



# Shelter Partnership

520 South Grand Avenue, Suite 695 • Los Angeles, CA 90071 • Fax (213) 689-3188 • (213) 688-2188

6

## BOARD OF DIRECTORS

### CHAIR

John A. DeFazio, CPCU ARM  
Senior Vice President  
Heffernan Insurance Brokers

### TREASURER

Kevin Sullivan  
Executive Vice President  
Wells Fargo Capital Finance

### SECRETARY

Louise Oliver  
Valley Regional Operations Officer  
Goodwill Southern California

Alan S. Adler  
Managing Director  
Oaktree Capital Management, L.P.

Peter Barker  
President  
Barker Management Incorporated

Brian Cullinan  
Managing Partner  
Southern California Market  
PwC

Patrick Fitzgerald

Ronald M. Griffith  
President & CEO  
Century Housing

Jeffrey Kean  
Director, Global Corporate Banking  
Bank of America Merrill Lynch

Thomas M. Lane  
Retired  
Unisource Worldwide, Inc.

Gary Meisel\*  
Senior Vice President  
Corporate Business  
Development & Strategy  
Warner Bros.

Daniel J. Morefield\*  
Executive Vice President &  
Chief Operating Officer  
Quality Systems, Inc.

Keith A. Sharp, Esq.  
Falk & Sharp

Lance Simon  
Design Principal  
EGAN | SIMON architecture

Rodney Swan  
President  
Enterprises Swanco

William A. Witte  
President & Managing Partner  
Related California

## EXECUTIVE DIRECTOR AND FOUNDER

Ruth Schwartz

Diann H. Kim\*  
Chair Emeritus

## FOUNDING BOARD MEMBERS

Dennis Albaugh  
(1941-2004)

Ann Reiss Lane\*  
Chair Emeritus

\*Past Chairperson

February 5, 2016

Honorable City Council President Herb Wesson  
Honorable Members of the LA City Council

Re: Comprehensive Homeless Strategy- February 9, 2016

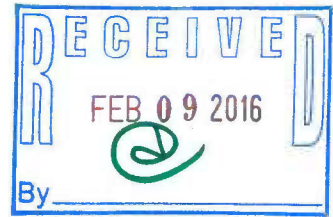
Dear Council President and Council Members:

I am writing to commend you and your staffs, as well as the Chief Administrative Office (CAO) and the Chief Legislative Office (CLA) office, for the development of the Comprehensive Homeless Strategy. Led by the CAO's and the CLA's office, the Plan incorporates many of the programs that are essential to addressing the underlying issues associated with the increase in the population of individuals and families without homes in our City. Several of the programs respond to new challenges, as well as new opportunities, which if robustly implemented, will result in progress in the short-term.

It is critical that the City continue their commitment to ending homelessness. We must all remain focused and continue to revisit our assumptions, evaluate our programs, and modify our strategies as facts present themselves. There also must also be a greater commitment from the other cities in our region that too often have ignored the growing deep poverty and resulting homelessness in their communities. And of course, the State and Federal governments must step up their efforts as well.

We congratulate the City for working closely with the County of Los Angeles to develop complementary action plans. We strongly believe that the City commit to actions in areas where they have the expertise and have the County commit to implement programs that they do best—such as in the health, public health, and mental health fields.

As evidenced in the Plan, combating homelessness requires new funding resources—it is not enough to “rearrange the chairs on the deck”. We hope that the City will identify and commit significantly more funding resources in the months and years to come for only then will we see a meaningful impact. This is especially true for funding for the development of housing for individuals and families who need permanent, supportive housing, as well as the many people who live in deep poverty.



*While many public agencies are identified as partners in developing the implementation activities, we are concerned that few of the partners are non-profits and community-based organizations. Where expertise exists, we hope that you will include these organizations in the Working Groups.*

Following are our comments focused on Governance (Section 5), Housing (Section 7) and Budget (Section 10).

### **Governance (Section 5)**

We applaud the recommendation to establish a Homeless Strategy Committee, **5B**, and believe that this will allow issues to be identified and solved in a timely manner.

Recommendation **5D**, Evaluate LAHSA JPA and Composition of Commission, is very timely. We recommend that the City consider appointing individuals who can bring funding and programs to the table, such as Directors of critical public sector departments, as well as private philanthropy.

With respect to Recommendation **5E**, Create Regional Homeless Advisory Council; Joint County-City Implementation Group, we support this recommendation, but would like to see Shelter Partnership and the Corporation for Supportive Housing specifically listed as collaborating agencies.

### **Housing (Section 7)**

Recommendation **7A**, Shelter System Personnel Need for Bridge Housing Conversion, reports that as a result of a directive by the U.S. Department of Housing and Urban Department (HUD), LAHSA will de-fund some 2,000 "transitional housing beds" this year. Suggesting that these beds can therefore be repurposed ignores the reality that people are living in those units now--many of whom are families with children. The reason HUD is compelling LAHSA to de-fund these units is HUD does not generally wish to continue funding "Transitional Housing".

In fact, many of the family beds are already operating as emergency and bridge housing while families are becoming engaged in the City/County funded Homeless Family Solutions System and getting the support and financial assistance that they need to be rapidly re-housed into permanent housing.

We encourage the City to provide replacement funding for these beds until such time as federal funding can again be secured for these programs.

**Budget (Section 10)**

We applaud the City for all of the recommendations in Section 10, and agree that it is critical to fully fund the Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing (**10A**). There are several funding sources recommended and we believe that both the Real Estate Transfer Fee and a Housing Bond are feasible. Clearly, without a new source of funding progress in solving homelessness will be limited.

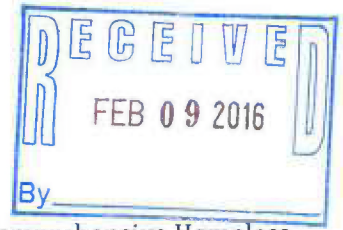
Thank you again for your leadership and we look forward to working with the City in the next months and years to implement the Plan.

Best Regards,

Ruth Schwartz  
Executive Director

cc: Phil Ansell, LA County CEO's Office  
Peter Lynn, LAHSA  
Miguel Santana, LA City CAO





February 9, 2016

To the Honorable Members of the Los Angeles City Council,

Take the next step forward in ending our housing and homelessness crisis by adopting the Comprehensive Homeless Strategy.

**Let's pass this package today and begin to work on fully funding its recommendations.**

No plan is ever perfect, but this is the most comprehensive and honest plan Los Angeles has ever charted for its own actions. And the priority items requested for FY15-16 and FY16-17 funding are the right ones. Your passage of both will provide immediate relief, permanent solutions, and ways to keep homelessness brief and non-recurring in the future.

As you consider this step forward, here is what we have learned since launching Home For Good, our community's plan to end chronic and veteran homelessness:

- 1. Investment Works:** While homelessness may seem intractable, we will celebrate an effective end to veteran homelessness this year. That is not an accident. We've amassed an unprecedented amount of resources for homeless veterans, and it has paid off.
- 2. Housing Works:** The consequences and causes of homelessness can be multi-faceted, but the first step is simple: provide safe and secure housing where individuals are then able to work on everything else. Our Home For Good partners have permanently housed and transformed over 25,000 lives through this strategy since 2011.
- 3. Collaboration Works:** The foundation for long-term progress is partnership. Our Funders Collaborative works with 20 public and private funders. The Coordinated Entry System has over 150 participating parties. More than 12,000 advocates make a stand at HomeWalk. These partnerships are why Los Angeles is now regularly noted as a center of innovation on homeless solutions.
- 4. Accountability Works:** As business leaders, being able to transparently note our successes and shortfalls has always been important to us. Clear measures and standards are also what allowed us to get started sooner than later and course correct along the way.

We welcome the new leadership shown by the City on this issue, and we'd ask for this involvement to be committed, consistent, and coordinated with other partners. It joins the renewed resolve of the County, Federal and State partners, and the ongoing commitment of business, labor, and community based organizations toward a Los Angeles where everyone has a home.

While the challenges are greater than they've ever been, so is this opportunity to establish real solutions that will pay off for years down the line. "The cost of inaction" taxes our broader economy more than investing in the immediate and lasting solutions that these strategies propose, and these solutions will benefit everyone, not just our homeless neighbors.

We literally cannot afford to do otherwise.

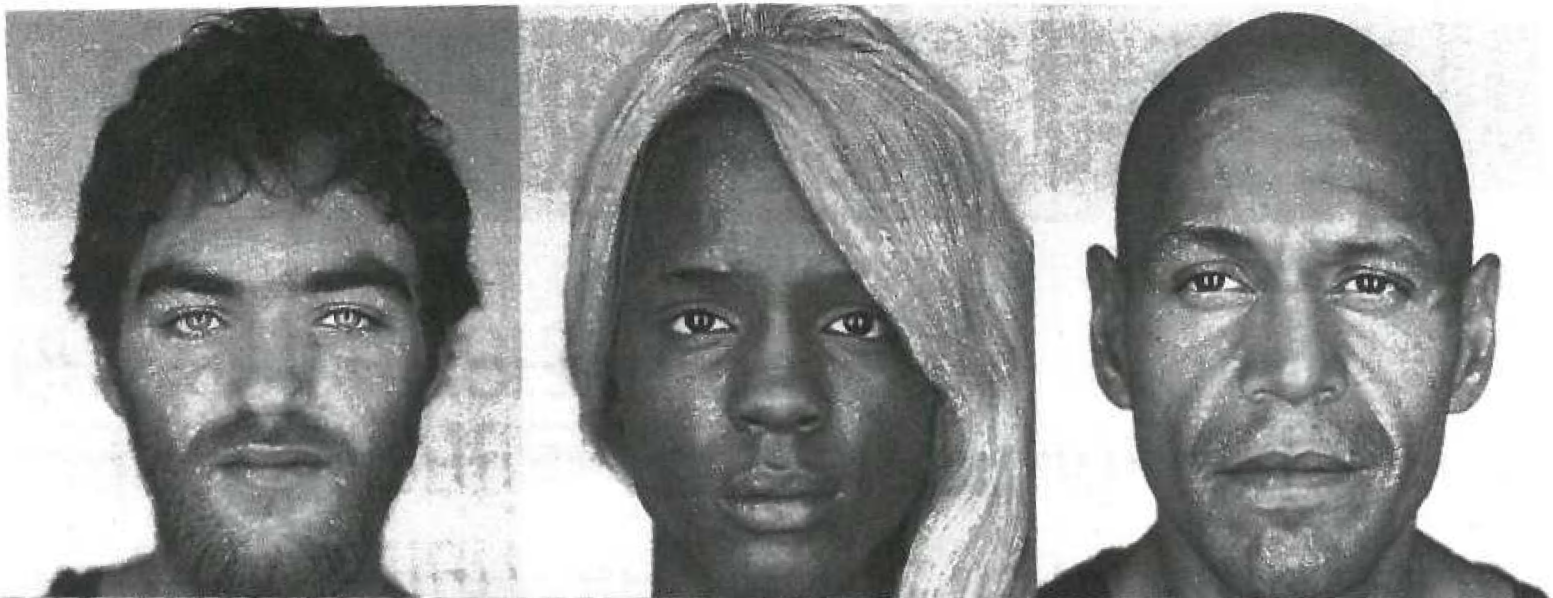
In partnership,

Jerry Neuman, Liner Law, LLP  
Task Force Co-Chair

Christopher J. Carey, City National Bank  
Task Force Co-Chair



6



# COMPREHENSIVE HOMELESS STRATEGY

## City Council Hearing

RECEIVED  
FEB 09 2016  
By \_\_\_\_\_



CITY OF LOS ANGELES  
CAO/CLA

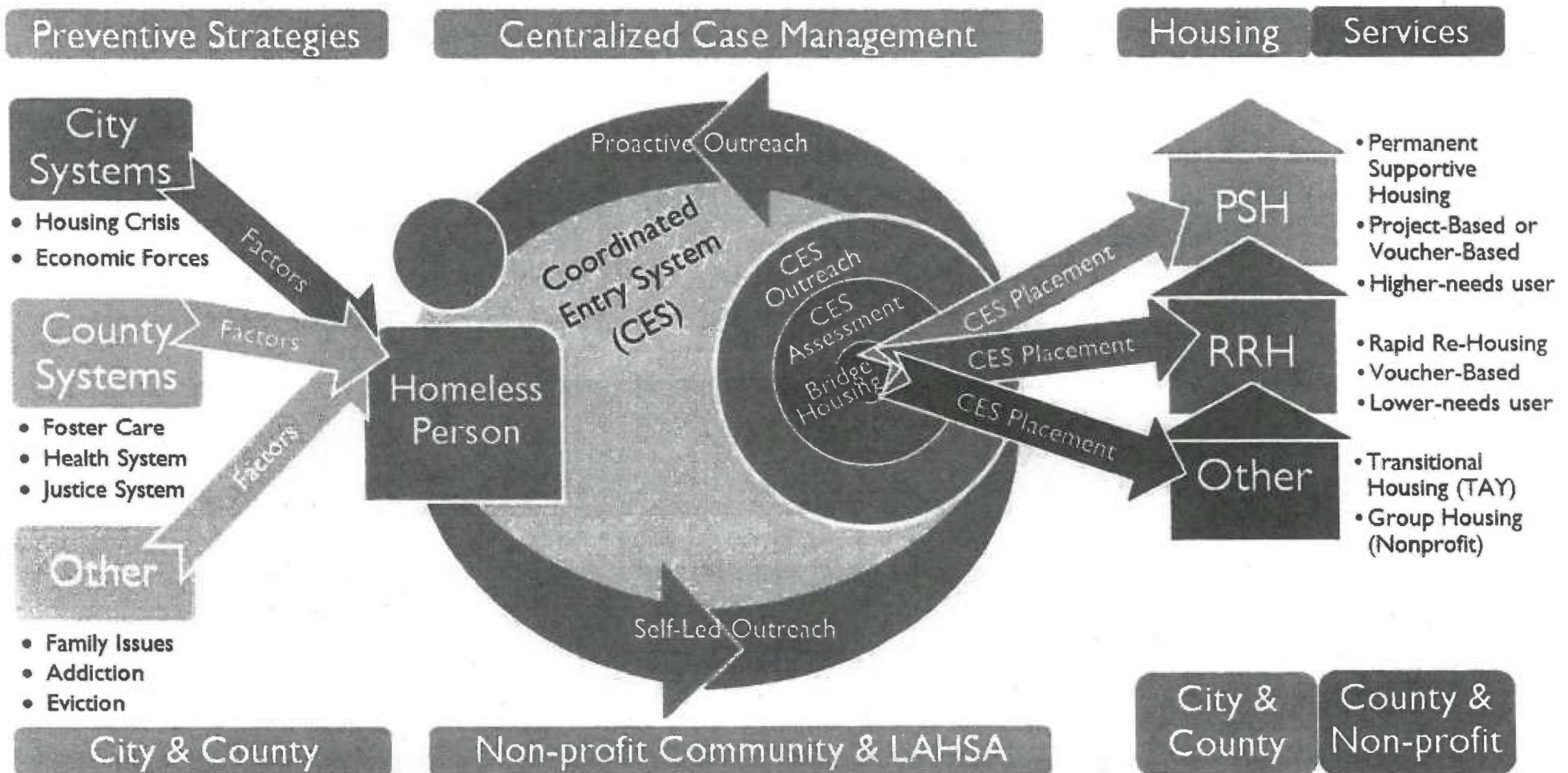


# Implementation Goals

- 62 Strategies for the City to systemically address homelessness over a decade
- Strong integration & partnership with County plans and services (DHS, DMH, DCFS, etc.)
- Addresses the needs of lower acuity homelessness and higher acuity
- Short, medium and long-term approach
- Budget priorities being identified currently through Mayoral process



# One Coordinated Response





# Mapping Shared Responsibility

| Entity     | Subject  | Responsibility  |
|------------|--|---|
| City       | CES<br>Housing/Land Use<br>Vouchers<br>Planning<br>Wages/Employment<br>Public Services | CES funding, hosting CES caseworkers in City facilities: police, fire, libraries<br>Housing construction, alignment w/County on strategy, land use<br>Match Rapid-ReHousing voucher funding with County<br>Integrated homeless planning, strategies and data sharing with County, LAHSA<br>Higher wage floor, social enterprise, hiring formerly homeless<br>LAPD & LAFD First Responders training collaboration with County            |
| County     | CES<br>Housing/Land Use<br>Vouchers<br>Planning<br>Wages/Employment<br>Public Services | CES funding, hosting CES caseworkers in County facilities<br>Common Housing service standards, alignment w/cities on strategy, land use<br>Match Rapid Re-Housing voucher funding with cities<br>Integrated homeless planning, strategies and data sharing with cities, LAHSA<br>Higher wage floor, social enterprise, hiring formerly homeless<br>Overall responsibility for health & social services; Staffing cross-functional teams |
| LAHSA      | CES<br>Housing<br>Vouchers<br>Planning<br>Point-in-Time<br>Public Services             | CES administration, contracting CES providers, tech enhancements<br>Ongoing Housing needs assessments, gap analysis<br>Administration of LAHSA Housing Pool<br>Integrated homeless planning, strategies and data sharing with cities & County<br>Continued administration of Point-in-Time counts with nonprofit community<br>Staffing LAHSA Emergency Response Teams throughout County & cities  |
| Non-profit | CES<br>Housing<br>Vouchers<br>Planning<br>Point-in-Time<br>Advocacy                    | Staffing CES caseworkers, managers, contracting with LAHSA<br>Nonprofit-funded housing construction & leasing<br>Care providers or housing locators in DMH Flexible Housing Subsidy Pool<br>Integrated homeless planning with LAHSA<br>Volunteer staffing for Point-in-Time counts<br>Continued policy, funding and resource advocacy   |



# Build vs. Lease Over 10 Years

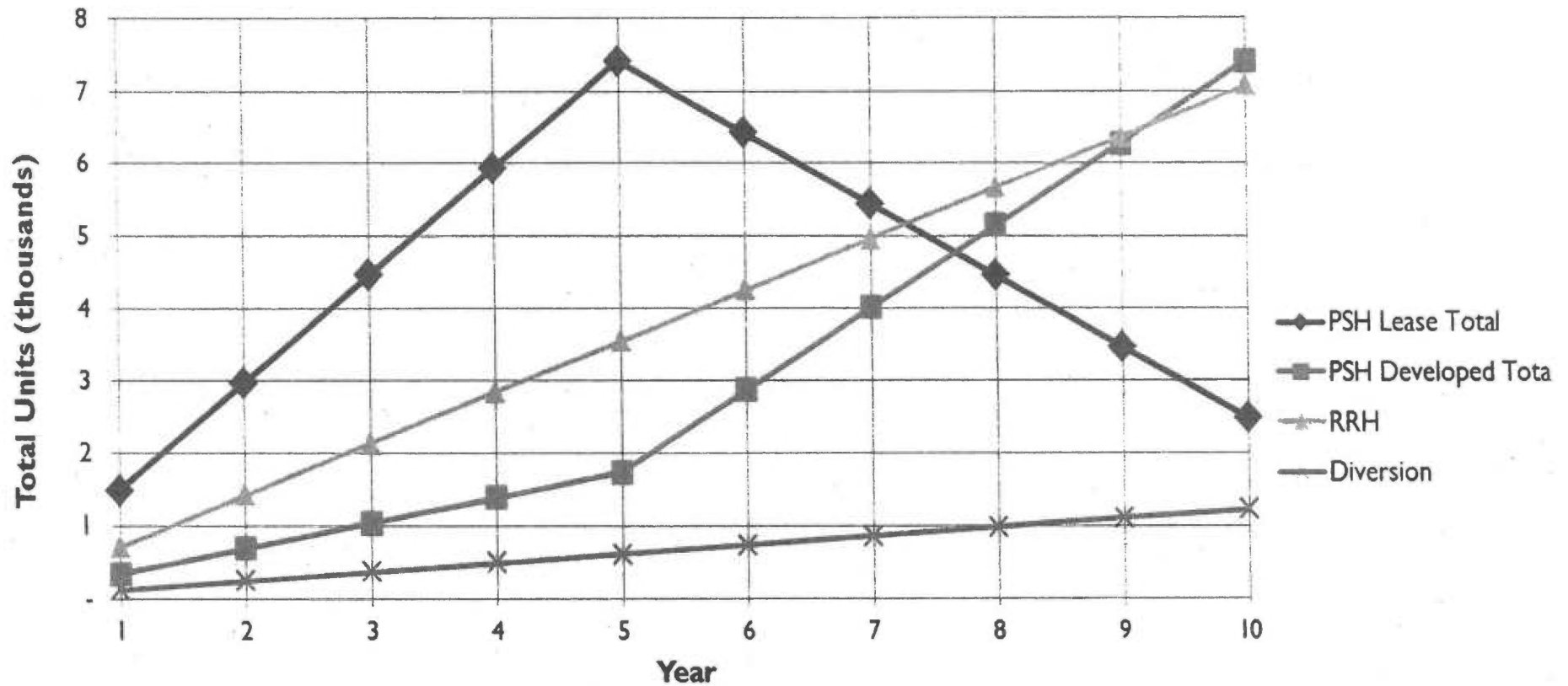


Illustration of Annual Unit Production for 10 Year Housing Program





# 11 New Strategies Since 1/7/16

## Preventive

3E - Integration with County Health Sobering Centers

4D - Discharge Data Tracking System & Planning Guidelines

9E - Homelessness Prevention for Former Foster Care Youth

## Centralized Case Management

4A - Strengthen CES Technology, Staffing & Standardization\*

4B - Strengthen Departmental Support for Homeless Case Managers

4C - Strengthen CES Data Sharing and Tracking

4F - Integration and Strengthening of the Family and Transition Age Youth CES Systems





## Housing

7A - Shelter System Personnel Need for Bridge Housing Conversion\*

7B - Expand Rapid Re-Housing\*

7C - Expand Adaptive Reuse for Homeless Housing

7D - Using Public Land for Affordable and Homeless Housing\*

7E - Annualize Joint Affordable & Homeless Housing Reports

7F - Linkage Fee Nexus Study\*

7G - Implement Existing & Recommend New CEQA Zoning Reforms

7H - Facilitate Utilization of Federal Housing Subsidies\*

7I - Regional Coordination of LA City & County Housing Authorities

7J - Housing Choice Vouchers for Permanent Supportive Housing

7K - Development of Second Dwelling Units Pilot Program

7L - Establish Planning and Zoning Policy on Homeless Micro Units

7M - Reform Site Plan Review Ordinance for Homeless Housing

7N - Evaluate Youth Housing Needs



## Housing

7O - Expanding Emergency Shelter and Improving Access

7P - Study Shared Housing Programs

7Q - Support House LA Initiative\*

7R - Expand Access to Flexible Housing Programs\*

7S - Preservation of Affordability Covenants

8A - Analyze City-Wide Zoning for Homeless Housing

8B - Review Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), & Density Bonus Programs for Homeless Housing Inclusions

8C - Revise Parking and Trip Credit Guidelines for Homeless Housing

8D - Reestablish Mello Act Guidance

9G - Emergency Shelter for Homeless Individuals with Pets

9J - Social Impact Financing/Pay for Success

10A - Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing

10C - Augment Supportive Housing Loan Fund & New Generation Fund\*

10D - New Funding Programs and Guidelines\*





## Supportive Services

- 3A - Standardize First Responder Training for Homeless\*
- 3B - Develop Encampment Engagement Protocol\*
- 3C - Widen Access to First Responder Teams for Homeless\*
- 3D - Expansion of Jail In-Reach\*
- 4E - Supportive Services Standards for Subsidized Housing
- 6A - Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities\*
- 6B - Establish Citywide Safe Parking Program\*
- 6C - Establish Citywide Mobile Shower and Public Restroom System\*
- 6D - Identify Public Land for Homeless Facilities\*
- 6E - Evaluate Homeless Navigation Centers\*
- 6F - Expand Access to Public Restrooms\*
- 9A - Employ Homeless Adults by Supporting Social Enterprise
- 9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless
- 9C - Employment Development Programs for Homeless Youth
- 9D - Centralized Homeless Donation Coordination
- 9F - Expand Youth Homeless Services
- 9H - Proposals to Assist Homeless Individuals and Their Pets
- 9I - Employment Development for Homeless Individuals with Pets
- 9K - Women's Homelessness & Domestic Violence\*
- 10B - Establish the Homeless Services Trust Fund\*





# 11 New Strategies Since 1/7/16

## Governance

5A - Establish Homelessness Coordinator\*

5B - Establish Homeless Strategy Committee

5C - Establish Regional Intergovernmental Coordination

5D - Evaluate LAHSA JPA & Composition of Commission

5E - Create Regional Homelessness Advisory Council; Joint County-City Implementation Group

5F - Coordinate Homeless Support with LAUSD

10E - CAO and CLA Report on Desired Strategies

