



CSH Co-LAB

**The Chesterfield Apartments  
PSH PARTNER DEBRIEF**

Jaline Gilliam, Cheryl Winter, Chrismen Oliver,  
Sabrina Fields & Russell Opatz



# Table of Contents

PROJECT SUMMARY..... 2

DEBRIEF METHODS ..... 5

    Plus/Delta Exercise with PSH Partners..... 5

        What did it look like in Chesterfield?..... 5

SUMMARY OF KEY THEMES ..... 9

    Role Clarity Early On ..... 9

    Shared Documentation & Tracking..... 9

    Discussion on Taking Lessons into Next Project ..... 10

NEXT STEPS ..... 11

    We (CSH) recommend the following next steps:..... 11

    Important CES Updates as of August 2023 ..... 11

    Helpful Links..... 12





# PROJECT SUMMARY

## Chesterfield

### Location:

4723 S. Normandie Ave.  
Los Angeles, CA 90037

### Description:

Chesterfield opened in September 2022 and provides 42 furnished affordable studio apartments in South L.A. for seniors age 55+ who have experienced homelessness. The property is located close to transit, grocery store, a library, and other community amenities that serve the needs of seniors.

### Design:

The design includes 42 studio apartments, one two-bedroom manager's unit, a community room, a laundry room, and office space. A ground floor patio and landscaped rooftop terrace with seating areas provides space for socializing outdoors. The property is a secure building with 24-hour camera monitoring.

## ROLES IN THE CHESTERFIELD SUPPORTIVE HOUSING PROJECT

### Developer: Wakeland Housing and Development Corporation

The Developer is responsible for bringing the development activities to completion, taking the supportive housing project from “idea” to “ready for occupancy.” For the Chesterfield property, Wakeland Housing and Development Corporation served as the developer. Wakeland was founded in 1998 as a nonprofit corporation. With their for-profit and nonprofit partners, they have developed, acquired, and rehabilitated 7,900 units of affordable housing over the years, emerging as a leader in affordable housing communities in San Diego and throughout California.<sup>1</sup>

### Operating Subsidy: The Housing Authority of the City of Los Angeles (HACLA)

HACLA is providing 42 Project Based Vouchers for the Chesterfield project. This program ensures that all 42 units have secure funding, making rent affordable for tenants, which is set at 30% of a household's income.

### Property Management: CONAM

Managing a supportive housing property is a complex endeavor that requires skill, experience, and familiarity with legal and funding requirements. It is critical that the property be managed in compliance

---

<sup>1</sup> [About Wakeland - Wakeland Housing and Development Corporation](#)

with all local, state, and federal laws that govern fair housing and the landlord-tenant relationship. Further, it is critical that the maintenance of the project ensure its long-term viability and protect the investments that have been required to create the housing. Chesterfield is fortunate to have CONAM serve as the property manager for the project. CONAM's mission is to deliver best-in-class execution in all the services they provide. They leverage their deep industry knowledge and history in the market to partner with various charitable and non-profit organizations to support programs that enhance the lives of residents.

### **Supportive Services: St. Joseph Center and Los Angeles County Health Services - Housing for Health (DHS)**

In supportive housing, services are a critical component in the overall quality and success of tenants. Every household member should have access to a comprehensive package of services that supports an individual's health, recovery and personal growth. Services at Chesterfield are provided by the St. Joseph Center and funded by Los Angeles County Health Services –Housing for Health (DHS). The St. Joseph Center provides comprehensive supportive services to the residents living at Chesterfield ensuring tenants can access needed services on an ongoing basis.

“Each person is provided Intensive Case Management Services (ICMS) that ensure housing stability often starting with crisis intervention and referrals to mental and physical healthcare services. Equally important are services to ensuring housing retention, which start with building community and purpose by being present in people's lives for as long as they need the services. Services include eviction prevention, connection to disability benefits, retaining rental subsidies, assistance with life skills, job skills, and volunteer, educational and vocational opportunities.”<sup>2</sup>

### **Coordinated Entry System (CES):**

CES is split into 3 systems that serve Adults, Families with Children, and Youth across the eight Service Planning Areas (SPAs). Individuals who are experiencing homeless are added to a database called the Homeless Management Information System (HMIS) and are then referred to different resources across the County that match their needs. The Los Angeles Homeless Services Authority (LAHSA) serves as the Continuum of Care (CoC) lead and the homeless services system lead agency in Los Angeles. CES is an organized network of homeless service providers, system funders, and other partners from across the County who coordinate their resources and services according to a set of common principles and shared procedures centered around access, prioritization, assessment, a referrals.<sup>3</sup>

### **Coordinated Entry System (CES) Matcher: Los Angeles Homeless Services Authority (LAHSA)**

LAHSA is responsible for facilitating efficient matching of permanent housing resources to all populations through the coordinated entry system in Los Angeles County. LAHSA provided coordination with the CES SPA Lead, DMH, DHS, and HACLA to facilitate matches, referrals and the attached supportive services.

---

<sup>2</sup> [HOUSING FOR HEALTH BIENNIAL REPORT – Health Services Los Angeles County](#)

<sup>3</sup> [Coordinated Entry System \(lahsa.org\)](#)

### **CES SPA Lead: HOPICS**

HOPICS served as the CES SPA Lead for Chesterfield, ensuring there was a healthy referral network of eligible households to best utilize the critical resource of permanent housing. HOPICS worked with LAHSA and St. Joseph Center to ensure homeless individuals enrolled into interim housing were able to move towards the goal of permanent housing. \*Note identified as “SPA matcher” in below Delta Plus chart\*

### **Housing Navigation: HOPICS**

Housing Navigation provides participants with a wide range of services to include linkages to a home and move-in assistance. The program worked in collaboration with St. Joseph Center to help individuals move into Chesterfield.

## DEBRIEF METHODS

### Plus/Delta Exercise with PSH Partners

Plus/Delta is a quick, simple exercise to improve planning and reflect on work accomplished to date. By using Plus/Delta, we can continuously improve activities by discussing the value of the work to date and opportunities to continually improve. It provides an opportunity to look at what worked well and celebrate your success, and also what can be improved upon.

### What did it look like in Chesterfield?

This was a PSH Partners' debrief, facilitated by a third party (CSH) with agreed upon group commitments to respecting each other, the space, and our different work approaches, and committing to confidentiality of details while still taking the lessons learned and next steps back with us to our work on future projects.



*Figure 1: Chesterfield Apartments PSH Partners*

The partners began with laying out a timeline where each partner identified their roles during each month of the lease up and move in process. Then the group moved on to the Plus/Delta section of the debrief. Answering individually first on post it notes.

Chesterfield PSH partners were asked to individually brainstorm items for both plus and delta, writing ideas on post it notes. For Plus, participants asked themselves, "What brought value and how do we repeat it?", and for Delta: "What can we change or add to bring more value in future lease ups? How can we do better?" The group was reminded to focus on the process rather than focusing on people.

<p><b>+ PLUS</b></p> <p>What worked? What do you want to build on?</p>	<p><b>Δ DELTA</b></p> <p>Are there opportunities for improvement? What needs to be done to make this more excellent?</p>
<ul style="list-style-type: none"> <li>➤ Teamwork!</li> <li>➤ “Everyone had a common goal in mind, ‘getting folks housed!’”</li> <li>➤ All partners demonstrated compassion and empathy for future tenants</li> <li>➤ All partners joined weekly calls to troubleshoot and think creatively to move forward through tricky situations.</li> <li>➤ “One stop appointment- Intake + Property mgmt.”</li> <li>➤ Getting background checks cleared before sending in complete HACLA applications</li> <li>➤ There was a real sense of teamwork across project partners- we were in it together.</li> <li>➤ Getting tenants document ready with IDs and SSN for screenings</li> <li>➤ HACLA provided a complete list of documents that were expected, in advance so that partners could be aware.</li> <li>➤ Having flexible partners who were willing to do what it took for our residents</li> <li>➤ Lisa (Wakeland) completed the ownership documents to HACLA right away, so it didn’t delay things</li> <li>➤ The pandemic helped pushed the learning and adaptation to being more flexible</li> </ul>	<p><b>Individual Level</b></p> <ul style="list-style-type: none"> <li>➤ Maintaining Contact with participant <ul style="list-style-type: none"> <li>○ Location (where to find)</li> <li>○ Participant phone number or email</li> <li>○ A secondary point of contact</li> <li>○ Emergency contact</li> <li>○ Relationship and involvement from service provider agencies (ICMS &amp; “SPA Matcher”) leadership</li> <li>○ Responsiveness from partners</li> </ul> </li> </ul> <p><b>Organization Level</b></p> <ul style="list-style-type: none"> <li>➤ Participants are not documentation ready (ID, SSC, income verification, ect) <ul style="list-style-type: none"> <li>○ Chronic homeless documentation is enormous and time consuming</li> <li>○ Completing required paperwork fully (all fields/questions/having all required docs)</li> <li>○ Tracking income verification for expiration date/Learning to refresh</li> <li>○ Compliance team to alert service providers and property management of expiring docs</li> </ul> </li> <li>➤ Role clarification/responsibility in lease-up process understood and agreed upon at the start</li> <li>➤ 101 Lease-up process training</li> <li>➤ Merge partners documents and trackers</li> </ul> <p><b>System Level</b></p> <ul style="list-style-type: none"> <li>➤ Ensuring people are eligible for the units they are matched to</li> <li>➤ Clear eligibility factors &amp; attention to compliance review approval</li> </ul>

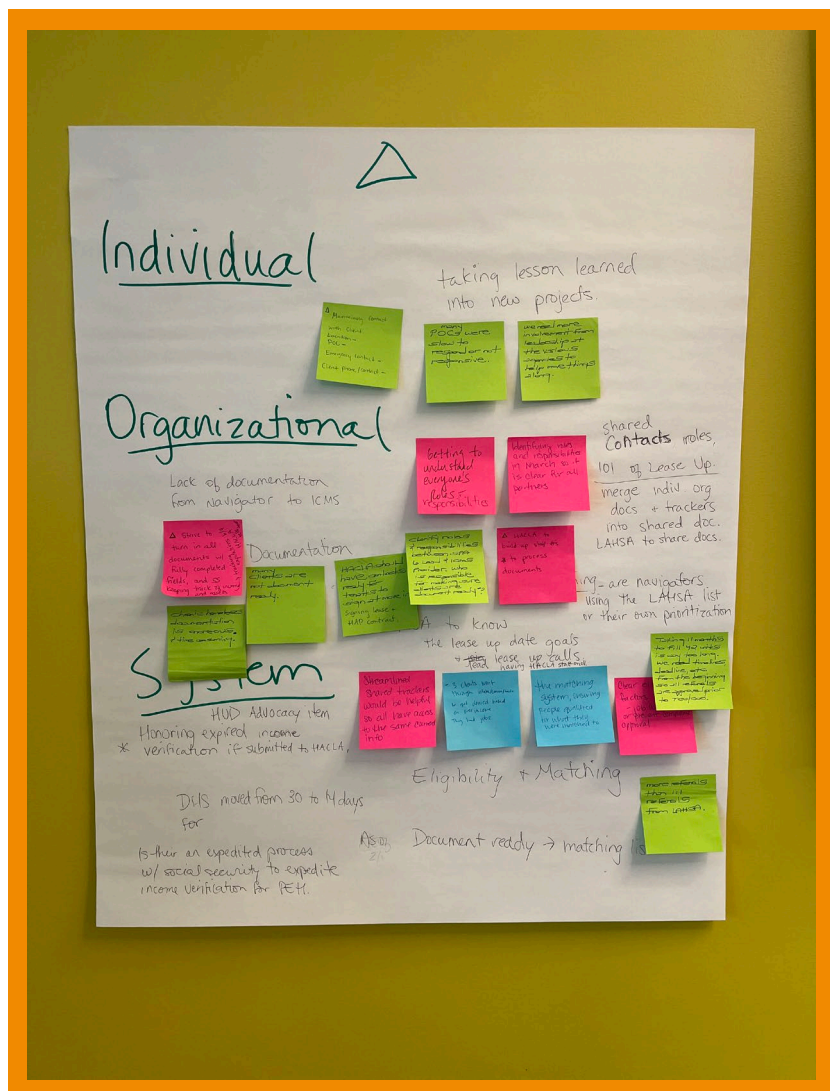
	<ul style="list-style-type: none"> <li>➤ “3 clients went through intake/property management/PHA to later be denied based on being over income”</li> <li>➤ Oversight of prioritization list usage and process</li> <li>➤ Streamlined trackers would be helpful so full project team has access to the same current info</li> <li>➤ Increased # of referrals from LAHSA (current 1 referral- to- 1 unit)</li> <li>➤ Honoring expired income verification if submitted to HACLA timely (HUD advocacy need ie # of days a document is eligible)</li> <li>➤ Expedited process w/SSA for income verification for PEH</li> <li>➤ HACLA’s capacity to process documents for HAP contract</li> <li>➤ HACLA’s capacity to attend lease-up calls</li> <li>➤ All partners knowing lease-up date goals set by Developer</li> <li>➤ HAP Contract <ul style="list-style-type: none"> <li>○ Having HAP contract ready at time of lease signing, to allow tenant to sign both at the same time (when the HAP contract is not signed the developer (Wakeland cannot get paid)</li> <li>○ The move in authorization form (completed by property management) prompts the HAP contract to get completed by HACLA</li> <li>○ Developer and Property management ideal scenario would include sharing a list of <i>approved</i> future tenants with HACLA and receiving HAP contracts for the full list at one time</li> </ul> </li> <li>➤ “Taking 11 months to fill 42 units is way too long. We need timelines/ deadlines, etc, from the beginning so all referrals are approved prior to TCO/COO.”</li> </ul>
--	--



After adding all post-it notes to the white board, the facilitators walked the PSH Partners through common themes seen on the post-its and began to move the post its into themes categories, asking the partners to identify which of these themes needed to be addressed at an individual or organizational level versus a system level?

The facilitator also asked partners to identify if any of the deltas could be solved in the short term (for the next project) versus a longer-term goal that requires staff at partner agencies not present at the debrief. This discussion led the group into conversations about next steps & recommended changes.

Finally, the partners returned to the Plus/Delta activity, focusing this time on the pluses. Time was set aside for team members to give shout outs and special recognition to partners who moved things along, made the process more enjoyable and had qualities that partners appreciated. Partners also took time to share tenant success stories and celebrate the successful move ins.



## SUMMARY OF KEY THEMES

Several key themes arose during the discussion of improvements that could be made for a smoother and more efficient lease up and move in process. This included:

### Role Clarity Early On

**Roles should be formalized, outlined, agreed upon and clarified at the start of collaboration and throughout the lease up process. This can be done by:**

- Identifying who is responsible for managing and facilitating lease-up calls
- Provide a foundation of the PSH lease-up process (PSH lease up 101 training) to allow for learnings and transparency of the process
- Clarify roles during the initial lease-up call to lay out the expectations and identify who is responsible for parts of the lease up process
- Write out role clarification and responsibilities and revisit as needed
- Clarity on roles and Points of Contact (POCs) for determining eligibility
  - Eligibility (documentation status-ID + SSC, medical documentation-PCP form, income verification-employment or SSI/SSDI documentation)
  - POC with a staff member of SSA who could expedite the proof of income documentation
  - Have a POC at the Agency Lead for the referring SPA Agency Matcher, and a secondary POC when no response is received
- Include in roles who can and will unit clarify eligibility factors & give attention to compliance review approval

### Shared Documentation & Tracking

**Need for a streamlined, shared tracker regularly review by ALL partners together to support:**

- Capturing process on document collection and submission to HACLA
- Capturing the dates documents expire
  - TCO was pushed back and therefore documents expired
  - It would be ideal if participants were able to submit documents to HACLA one time avoid a requirement to resubmit documentation due to an issue that arises in the approval process that they cannot control for
  - Tracking income verification for expiration date
  - Learning to refresh
  - Compliance team to alert service providers and property management of expiring documents
- Merging all partner documents for tracking progress into one tool

## Discussion on Taking Lessons into Next Project

The group brainstormed lessons that could be converted into actions. Short term goals discussed included the following:

- Create or edit a matrix of roles, examples can be found here: [Not a Solo Act](#)
- Merge individual organization documents into shared documents for project partner review and learning purposes.
- Merge individual trackers into a shared document and determine who will own and edit the shared document
- Identify Training need and share existing trainings: PSH Lease-up 101 Session offered to all project partners

### Medium term goals mentioned during discussion included:

- Establishing responsibilities that fall under a Roles matrix, in written format: At the start of the lease up process and share with full team and determine agreements as MOU, if needed.
- Verify that LASHA will manage lease up calls moving forward
- HACLA currently building up their staff to attend lease-up calls and process documents for the HAP contract – confirm that this is in process
- LAHSA currently hiring staff to manage the matching process:
  - This includes only matching individuals who are documentation ready to a PSH building
  - This includes a staff person working with the “SPA matcher” to share and frequently review the matching list
  - Soon to be a CES matching pilot launch
  - LAHSA reported there is a future change in required documentation: 60 days from move in is the new required date of docs- this is a HUD regulation.
  - “Los Angeles Coordinated Entry System Shifting to Document Ready Housing Referrals”
    - Document Readiness priority matching which will on began February 1, 2023

### Medium to Long-term goals included areas where further advocacy is needed:

- Advocacy with HUD
  - Extended income verification timeframes
- Advocacy with Social Security Administration
  - Expedited process to obtain income verification for PEH
  - Seamless process to obtain social security cards for PEH
- Advocacy with DHS
  - Specialized point of contact for PEH
- Advocacy with HACLA
  - Streamline HAP Contract approval process

## NEXT STEPS

### We (CSH) recommend the following next steps:

We recommend all debrief partners to reconvene with the purpose of collectively assigning a responsible party and an action step to each advocacy issue raised to improve the Lease Up process in future Supportive Housing developments.

### Important CES Updates as of August 2023

Since the facilitation of the Chesterfield Plus/Delta Debrief in April 2023 the county has worked towards CES changes. We have outlined the changes below.

#### May 2023

##### City of Los Angeles Affirmative Marketing and Tenant Selection Plans

- In line with Mayor Karen Basses Executive Directive 1 “Expedition of Permits and Clearances for Temporary shelters and Affordable Housing Types” the Mayors office released the “[Affirmative Marketing Plans and Tenant-Selection Plans for the City Funded supportive Housing](#)” memo
- HACLA approved an amended administrative plan that reduced the number of Project Based Voucher (PBV) referrals required from the coordinated Entry system matching process from 80% to 25% of units.
  - Projects utilizing PBVs, there will not be a local requirement to use the CES matching process for up to 75% of the units
- This memo from the Mayor’s Office is pending follow-up with more updates and clarity on changes as of 8/22/2023

##### LAHSA Implementation of [Document Ready Housing Referrals](#)

- Shifted prioritization of permanent housing to those that are “Document Ready”, meaning those with core documents uploaded into HMIS.
- Document ready for federally funded PSH means having a copy of identification, social security card, and other documents required for the PSH application process, such as verification of homelessness and verification of disability.
- Different types of PSH, have different requirements for “document readiness”. However, required documents must be uploaded for specific subsidy type for prioritization.
- LAHSA Technical Advisors
  - LAHSA launched a new unit called the [Technical Advisors](#) that assist with the training of Services Providers in obtaining documents from key entities such as Department of Motor Vehicle, Social Security Administration, County Recorder, and DPSS – in efforts to ensure clients are document ready for PSH match.



## June 2023

### California Tax Credit Allocation Committee (CTCAC) approval of the [Universal Housing Application](#)

- [CTCAC](#) and California Debit Limit Allocation Committee ([CDLAC](#)) affirm that the [Universal Housing Application \(UHA\)](#), created by the Los Angeles Homeless Services Authority (LAHSA), meets the necessary criteria for use by housing resource providers in compliance with CTCAC and CDLAC standards for a resident application

## July 2023

### LAHSA [CES Prioritization and Batch matching updates](#) for PBV project sites

- Prioritization
  - CES participating programs: outreach, interim housing and/or housing navigation
  - Those enrolled in Time Limited Subsidy (formally Rapid Rehousing) or required PSH to PSH transfers
  - Must score 8/9 or above on the CES survey, depending on population
  - Must be document ready
  - Prioritization based on length of time homeless and/or length of time enrolled, or case conferencing
- Batch matching
  - Beginning a set number of days from expected Certificate of Occupancy(as determined by the expected construction schedule), starting with two times the number of participants as there are units, (for example 100 participants for a 50 unit building), those that are identified as meeting the eligibility and prioritization criteria for the property, will be notified that they may be eligible for a unit at the identified property, and they should complete an application. Applications are processed in the order they are received.
  - Applicants that are approved beyond the number of units in the building will be added to the property waitlist and remain eligible for openings at the building through lease up, and/or for other resources.

### LAHSA Actively Managing Project Based PSH Lease Up Process

- Active System Management of project based lease ups where LAHSA holds the role of facilitator with the overall goal of:
  - more efficiently streamlining the lease up process
  - elevate system level issues quickly
  - provide real-time problem-solving support to lease up issues

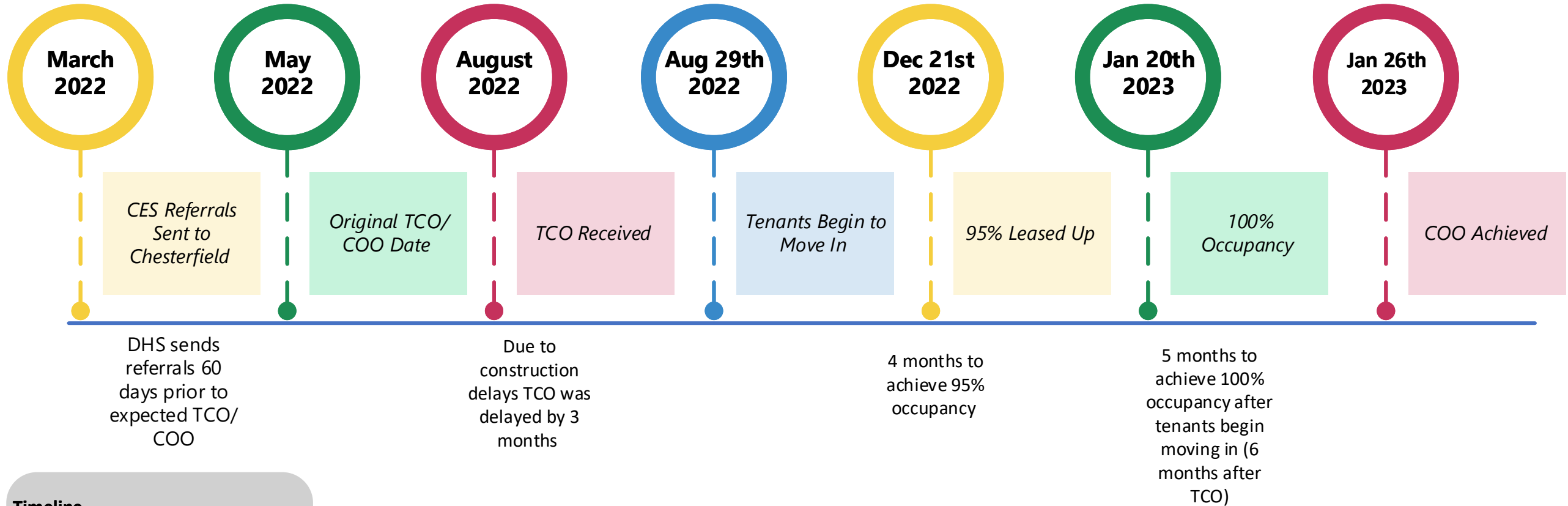
## Helpful Links

- [https://www.csh.org/wp-content/uploads/2012/03/NotSoloAct\\_final\\_312.pdf](https://www.csh.org/wp-content/uploads/2012/03/NotSoloAct_final_312.pdf)

## ACRONYMS AND APPENDIX

- CES- Coordinated Entry System: To identify the entry point or process that people experiencing homelessness (PEH) or people at-risk of homelessness use to access services available within the homeless services system, also known as the Coordinated Entry System (CES), for Adults, Families, and Youth.
- COO- CofO Certificate of Occupancy
- CSH- Corporation for Supportive Housing
- DHS- Department of Human Services
- HACLA- Housing Authority of The City of Los Angeles
- HAP- Housing Assistance Payment
- HUD- Department of Housing and Urban Development
- ICMS- Intensive Case Management Services
- ID- Identification card
- LAHSA- Los Angeles Housing Services Authority
- MOU- memorandum of understanding
- PEH- People Experiencing Homelessness
- PCP- Primary Care Physician
- POC- Point of Contact
- PSH- Permanent Support Housing
- SPA- Service Planning Areas
- SSA- Social Security Administration
- SSC- Social Security Card
- SSDI- Social Security Disability Income
- SSI- Social Security Income
- TCO- Temporary Certificate of Occupancy

**CHESTERFIELD LEASE-UP TIMELINE**  
**42 UNITS**  
**100% PSH (50% CHRONIC, 50% HOMELESS)**  
**10 NPLH UNITS**



**Timeline**

\*Nearly 11 months to achieve 100% occupancy after CES referrals were received

\*Nearly 6 months to achieve 100% occupancy after TCO was received



## ABOUT CSH

CSH works to advance solutions that use housing as a platform for services to improve the lives of the most vulnerable people, maximize public resources and build healthy communities.

Learn more at: [csh.org](https://csh.org)