage space, and other spaces on site every month can dramatically decrease the odds of an infestation of any pests. It is often recommended that monthly inspections include a representative from property management, a representative from the supportive services team, and the pest control provider who will typically conduct the inspection itself. Site staff can support tenants through this sometimes invasive process, find out if there are any leaks or other property management issues, check to be sure the smoke detector in the unit is working, etc.

- Prevention: One best practice is to require all incoming furniture and used goods to be inspected for pests prior to being taken to building units or offices. Another useful tip for both prevention and treatment is treating items onsite by freezing them for a week, ideally in an onsite large sized "chest-style" freezer.

- If a pest problem is discovered, a licensed pest control company usually leads next steps, though site staff need to stay involved to support tenant well-being and follow-through. Pest control providers can typically offer advice about prevention and treatment, and there are many online resources as well.

- WebMD offers a useful **summary of bedbugs**, including what they are, how to look for them, how to prevent and treat them, common myths, and more.

- The US Environmental Protection Agency also has **valuable resources**.

Fair Housing

Fair Housing is a central component of any housing, including supportive housing. Both **Fair Housing Advocates of Northern California** and **NOLO** provide many online resources to fully understand the requirements and risks related to fair housing. Best practices typically include ensuring that all employees directly involved with the housing application and leasing process are trained in fair housing at least every few years. Another recommendation is for supportive housing property management organizations to develop an ongoing partnership with a local attorney who has a deep expertise in landlord/tenant law.

Reasonable Accommodation

Reasonable Accommodation law provides many rights to tenants who qualify. Disability Rights California provides a helpful **online overview**, as well as many **other resources** related to housing law specific to tenants living with disabilities. The Homekey training on Lease Enforcement & Eviction Prevention that is freely available in the **Homekey Training Library** linked from this Resource Guide has some specific tips on how the reasonable accommodation process can best serve tenants in supportive housing.

Pets/Companion Animals

While landlords may be able to limit or refuse a tenant's right to have a pet in their home, landlords must abide by reasonable accommodation law, including approved companion animals. Disability Rights California offers a useful **online overview** of companion animal considerations in housing.

Hoarding Disorder

A hoarding disorder is **defined** by the National Alliance on Mental Illness as "the drive to collect a large amount of [seemingly] useless or valueless items, coupled with extreme distress at the idea of throwing anything away. Over time, this situation can render a space unhealthy or dangerous to be in. Hoarding disorder can negatively impact someone emotionally, physically, socially and financially, and often leads to distress and disability. In addition, many hoarders cannot see that their actions are potentially harmful, and so may resist diagnosis or treatment."

- **Hoarding Disorder Reasonable Accommodation**
  Being a diagnosable disorder/disability, tenants living with hoarding disorder are protected by fair housing and reasonable accommodation. The reasonable accommodation process can be very useful in supporting tenants living with hoarding tendencies. Keep in mind that what property management may see as trash or useless stuff, the tenant may see as valuable on a number of levels. The Homekey training session on Lease Enforcement & Eviction Prevention that is freely available in the **Homekey Training Library** linked from this Resource Guide has some specific tips on working with tenants who live with hoarding disorder.

- **Hoarding Disorder Resources**
  Here's a really helpful, free nine minute **video** that provides an overview of hoarding in housing offered by TurboTenant. One approach that is often effective is offering a tenant an incentive in exchange for getting rid of excessive belongings. For instance, offering the tenant three empty trash bags and committing to giving them a $10 gift card for each bag they fill. If you experiment with this or similar approaches, be sure that the discarded belongings make it all the way to an inaccessible trash container as some tenants with hoarding disorder may seek to return those discarded items back to their unit. Here's an 8 minute **video** from a CBS segment on a local Minnesota station that examines the disorder and suggests some strategies to support impacted tenants.

Security Strategies

The Homekey training session on Creating Safe & Secure Permanent Supportive Housing that is freely available in the **Homekey Training Library** linked from this Resource Guide has many tips on increasing the safety of your site. Sometimes sites seek outside help to increase safety, including hiring outside security firms. Keep in mind that while an onsite security presence can sometimes provide a stabilizing presence and a decrease in response time when needed, it can also be triggering for tenants and sometimes counter-productive.

In some communities, local security firms offer more of an on-call service that is often a good fit for supportive housing sites. In this model, the housing provider typically pays the security firm a monthly fee which includes a nightly visit to the property as well as being on call for staff when an issue surfaces. Other providers sometimes jointly hire a security firm so that each site has some nightly service without incurring the costs and downsides of dedicated security onsite. Another best practice is to directly connect with your local police precinct or sheriff's office. While law enforcement can be triggering for tenants and staff, it can also be powerful to learn that law enforcement may share some of the safety priorities as those on sites.

Visitors - Risks of Tenancy

LawSoup of California offers many online resources about landlord/tenant law and best practices, though it is not specific to supportive housing. They offer an **online guide** about guests in housing, including the following guidance: "Whether a guest becomes a tenant depends on various factors beyond just the duration of their stay." These include:

- Length of stay: While not a definitive rule, exceeding 30 consecutive days is a strong indicator of tenancy.
- Guest's conduct: Receiving mail, using the property as their primary residence, paying rent (even informally), or expressing intent to stay long-term suggest tenancy.
- Landlord's conduct: Accepting rent, providing keys, allowing access to common areas, or failing to object to the guest's presence can imply consent to tenancy.

V. Funding for Services and Operations

Funding for services and property operations is an ongoing concern for most Homekey projects, as well as PSH. The use of CalAIM as a source of funding for services is being utilized in many Homekey projects.

CalAIM

In late 2021, the state of California was approved to implement a new Medicaid 1115 Research and Demonstration waiver, CalAIM. The waiver has a variety of goals related to integration of care, shifting to a population health approach and addressing the homelessness crisis in the state. The waiver shifts a variety of services to Managed Care Plan oversight including many of the services offered in a previous waiver, commonly known as the Whole Person Care (WPC) pilots. WPC services are commonly offered by Community Based Organizations (CBOs) that have historically operated on limited grant or county funding. In the WPC pilots, agencies expanded services and billed their counties for the expansion. Under the transition to CalAIM, agencies will begin to work with Managed Care Plans (MCPs) to bill for those same services.

The California Health Care Foundation website has a broad array of informational materials about CalAIM:

- **CalAIM Explained**

Below is a link to archived training sessions delivered by Corporation for Supportive Housing:

- **MediCal Training Academy for Service Providers**

UC Berkeley Terner Report:

- **Understanding CalAIM Implementation Across California**

Homebase has a toolkit on their website:

- **HHIP Implementation Toolkit**

Subsidizing the property operations (costs of managing the property, such as property management staff, utilities, unit turn-overs, maintenance and repairs, legal, accounting, etc.) is a core challenge for Homekey properties as well as PSH and other housing for people experiencing homelessness. The use of Homekey funded capitalized operating subsidy reserves and Housing Choice Vouchers (HCV, also known as Section 8) have been two key resources, however the Homekey subsidy is short-term and HCVs are not available in all communities. In response to this, communities across the state have been accessing a variety of resources to fill this gap. A list of examples of operating subsidy sources used by Homekey Round 1 and 2 projects is located in the **Homekey Training Library**.

VI. Asset Management

Managing the physical asset (your property) over the long term is a specialized area that requires close attention. The Consortium of Housing Asset Managers provides various resources to assist asset managers of affordable housing, including housing serving people experiencing homelessness.

Consortium of Housing Asset Managers | (CHAM)

CHAM is a consortium of mission-oriented owners, developers, investors, and stakeholders committed to asset management and preservation of affordable housing. CHAM provides training, information resources, and networking opportunities.

Property Insurance

Insurance cost escalation has become increasingly challenging for owners and operators of permanent supportive housing. **Here is a blog post** from Enterprise Community Partners which includes a link to an OpEd piece from the San Francisco Chronicle.

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VII. Affordable Housing and Supportive Housing Advocacy Organizations

The State of California is fortunate to have numerous non-profit advocacy organizations with the mission of ensuring that state and local funding, policies, and other forms of support are meeting the needs of the organizations that are developing, operating, and providing supportive services in affordable housing around the state, including those targeting people experiencing homelessness.

If you are not already connected, reach out to the organization(s) in your area to find opportunities for training, networking, learning about policy and research, and participating in advocacy efforts.

Corporation for Supportive Housing (CSH) | www.csh.org

CSH is a national, nonprofit organization dedicated to advancing housing serving people experiencing homelessness. In addition to the technical assistance and training provided, they also advocate at the national, state, and local levels for funding, policies, and legal issues that facilitate the expansion and strength of PSH as a means to address homelessness across the country.

Housing California | https://www.housingca.org

Housing California is a statewide advocacy organization that was formed in 1979 and went statewide in 1988. Housing California brings together a diverse, multi-sector network to prevent and end homelessness, increase the supply of safe, stable, affordable housing options, and reverse the legacy of racial and economic injustice by building power among the people most impacted by housing injustice, shaping the narrative, and advocating for statewide policy solutions. The organization focuses its policy work on land use and financing to address homelessness and housing affordability. It advocates for legislation, publishes plans, reports, and data, and convenes a statewide conference annually that includes training sessions, panel discussions, plenaries, and networking events.

Housing California also created the Residents United Network that builds power among residents and staff of affordable housing to change laws so that every Californian has a safe, stable, and affordable home.

Non-Profit Housing Association of Northern California (NPH) | https://nonprofithousing.org/

The Non-Profit Housing Association of Northern California (NPH) was formed in 1979 and works to advance meaningful, critical policy solutions, and strengthen the affordable housing community that implements the housing programs and policies in the Bay Area. NPH's policy work advances bold solutions for a more affordable, stable, thriving region and state, focusing on housing solutions for low-income people and communities of color who suffer disproportionately from the housing crisis. NPH organizes various working groups that focus on policy and best practice learning (including one on Permanent Supportive Housing), holds workshops and trainings, has an Emerging Leaders Peer Network, and holds an annual conference.

Southern California Association of Non-Profit Housing (SCANPH) | http://www.scanph.org/

The Southern California Association of Non-Profit Housing (SCANPH) was formed in 1985 and supports and advocates for those who develop and sustainably operate affordable housing. SCANPH leads policy efforts to create an environment conducive to affordable housing development that serves low-income residents of the region by securing critical public subsidy funds for new affordable home development. SCANPH works to increase the capacity and expertise of its members, educate policymakers and the public about the need for affordable housing, and establish policies and programs that further these objectives. SCANPH convenes educational activities ranging from workshops, seminars, policy forums, roundtables, and training sessions, and holds an annual conference.

San Diego Housing Federation (SDHF) | https://www.housingsandiego.org/

The **San Diego Housing Federation (SDHF)** was formed in 1990. It has been the collective voice of those who support, build, and finance affordable housing in the San Diego region. San Diego Housing Federation creates affordable housing opportunities for low-income people by expanding the knowledge, capacity, and influence of the affordable housing development community. In addition to its advocacy work, SDHF offers professional training, networking opportunities, and provides resources for housing policy advocates. The organization operates a Homeless-Experience Advocacy and Leadership Network, various educational activities including Roundtables, a Developers of Color Academy Certificate Program and holds an annual conference. Here's a **link to their primary programs**.

California Coalition for Rural Housing (CCRH) | https://www.calruralhousing.org/

The **California Coalition for Rural Housing (CCRH)** was formed in 1976 and is one of the oldest statewide low-income housing coalitions in the country. Through advocacy, organizing, research, and technical assistance, CCRH makes the case for rural housing improvement and strengthens the capacity of the nonprofit and public sectors to provide affordable housing and related facilities. CCRH provides research, data, information on legislation, and toolkits to advance housing development and equity. CCRH also operates a fellowship program and a diversity internship program, and runs an annual rural housing summit.

East Bay Housing Organizations (EBHO) | https://ebho.org/

The **East Bay Housing Organizations (EBHO)** was founded forty years ago to advocate for housing justice and equity in the East Bay cities of Northern California. EBHO organizes and educates residents of affordable housing, advocates, voters, and policymakers on the value of affordable housing, bringing facts, proven solutions, and human compassion into discussions and decision-making about affordable housing. EBHO programs include a Resident Community Organizing program, a Leadership Academy, a Faith and Justice program, and local and regional policy committees.

Regional Task Force on Homelessness | (https://www.rtfhsd.org/)

San Diego's **Regional Task Force on Homelessness** is the local Continuum of Care lead agency, and is committed to reducing and ending homelessness in San Diego County. RTFHSD provides a **calendar** of relevant local events, hosts an **annual conference**, and offers a range of **data** and reports. In addition, the website has **a page** for those in need of housing and other local support.

Kennedy Commission | (https://www.kennedycommission.org/)

The **Kennedy Commission** serves Orange County with a range of policy, advocacy, and community engagement efforts focused on Orange County's affordable housing opportunities. Its website tracks County-specific housing **events**, and also provides a range of other **resources**.

Supportive Housing ("PSH") Workgroup

CSH and Housing California facilitate regular meetings of developers, property managers, service providers, and people with lived experience toward solving challenges in supportive housing in the statewide PSH Workgroup. These meetings began in April 2024. Each meeting is focused on deep dive discussions on specific issues supportive housing is facing, such as addressing the more complex needs of supportive housing tenants and obtaining sufficient funding for operating costs in supportive housing. The goal of the meetings is to arrive at a common understanding of all issues involved with each specific topic and arrive at specific policy solutions the Workgroup members will then advocate to enact. The meetings are held every six weeks, typically on Mondays from 4:00-5:15.

To join the Workgroup or to find out more about it, contact Sharon Rapport, Director, California State Policy, Corporation for Supportive Housing: **sharon.rapport@csh.org** or (323) 243-7424.

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Los Angeles CES PSH Providers Advisory Board

The CES PSH Providers Advisory Board (Advisory Board) was launched in June 2022 and is jointly convened and facilitated by the Los Angeles Homeless Services Authority (LAHSA, also the Los Angeles CoC lead agency) and Enterprise Community Partners. The Advisory Board was created to foster a consistent engagement and feedback loop with the permanent supportive housing (PSH) community as the Los Angeles CoC seeks to refine the Coordinated Entry System (CES) and to acknowledge the significant role that PSH developers and owners assume in the homelessness system. The Advisory Board offers a dedicated space to ensure that nonprofit stakeholders are consulted on a regular basis in the context of their use of the CES and to infuse a unique PSH practitioner lens into the strengthening of CES. As system leaders strive to better understand successes and challenges implementing CES across the region, this body serves to identify, test, and implement policy and programmatic refinements that impact the design and operations of PSH.

For more information, please contact Marc Tousignant with Enterprise at **mtousignant@enterprisecommunity.org**.

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VIII. Research

Benioff Homelessness and Housing Initiative (BHHI)

The **UCSF Benioff Homelessness and Housing Initiative** is at the center of a movement to shape homelessness and housing research with an equity lens, partnering with the community and ensuring involvement of people with lived experience of homelessness. BHHI is a trusted, non-partisan research group that conducts evidence-based research to inform policies and programs. As noted on their website, BHHI strives to change policies for the better, developing innovative strategies and scalable solutions for preventing and ending homelessness. Their diverse and multi-disciplinary team brings expertise in clinical care, research, statistics, management, community engagement, communications, and policy. BHHI is part of the University of California, San Francisco and is housed within the Department of Medicine at the Zuckerberg San Francisco General Hospital.

The Terner Center for Housing Innovation | https://ternercenter.berkeley.edu/about-us/

The Terner Center for Housing Innovation at the University of California at Berkeley formulates bold strategies to house families from all walks of life in vibrant, sustainable, and affordable homes and communities. Their work provides timely and relevant analysis and data-driven research to support policy and innovation for policymakers, practitioners, and advocates in addressing the urgent crises of housing affordability and inequities. The Terner Center aims to provide actionable, pragmatic paths that are based on evidence and advance change.

IX. Roster of Peer Learning Cohort Members

Click **here** for a roster of the Homekey Peer Learning Cohort members in the **Homekey Training Library**. Please note that some members opted to not be listed.

X. Consultants

Enterprise thanks the following consultants who were instrumental in delivering the Peer Learning Cohort trainings, providing office hours technical assistance, and preparing this Resource Guide.

• Maryann Leshin, M. Leshin Consulting - **maryann@mleshinconsulting.com**

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