

REPORT FROM**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

Date: March 22, 2024

CAO File No. 0220-06132-0003

Council File No. 23-0792

Council District: 1

To: Municipal Facilities Committee

From: Matthew W. Szabo, City Administrative Officer 

Reference: C.F. 23-0792

Subject: **MAYFAIR OPERATIONS AND MAINTENANCE PLAN**

SUMMARY

On August 18, 2023, the Mayor concurred with the City Council and approved the MFC report dated July 31, 2023, regarding the acquisition and rehabilitation of the Mayfair Hotel, located at 1256 West 7th Street in Council District 1, as amended. The City Administrative Officer, Los Angeles Homeless Services Authority (LAHSA), and other agencies were instructed to report to the Council prior to the occupation of the site on a comprehensive operations plan, exterior maintenance plan, and an action plan for clients that are exited from the site to mitigate impact to the surrounding community. This report summarizes the operations and maintenance plans provided by the selected service provider, Weingart Center Association, including a breakdown on the services funded by the City and County of Los Angeles. Additionally, included is a summary on the report provided by LAHSA regarding participants transitioning to the Mayfair from the LA Grand Hotel.

RECOMMENDATION

That the Municipal Facilities Committee recommend that the City Council:

1. Note and file this Report

BACKGROUND

On August 18, 2023, the City Council and Mayor approved the acquisition and rehabilitation of the Mayfair Hotel located at 1256 West 7th Street in Council District 1. The hotel will provide up to 294 interim housing units for people experiencing homelessness and provide case management and supportive services.

DISCUSSION

During its consideration of the Municipal Facilities Committee report (C.F. 23-0792) dated July 31, 2023, the Council amended the Report to instruct the City Administrative Officer (CAO), Los

Angeles Homeless Services Authority (LAHSA), and other agencies to report to the Council before the occupation of the site on a comprehensive operations plan, exterior maintenance plan, and an action plan for clients that are exited from the site to mitigate impact to the surrounding community.

Comprehensive Operations Plan

The Weingart Center Association (WCA) has been selected as the service provider for the Mayfair Hotel. The WCA will provide base and enhanced services to 308 participants, which include case management, housing navigation, education and job preparedness, health, mental health, and substance use disorder services. Base services will be initially supported by the City of Los Angeles and enhanced services are funded through the Los Angeles County Department of Health Services’ (DHS) with the State’s Encampment Resolution Fund (ERF). ERF will be used to fund enhanced services at this site for the first two years of operation, exclusively to serve participants funded by the DHS from the Skid Row area.

The current annual service budget, for both base and enhanced services, is estimated at \$16.86 million. Table 1 provides a breakdown of the cost of services at the Mayfair Hotel.

Table 1: Mayfair Annual Services Funding Breakdown by Unit

Service Type	Funding Agency	Amount	# of Units	Nightly Rate per Unit
Base Services	City	\$11,925,697	294	\$111
Enhanced Services	County	\$4,936,260	294	\$46
Total	N/A	\$16,861,957	N/A	\$157

Base Services

The WCA’s base interim housing services will include; case management, finance and benefits counseling, employment services, education assistance, legal services, health and wellness services, pet related services, tenant council, and community events. The City will fund one Program Manager, one Program Assistant, 16 Case Managers, two Intake Coordinators, one Activities Coordinator, 10 Client Attendants, one Data Coordinator, and additional costs such as food, supplies, staff transportation, employee training, housekeeping, and security.

The City will fund a total of \$11.9 million for services at the Mayfair, annually, a detailed list of services funded by the City are included in Attachment 1. The services for the first year at the Mayfair Hotel will be supported by the 2023-24 Homelessness Emergency Account. This contract will be administered by the Los Angeles Housing Department to LAHSA.

Enhanced Services

The State awarded an ERF Round 2 grant in the amount of \$60 million for the County's Skid Row Action Plan. Of the \$60 million, \$4.9 million is allocated for enhanced services at the Mayfair Hotel, annually for two years, a detailed list of services funded by DHS are included in Attachment 1. As such, DHS has executed a contract with the WCA for the State' ERF for a portion to be used for enhanced services at the Mayfair, which include a clinical and housing navigation support staffing model. The ERF will support one Program Manager, one Clinical Lead, one Nurse Practitioner, one Registered Nurse, contracted Licensed Vocational Nurse, two Mental Health Therapists, seven Housing Navigators, three Substance Use Disorder Counselors, three Data Entry Specialists, Quality Assurance and Compliance Analyst, and additional costs such as monthly client supplies, office supplies, staff mileage, employee training, and security. The City will work with County partners on the scope of future operations after the completion of the ERF support.

Participant Transition to Mayfair

Participants will be transitioning from the LA Grand Hotel to the Mayfair Hotel, which the City is currently operating as part of the Inside Safe Initiative, and previously as part of Project Roomkey. Only participants supported by the ERF are eligible to transition to the Mayfair Hotel. The Mayors' Office and LAHSA will begin to transition the additional individuals that are not eligible for the Mayfair to other shelter interventions at the start of April 2024. As of March 8, 2024, LAHSA reports there are 149 non-ERF participants and 301 ERF participants that are at the LA Grand. Beginning May 1, 2024, the Mayfair will begin intake for eight to ten eligible participants per day and by June 12, 2024, 308 clients are expected to be housed at the Mayfair. Of the 294 units participants, there will be 280 single occupancy and 14 double occupancy. In Attachment 2, LAHSA provided a more detailed update on the LA Grand Hotel demobilization and the participant transition to the Mayfair Hotel.

Exterior Maintenance Plan

The Housing Authority of the City of Los Angeles (HACLA) will serve as the Asset Manager for the property. HACLA or their contracted property management company will be responsible for security, custodial landscaping, building maintenance, utilities and all necessary repairs for the property including the development of a five-year capital plan. HACLA will be responsible for the installation and maintenance of the security system at the facility. The terms of the Asset Management Agreement between HACLA and the Department of General Services was executed on October 19, 2023 for an initial term of three years, with additional one year extensions for a maximum of 10 years. The first year of operations and maintenance cost is supported by the Homelessness Emergency Account in the amount of \$5.07 million.

As noted in Attachment 1, WCA will provide onsite security 24-hours a day, 7 days a week, which includes additional security coverage and surveillance, deploying guards on every floor, stairwells, communal areas and exteriors of the building. Surveillance includes closed circuit cameras located

across the facility. Both the interior and exterior will be monitored by a command post by onsite security. In addition to the closed-circuit cameras, all entry and exit doors are equipped with an authorized entry system, which provides access control to participants, security personnel and WCA leadership. The security entry system will ensure authorized personnel are allowed access to the facility. WCA will provide a total 63 security personnel to be deployed at the Mayfair, totaling a security cost of \$3.4 which is included in the funds provided by the City and County.

In the report dated February 22, 2024 (C.F. 23-0792-S3), this Office recommended allocating funding for a clean team in the amount of \$400,000 using General City Purposes - Additional Homeless Services funding in Council District 1. The clean team will provide enhanced street and sidewalk cleaning, bus shelter maintenance, and regular public trash pickup around the Mayfair Hotel.

In the report dated November 15, 2023 (C.F. 23-0792), the Bureau of Street Lighting submitted a Street Lighting Improvement Plan for the area within a 1,000 foot radius of the Mayfair Hotel. The estimated cost for the lighting improvements to be done by the Bureau of Street Lighting's Field Operations Division is \$3.7 million.

Participant Exit Plan

WCA's case managers will provide opportunities for participants to reduce barriers and help participants engage in case management and community integration. In Attachment 1, the WCA provides details on their action plan if a participant repeatedly violates the house rules. The WCA will first provide a behavioral modification plan to prevent and redirect any behavior that violates the house rules. In the event that a participant does not adhere to the goals outlined in the behavioral modification plan, the WCA will facilitate a case conference with the funding agency to determine a course of action, including a warm handoff to the City and LAHSA for referrals to alternative programs.

If a participant engages in acts of violence or presents themselves to be a danger to self, or others, first responders will be called. In these situations, if a psychiatric hold or arrest is made, an incident report will be submitted. The City and LAHSA will be notified, as well as the Council District 1's liaison.

FISCAL IMPACT STATEMENT

The recommendation to note and file in this report will not have an immediate impact on the General Fund. There is a potential future impact on the General Fund in the amount of \$5 million relative to the annual facility operations and \$11.9 million for base participant services of the Mayfair Hotel.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City Financial Policies.

Attachments

1. Weingart Center Association Operations Report
2. LAHSA LA Grand Demobilization Report

MWS:ECG:MMP:MZ:16240096

Mayfair Operations Breakdown

Interim Housing Services

WCA Provides a comprehensive package of supportive services including but not limited to; intensive case management with individualized services plans, benefits counseling and advocacy, assistance obtaining benefits and essential documentation, employment services, education assistance/benefits, financial counseling, legal services, life skills, health and wellness services, pet related services, tenant council, and community events such as holiday parties, movie nights, potlucks, etc. Weingart Center Association (“WCA”) operates all its programs according to Housing First, harm reduction, trauma-informed principles. Services at the Mayfair funded by The City include.

Program Manager – 1 FTE - Manages the day-to-day operations.

Program Assistant – 1 FTE - Assists program managers.

Case Manager – 16 FTE - Responsible for providing supportive services to clients 1:20 client ratio. Documentation and maintenance of client records.

Intake Coordinator – 2 FTE - Responsible for completing the client intake into the program.

Activities Coordinator – 1 FTE - Coordinates client activities.

Client Attendant – 10 FTE - Assist with heat treatment of all new intakes, manage meal preparation and distribution for clients; conduct daily wellness checks on each participant; assist case managers with packing out; complete incident reports as required.

Data Coordinator – 1 FTE - Responsible for tracking daily bed services in CHAMP; provide detailed reporting on active participants at the site; collaborate with HFH and applicable data teams to ensure data errors corrected in a timely manner; follow-up with case managers, housing navigators, and data entry specialist to ensure missing data is entered.

Additional costs to the contract: Food, Monthly activities supplies, Office supplies, Staff Milage, employee training, Housekeeping and security.

Total contract: \$11,925,697

Enhanced Services

People experiencing homelessness (PEH) have complex health and mental health needs, and these issues are exacerbated in communities like Skid Row. Data has shown that 50% of Skid Row residents are unsheltered, and 25% have a disability. To address this, DHS funds enhanced services at the Mayfair that include a robust clinical and housing navigation support staffing model. A combination of mental and physical health clinicians, substance use disorder counselors, and housing navigators have been allocated to the project to support in the provision of services that thoughtfully address the needs of this high need, high acuity population through a trauma informed and harm reduction lens. Services at the Mayfair funded by DHS include.

Program Manager – 1 FTE - Manages the day-to-day operations with clinical background.

Clinical Lead 1 FTE - Oversees clinical staff; facility operations; referrals & intake, contract compliance, client escalation support, reporting.

Nurse Practitioner – 1 FTE - Will be contracted through Wesley Health Center. NP will perform psychiatric assessments, prescribe medication, provide ongoing medication management, and participate in case consultations.

Registered Nurse – 1 FTE - Conduct nursing assessments and medical screenings as needed, provide medical advice and health education. Conduct First Aid and light wound Care to participants as needed. Refer and triage clients to medical services (e.g. primary care, dental, vision), facilitate higher level of care referrals, attend weekly case conference meeting.

LVN – Contracted – Provide medication support, education, and infection control screening.

MH Therapist – 2 FTE - Provides behavioral health support to participants.

Housing Navigator – 7 FTE - To provide robust housing navigation support to enhanced bed participants and lead efforts on identification of and connection to PSH; will work in partnership with CM.

SUD Counselors – 3 FTE - Provides case management to participants, including care coordination, skills development building, assessing clients' needs, developing, monitoring and evaluating housing plans/progress and support around substance use issues.

Data Entry Specialist – 3 FTE - Tracks referrals and admissions, ensures smooth process and coordinates logistics for participant's arrival, supports facility operations (including data entry with CHAMP & HMIS), etc.

QA & Compliance Analyst – Ensures program meets all compliance and regulatory agreements.

Additional costs to the contract: Monthly client supplies, Office supplies, Staff Milage, employee training, and security.

Total contract: \$4,936,260

Security

The Weingart Center provides onsite security 24-hours a day, 7 days a week, which provides wraparound security coverage and surveillance, deploying guards on every floor, stairwells, communal areas and exteriors of the building. Surveillance includes closed circuit cameras located across the facility both interior and exterior monitored via a command post by onsite security and Weingart Center leadership.

In addition to the closed-circuit cameras, all entry/exit doors are equipped with a key fob reader system, which provides access control to participants, security personnel and Weingart leadership. The key fob reader system prevents security breaches and unauthorized visitors or tenants from accessing floors they're not supposed to.

The Inside Safe Mayfair Hotel will provide a total 63 security personnel to be deployed across three shifts as follows:

6AM – 2PM: 20 guards and 1 post commander

2PM – 10PM: 20 guards and 1 post commander

10PM – 6AM: 20 guards and 1 post commander

Total security costs: \$3,389,986.10

Exits and Terminations

As participants stabilize, case managers will provide meaningful opportunities to reduce barriers and help participants engage in case management and community integration. Should a participant repeatedly violate the house rules, the Weingart Center will provide:

1. Behavioral modification plans to evaluate participant barriers preventing them from following the house rules. Weingart case management and clinical teams will collaborate with participants as a first step to redirect any behavior that violates the house rules. Weingart will support the participant by developing

behavioral modification goals to help identify, understand, and respond to risk factors and warning signs that prevent them from adhering to the house rules.

2. In the event a participant does not adhere to the goals outline in the behavioral modification plan, the Weingart Center will facilitate a case conference with the funding agency to determine course of action, including warm handoff to funding agency for referrals to alternative programs.
3. If a participant engages in acts of violence or presents themselves to be a danger to self, or others, first responders will be called. In these situations, if a psychiatric hold or arrest is made, an incident report will be submitted. The funding agency will be notified, as well as the Council District 1 point of contact.



LAHSA

Housing and Homelessness Committee

LA Grand Hotel Demobilization Update

LOS ANGELES HOMELESS SERVICE AUTHORITY

In response to Council File: 20-0841-S44

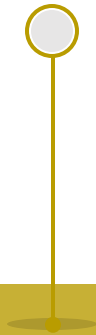
Mar 13, 2024

*As of March 8th, 2024. Please disregard all previous reports.

LA Grand Exit Plan

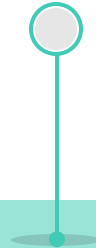
PHASE 1

Focus on participants with existing linkages to HN, TLS, and Housing Vouchers



PHASE 2

Focus on participants with no linkages to PH resources. Begin transferring participants to available IH sites.



PHASE 3

Mayfair transfers begin:

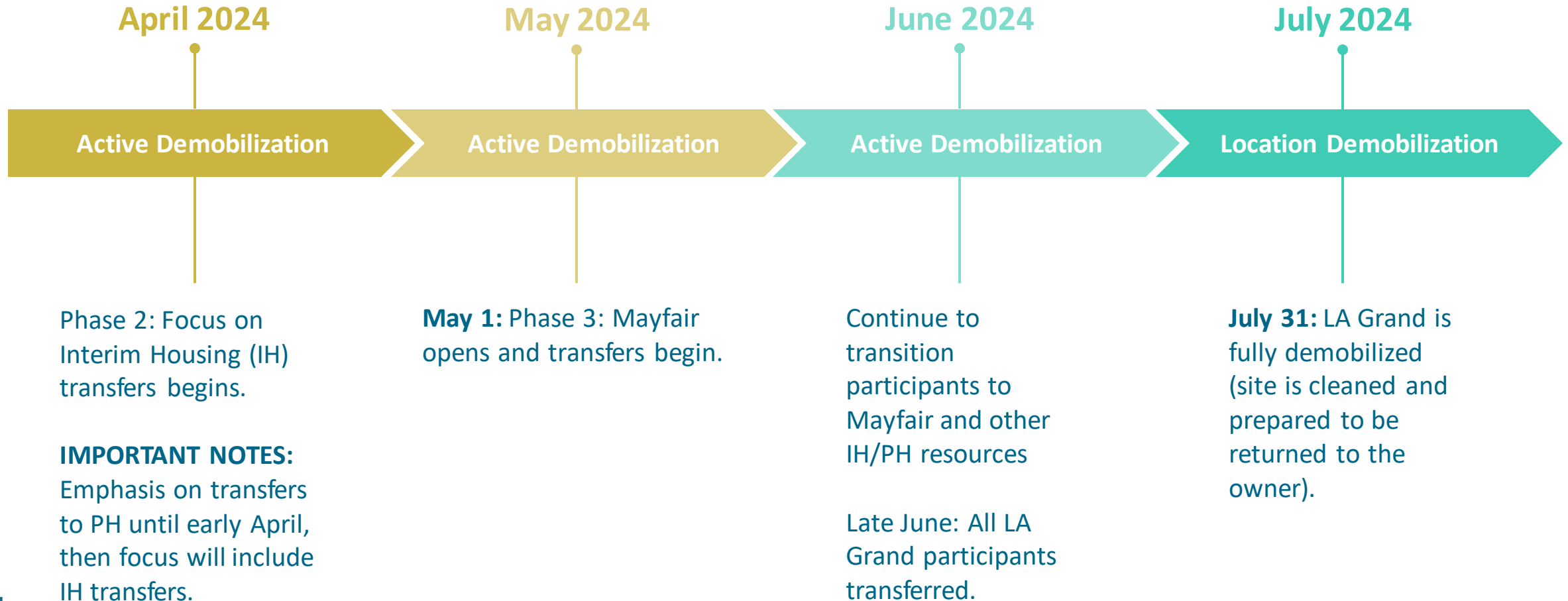
- 8 to 10 transfers of DHS participants per day to Mayfair
- Mayor's Office participants transfer begin



Timeline



Timeline



Demobilization Update

Data Category	2/16	2/23	3/1	3/8
DHS Participants* (Eligible for the Mayfair)	302	297	297	301
City Mayor's Office's Participants** (Newer intakes from Feb 7th - Present)	26	26	24	40
LAHSA Participants (Non-Encampment participants not eligible for the Mayfair)	114	112	111	109
TOTAL Number of Participants Remaining at LA Grand	442	435	432	450

**DHS participants are Encampment Resolution Fund (ERF) supported participants. DHS Participants are continuously entering and exiting the program.*

***The Mayor's Office will take the lead on transitioning any additional individuals that enter the LA Grand from February 7th onwards to other housing options. The Mayor's Office's participants are continuously entering and exiting the program.*

Housing Resources Update (LAHSA Participants ONLY)

Data Category	2/23	3/1	3/8
LAHSA Participants	112	111	109
LAHSA Participants Linked to HN/TLS	31	31	31
LAHSA Participants Not Matched to HN/TLS	81	80	78
—Of those not Linked to HN/TLS, # of Participants with Vouchers	1	1	1

Participant Exit Data (ALL; includes DHS, Mayor's Office and LAHSA)

Data Category	2/17 – 3/1 (Since Start of Demob)	3/2 - 3/8 (Prior Week)
Total Number of Exits	19	1
Exit Destinations		
Permanent Housing	7	0
Interim Housing	2	0
Institution	1	0
Sober Living Facility	1	0
Other*	3	1
Self-Discharge (72-hour absence)	5	0

*Other includes exits due to non-compliance, unknown destinations, etc.