

# FY 2024-25 Rapid Housing Development (RHoD) Program Guidelines

## March 2024

The San Gabriel Valley Council of Governments (“SGVCOG”) has established the Rapid-Housing Development (RHoD) Program to provide financial support to secure housing options for a longer-term. The SGVCOG has approved funding allocated towards approved RHoD projects that will meet the evaluation criteria and be completed by June 30, 2025. **The goal of the RHoD Program is to create immediately-available, longer-term housing opportunities for persons experiencing homelessness that are secured in a more cost- and time-effective way.**

### Program Goals

The Rapid-Housing Development (RHoD) Program is established to provide cities and service providers with an additional resource to secure units and/or beds on a longer-term basis that are available more quickly than the time it takes to construct affordable housing units. The goals of the RHoD Program are threefold:

- 1) Increase the number of housing units and beds available for persons experiencing homelessness (PEH);
- 2) Provide PEH with a unit that has less cost volatility of securing units; and
- 3) Provide more permanent housing options for PEH.

The RHoD Program is focused on securing units that can be utilized by persons experiencing homelessness or those at immediate risk of homelessness, as defined in Exhibit A. SGVCOG is seeking to maximize the number of residents housed as a result of the RHoD Program.

The SGVCOG will not hold any leases or purchase any properties to implement the RHoD Program. The SGVCOG will contract with eligible entities, defined below, to secure these units. Contracted entities will be responsible for executing and holding any lease or similar agreements, ensuring that eligible clients are housed in the units, providing necessary services to clients, and ensuring that the housing is maintained. The SGVCOG will reimburse the contracted entity up to a nightly not-to-exceed amount for each client served.

### Eligible Entities

- Service Providers that meet the minimum qualifications;
- Cities/local governments that meet the minimum qualifications.

### Minimum Qualifications

#### *All Entities*

- Must have at least 2 years of experience providing homeless and/or housing assistance services and knowledge of interim housing and/or longer-term housing solutions in Los Angeles County<sup>1</sup>;
- Must be in good standing in the State of California;
- Must have at least 1 designated, trained staff administering the program for the duration of the grant;

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<sup>1</sup> If an agency does not have at least 2 years of experience, the key staff person must have at least 2 years of experience.

- Must have suitable accounting, financial, and administrative systems for documenting grants and contracts, including a system of internal controls;
- Must have adequate financial resources to perform the contract;
- Must meet the minimum insurance requirements;
- Must have an established system of collecting and managing client data in a way that meets all client privacy and security requirements;
- Comply with all subcontractor terms of the SGVCOG's agreement with Los Angeles County

#### *Non-Profit Agencies*

- Must have IRS 501c(3) tax-exempt status;

**Please note there is a Master Leasing Countywide Orientation training hosted through the Los Angeles Homeless Services Authority (LAHSA) Centralized Training Academy (CTA) that is recommended to take, but not a requirement to receive RHoD funding. The training provides an overview of the following topics: essential components of Master Leasing Strategy, Connecting People to Master Leasing Units, Interim Housing (HI), Housing Navigation (HN), Time Limited Subsidy (TLS), DHS & DMH. Applicants sign up for the training [here](#). Registration to LASHA's CTA is required.**

#### **Project Types**

Eligible projects should fall under one of the following categories:

1. **Lease or master lease of an apartment unit(s), home(s), or motel room(s)**: This could include any of the following:
  - **Traditional Master Leasing** - a third-party leasing strategy in which an agency becomes the primary leaseholder and leases individual units, a subset of units in a single building, or all units in an entire building
  - **Master rent subsidy agreements (MRSAs)** - a landlord incentive strategy where an agency works with a property manager to sign an agreement where a service provider accepts limited responsibilities and costs, but does not sublease units to tenants. Property managers retain final selection and approval of tenants.
  - **Shared housing** - a leasing strategy in which an agency becomes the primary leaseholder and subleases individual rooms to clients, with common spaces (e.g. kitchen; living room) shared by all tenants.
2. **Operate interim housing sites**: Provide appropriate, twenty-four (24) staffing to support the successful operation of an Interim Housing site that provides a safe, housing first, housing-focused, and supportive temporary housing to PEH, while they are working on locating, applying to, and obtaining their permanent housing.
3. **Other projects that provide consistent access to housing units on a longer-term basis**: These could include any activity that secures a unit or units for the duration of the grant term. Funding is only available for elements that support the long-term acquisition of these units. Potential eligible activities could include but are not limited to rehabilitation that would allow for the longer-term acquisition of the unit(s); purchase of items (e.g. furniture; supplies) that will allow tenants to be comfortably housed for the duration of the grant term.

Examples of eligible projects can be found in Exhibit B.

#### **Project Requirements**

Each project must meet the following requirements:

- Must be secured for a minimum of one-year<sup>2</sup>;
- Must ensure that the provider has guaranteed access to house clients in a unit;
- Must maintain occupancy rate of 95%<sup>3</sup>;
- Must ensure that clients are not paying more than 30% of their gross income for the unit;
- Must have a strategy to ensure that clients remain housed beyond the grant term;
- Must also utilize a housing-first, trauma-informed care approach to serving clients;
- Must provide levels of care that are consistent with industry-standard best practices at levels appropriate based on the clients' acuity levels to ensure that clients remain housed for the duration of the program or exit to alternative permanent housing;
- Must have an established referral and selection process that also accepts referrals from throughout the region, including from the the SGVCOG's Homeless Outreach Programs<sup>4</sup>;
- Must have defined and SGVCOG-approved exit criteria that is clearly communicated to clients;
- Must incorporate racial equity (see Exhibit C);
- Must have clearly defined performance metrics and goals;
- May not discriminate or withhold resources or services from a client on the basis of race, color, sex, sexual orientation, age, religious belief, national origin, marital status, physical or mental handicap, medical condition, or place of residence (including jurisdiction of residence).

Interim housing projects must meet the following additional requirements:

- Overall service provider contract cost must not exceed \$110 per bed per night,<sup>5</sup>
- Must have an operational plan that ensures that clients are being connected to permanent housing as quickly as practicable;
- Must provide level of services consistent with the needs of the clients at the site and meets the requirements of the County's Cities and Councils of Governments Interim Housing Services (CCOGIHS) Fund;
- Must have exhausted all other local funding sources, including but not limited to
  - CCOGIHS;
  - Permanent Local Housing Allocation (PLHA);
  - American Rescue Plan Act (ARPA);
  - Other earmarked funds

The SGVCOG will reimburse operators for costs up to \$45 per client per night, for one year. Funding may be extended beyond 1 year, pending funding availability. It is largely anticipated that one client shall be housed in one bedroom, with some exceptions that would be discussed during the scoping process.

If the cost of the project exceeds \$45 per client per night, the applicant must have the additional funding secured.

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<sup>2</sup> This requirement may be waived in unique circumstances, pending discussion with the SGVCOG.

<sup>3</sup> When occupancy falls below 95%, applicant shall make beds available regionally.

<sup>4</sup> Projects can implement a local preference where local clients are prioritized, even with referrals from SGVCOG Regional Programs

<sup>5</sup> This requirement may be waived if additional, specialized services are being provided at the site.

### **Project Timeline**

All projects should begin on or before July 1, 2024, and must be completed by June 30, 2025. Projects may be extended pending funding availability.

### **Application & Award Process**

There will be a two-step application process. The initial application will ensure that

1. The Agency meets the minimum qualifications;
2. They have trained staff to establish and implement the Project and have knowledge and experience with the implementation of the Housing-First model;
3. The Project meets Project Requirements;
4. They have a defined process, with adequate controls, to complete the proposed project by the funding deadline;
5. They have the ability to complete the outlined project throughout and for one year or the duration of the agreement, whichever is longer.

SGVCOG staff will review each submitted application on a rolling basis for consistency with the evaluation criteria (Exhibit D). SGVCOG staff will then meet with each eligible applicant with a viable project to further refine the project and, as the project is deemed viable and confirmed, define the applicant's scope of work.

**Applications will be accepted until Tuesday, April 30, 2024 at 5:00 p.m.** Applications will be reviewed and awarded on a *rolling basis*.

The SGVCOG will execute agreements with each successful applicant defining the project scope of work and other project requirements, using the process defined in Exhibit C. The agreements will define the project scope of work, including but not limited to the project duration, project cost, implementation approach, key performance indicators, and reporting requirements. The contract will be a **reimbursement-based contract**, so entities will be responsible for the initial expenditures and can then submit the expenditures, with appropriate back-up, for reimbursement. The SGVCOG will reimburse for actual costs, not to exceed the nightly cap.

Selected agencies may be subject to an audit by internal SGVCOG audit staff to verify their financial ability to comply with the program requirements.

Any agreement greater than \$250,000 must be approved by the SGVCOG Governing Board. SGVCOG Governing Board meetings are held on the third Thursday of each month. **An entity will not be reimbursed for any expenditures that occur prior to execution of an agreement with the SGVCOG.**

### **Application Submission**

The application can be found [here](#). The deadline to submit the application is **Tuesday, April 30, 2024, at 5:00 p.m.** Please submit your application electronically by emailing Samantha Piedra, [spiedra@sgvcog.org](mailto:spiedra@sgvcog.org). Use the following format in the subject line: *SGVCOG RHoD Program Application - City of XXX or Name of Agency*.

The SGVCOG will also host an Informational Session on the RHoD program and application on **Thursday, March 21, 2024 at 10 a.m.** Potential applicants may also request a one-on-one meeting with SGVCOG staff to discuss potential projects in more detail.

**Timeline**

February 22, 2024	Announcement of RHoD
March 12, 2024	Release of RHoD Application
March 21, 2024	SGVCOG RHoD Informational Session
April 30, 2024	Application due date
No later than July 1, 2024	Projects begin
June 30, 2025	RHoD Funds must be expended

## Exhibit A

### Target Populations

Each approved housing project must be dedicated to assisting and serving person(s) experiencing homelessness, defined as follows:

1. [Clients must be homeless, meeting at least one of the following criteria:](#)
  - a. Has a primary residence that is a public or private space not meant for human habitation;
  - b. Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (e.g. congregate shelters; transitional housing; hotels/motels paid for by charitable organizations, or by federal, state, or local government programs)
  - c. Is exiting an institution where s(he) has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
2. [At Imminent Risk of Homelessness, meeting the following criteria:](#)
  - a. Residence will be lost within 30 days of the date of application for homeless assistance;
  - b. No subsequent residence has been identified;
  - c. The individual or family lacks the resources or support networks needed to obtain other permanent housing.
3. [For unaccompanied youth under age 25 or families or families with dependent children, meeting at least one of the following criteria:](#)
  - a. Meets the criteria in section 1
  - b. Have not had a lease, ownership interest in permanent housing during the 60 days prior to the homeless assistance application
  - c. Have experienced persistent instability as measured by two moves or more during the preceding 60 days
  - d. Can be expected to continue in such status for an extended period of time due to special needs or barriers
4. [Any individual or family who](#)
  - a. Is fleeing, or is attempting to flee, domestic violence
  - b. Has no other residence, and
  - c. Lacks the resources or support networks to obtain other permanent housing
5. Housing for Older Persons
  - a. Clients defined as persons 62 years of age or older experiencing homelessness
6. [Veterans](#)
  - a. Clients who identify as a veteran and must be determined to be homeless under [Categories 1](#) and [4](#) according to the U.S. Department of Housing and Urban Development's Final Rule on "Defining Homeless"

## **Exhibit B**

### *Example Projects*

#### Lease or master lease of an apartment unit(s), home(s), or motel room(s):

##### Example 1: Master Lease

Applicant identifies an apartment complex to transition persons experiencing homelessness into permanent housing (PEH). The applicant works with the property owner of the unit in order to sign and obtain a master lease agreement to quickly move people in and build local property owner relations and incentives. The applicant subcontracts with a local service provider. The service provider will be responsible for some operational costs such as vacancy losses, damage mitigation, pest control, and on-site security. The service provider will work with PEH, who are either connected to a time-limited subsidy, or federal housing voucher, or have acquired steady income through employment and/or benefits that will assist PEH maintain their rent and other basic living expenses, and will connect them to an available unit within the complex. Additionally, the service provider will assist with providing case management and establishing a housing plan with the client to secure and retain the unit once approved to move in. Given that the service provider will assume limited responsibilities, the responsibility of screening and finalizing the approval of each tenant will remain with the property owner.

##### *Example 2: Shared Housing*

Applicant identifies a single-family or other multiroom property for lease that could be shared by multiple individuals. Each individual would have a unique space for habitation (e.g. bedroom, which could be shared by multiple individuals in unique situations) but would share common spaces, such as kitchen, living room, and bathroom. Applicant would manage referrals into the unit and would help to remediate conflicts to ensure peaceful cohabitation of residents. Applicant would hold the lease and then sublease to individuals. Applicant could cover the entire portion of the rent or ask the individuals to subsidize a portion of the rent, up to 30% of their income. Applicant would be eligible for reimbursement for up to \$45 per person per night. For example, for a 3-bedroom home, shared by 4 individuals, Applicant would be eligible for an annual reimbursement for up to \$65,700 ( $\$45/\text{night} \times 365 \text{ nights} \times 4 \text{ individuals}$ ), up to the cost of the lease.

#### Operate interim housing sites:

Applicant operates or intends to operate a 25-unit interim housing site, providing a short-term housing option for persons experiencing homelessness. The site is operated by a service provider that is providing 24/7 staffing to the site, to ensure resident safety, provide case management and resources, and help move clients into permanent housing. Applicant has some funding identified but has a funding gap. Once all other funding options have been exhausted, Applicant would be eligible for reimbursement for up to \$45 per person per night. For example, for this 25-unit site, housing 25 individuals in interim housing, Applicant would be eligible for an annual reimbursement of up to \$410,625.

#### Other projects that provide consistent access to housing units on a longer-term basis:

##### Example 1

Applicant has purchased/secured a multi-bedroom home that is intended to be used for shared housing. The property has additional work - minor rehabilitation, furniture needs - that will be necessary in order for individuals to occupy the unit. Applicant is eligible for up to \$45 per

person per night, up to actual costs, to cover the costs associated with preparing the unit. Once the property is prepared, Applicant would be responsible for managing referrals into the unit and would help to remediate conflicts to ensure peaceful cohabitation of residents.



## **Exhibit C**

### *Contracting & Invoicing Process and Expectations*

#### Contracting Process

Once an applicant's application is approved, the process of agreement execution can begin. The contract will define the roles and responsibilities of the entity, which include the following:

- Implementing the project in accordance with the Program Goals and Project Requirements to benefit members of the target population (i.e. persons experiencing homelessness);
- Designating specific staff to administer the project;
- Submitting Monthly Invoices;
- Submitting Quarterly Reports that capture the required project metrics (see "Data Metrics & Performance Targets," "Monitoring, Documentation, and Reporting" sections below);
- Submitting a Final Report

#### Project Metrics & Performance Targets

Each project must include quantifiable performance targets that demonstrate the project's impact in helping clients become and/or remain permanently housed. Applicant will report on its progress towards meeting these performance targets.

#### Monitoring, Documentation and Reporting

Each RHoD recipient will be expected to monitor, document, and report on project metrics. The SGVCOG will require the following outcomes to be reported per quarter:

1. Submittal of monthly invoices documenting expenditures;
2. Number of clients served, including demographic information such as, but not limited to, race/ethnicity, age, gender, etc.;
3. Number of clients successfully moved into a housing placement;
4. Services/housing assistance provided;
5. Outcome data for clients served, including, as necessary number and type of exits and placements
6. Service Provider Partnerships that supported the implementation of the proposed project; and,
7. Project's equity goals and outcomes to ensure racial and gender equity in service delivery and housing placements for clients experiencing, or at-risk, of homelessness.

A quarterly report form, along with the invoice and final report templates, will be shared that captures the above data metrics and will be provided at the time of the contract execution.

#### Partner Expectations

Projects may not discriminate or withhold resources or services from a client on the basis of race, color, sex, sexual orientation, age, religious belief, national origin, marital status, physical or mental handicap, medical condition, or place of residence (including jurisdiction of residence). The SGVCOG reserves the right to disencumber funds if an implementer is withholding services or resources on any of these bases. Projects must also utilize an implementation approach that prioritizes racial equity. A partner agency may prioritize clients but may not withhold information

or resources to a client based on their city of origin, any protected status. Partners must also utilize a housing-first, trauma-informed care approach to serving clients.

**If a partner does not have sufficient resources to fulfill project requirements, that must be communicated immediately to the SGVCOG so that the SGVCOG can assist with alternative solutions to adequately support the completion of housing projects.**

### Racial Equity

The SGVCOG is seeking projects that will take actions to implement goals and objectives that ensure and center racial, gender, and other forms of equity in service delivery. It is critical that proposed projects advance and prioritize equitable access to housing and services for racial/ethnic groups overrepresented among clients experiencing homelessness. The SGVCOG is seeking project proposals that increase the coordination and implementation of a pathway to interim and permanent housing in conjunction with supportive services for populations most affected by homelessness in the entity's community.

**Exhibit D**  
Evaluation Criteria

EVALUATION CRITERIA	POINTS
<p><b><u>Organizational Capacity and Expertise:</u></b></p> <ul style="list-style-type: none"> <li>• Has at least <u>2 years</u> of experience providing homeless and/or housing assistance services and knowledge of interim housing and/or longer-term housing solutions in Los Angeles County</li> <li>• Has at least 1 designated, trained staff administering the program for the duration of the grant</li> <li>• Demonstrates having suitable accounting, financial, and administrative systems for documenting grants and contracts, including a system of internal controls</li> <li>• Has an established system of collecting and managing data in a way that meets all program requirements</li> <li>• Demonstrates ability and experience to submit required invoices and quarterly reports by a given deadline</li> </ul>	<p>_____ /</p> <p><b>10 points</b></p>
<p><b><u>Project Overview:</u></b></p> <ul style="list-style-type: none"> <li>• Proposed project meets Program Goals</li> <li>• Establishes a project plan that supports the expansion of accessible units via an eligible project type</li> <li>• Demonstrates ability to sustain beyond the grant term</li> <li>• Prioritizes racial equity by establishing performance, service delivery, and outcome metrics for BIPOC (Black/African American, Native American/American Indian, Latino/a/x, Asian, Pacific Islander/Native Hawaiian and other People of Color) disproportionately impacted by homelessness and lack of affordable housing</li> </ul>	<p>_____ /</p> <p><b>10 points</b></p>
<p><b><u>Approach and Implementation:</u></b></p> <ul style="list-style-type: none"> <li>• Demonstrates experience with implementing similar projects</li> <li>• Demonstrates ability to implement an eligible project that fulfills the project requirements stated within the RHoD Program Guidelines</li> <li>• Displays the organizational capacity to provide the required housing services in accordance with the Housing First model and other evidence-based practices to facilitate clients' exit to permanent housing</li> </ul>	<p>_____ /</p> <p><b>10 points</b></p>
<p><b>TOTAL POINTS</b></p>	<p>_____ /</p> <p><b>30 points</b></p>

