

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: January 26, 2016

TO: Honorable Members of the Homelessness and Poverty Committee

FROM: Sharon M. Tso *Sharon M. Tso*
Chief Legislative Analyst
Assignment No: 16-01-0053

Miguel A. Santana *Miguel A. Santana*
City Administrative Officer

SUBJECT: Amendments to the Comprehensive Homeless Strategy

SUMMARY

On January 13, 2016, the Homelessness and Poverty Committee (Committee) considered the Joint City Administrative Officer (CAO) / Chief Legislative Analyst (CLA) Comprehensive Homeless Strategy (CF 15-1138-S1). During the meeting, the Committee members provided amendments to various Strategy Briefs and instructed the CAO and CLA to report with those changes. The Chairs also requested that if Committee members had additional comments, that these be provided to the CAO and CLA. In addition, the Chairs of the Committee have developed Guiding Principles (Attachment 1) for the Comprehensive Homeless Strategy and have submitted them to the CAO and CLA for incorporation into the report. The Chairs propose that the Comprehensive Homeless Strategy signals a transformation in the City's approach to homelessness, and the guiding principles will serve as a point of reference in consideration of future programs, policies, and City action.

We would like to note that we consider this document to be a living one and that as we move forward to implementation, new ideas from our various stakeholders (both internal and external) or best practices from other jurisdictions will likely arise. To ensure that these receive appropriate review, we recommend that the newly created Homeless Strategy Committee be tasked with this review. Any recommended changes or additions to a particular strategy would then be incorporated into the implementation process with any actions that require Mayor and Council approval forwarded as necessary.

Attached to this transmittal are the Guiding Principles and a listing of the updated Strategy Briefs (Attachment 2). Please note the following relative to the updated Strategy Briefs (Attachment 3):

- The Strategy Briefs are red-lined mark-ups that show the stricken words and new language;
- The updates include the following:
 - Changes made by Committee members during the January 13, 2016 meeting;
 - Amendments provided to the CAO and CLA by Committee members during the time period between Committee meetings, as requested by the Chairs; and
 - Technical adjustments made by the CAO and CLA.
- The proposed amendments are primarily incorporated into the existing Strategy Briefs; however, there are six new requested Strategy Briefs, as follows:

- 5F Coordinate Homeless Support with the Los Angeles Unified School District (LAUSD)
- 7O Expanding Emergency Shelter and Improving Access
- 7P Study Shared Housing Programs
- 7Q Support House LA Initiative
 - Please note no action is necessary relative to the House LA related strategies (7D, 7G, 7K, 7L, 7M, 7Q and 8C) as the requested actions have already been taken by the Housing Committee, and/or are pending before the Planning and Land Use Management Committee.
- 9J Social Impact Financing/Pay for Success
- 9K Women's Homelessness – Domestic Violence
 - Domestic Violence amendments are also incorporated into Strategy Briefs 3A, 3B, 3C, 4A, 4C, and 7A.
- Some amendments made by the Committee are more appropriately included in the budget section of the overall strategy. These amendments have been incorporated into Section 10 (Budget). Section 10 (Budget) will be reviewed in full by the Committee during the upcoming meeting; and,
- All other Strategy Briefs remain unchanged.

RECOMMENDATIONS

That the Homelessness and Poverty Committee:

1. Adopt the 14 Guiding Principles, included as Attachment 1;
2. Adopt the Comprehensive Homeless Strategy, as amended;
3. Direct the Homeless Strategy Committee to review and recommend any new best practices or stakeholder input that occurs subsequent to the approval of the Comprehensive Homeless Strategy;
4. Authorize the CAO and CLA to make technical adjustments to the Comprehensive Homeless Strategy, including changes to the narrative to reflect the adopted changes to the Strategy Briefs; and,
5. Instruct the CAO and CLA to publish the final Comprehensive Homeless Strategy upon City Council approval.

FISCAL IMPACT:

Implementation of various components of the Comprehensive Homeless Strategy will have a financial impact. Estimates of these costs will be reported under separate cover.

ATTACHMENTS:

1. Guiding Principles
2. List of Comprehensive Homeless Strategy Briefs
3. Amended versions of Strategy Briefs

14 Guiding Principles for the City's Comprehensive Homeless Strategy

1. Set a goal to reduce homelessness to functional zero.
2. Make a multi-year commitment with consistent and ongoing tracking of evaluation metrics;
3. Adopt a "No Wrong Door" approach to improve the City's interactions with homeless individuals and give City staff the tools, relationships and resources necessary to connect individuals to appropriate services and systems of housing;
4. Establish a governance infrastructure within the City, accountable for the City's homelessness programs.
5. Improve and use the Coordinated Entry System as the core process through which homeless individuals are identified, assessed and matched with appropriate services and housing;
6. Take a Coordinated Response: Preventing those at risk of homelessness from becoming homeless in the first place; identifying and engaging those who are homeless and connecting them with case management; and matching homeless people with housing and the support they need to remain stable and housed;
7. Ensure that services and housing are provided throughout the City and County. Homelessness is a Citywide and regional concern and the solutions must be provided Citywide and throughout the region;
8. Integrate interim housing and long-term housing, and connect temporary shelter to systems of Rapid Re-Housing;
9. Embrace the "Housing First" approach that seeks to reduce upfront barriers to housing;
10. Make more housing available at all levels using leasing strategies for immediate response and construction of new housing in the longer-term;
11. Use City funds to leverage other Federal, State and County funding and to fill unfunded gaps to ensure that programs serve City residents and are as effective as possible;
12. Collaborate with the County on shared goals and with mutual responsibility, and coordinate appropriate roles among the City, County, LAHSA, and non-governmental organizations;
13. Use LAHSA as a shared resource and key administrator and project manager of programs in the City; and
14. Balance the needs to keep our streets and public areas clean and safe with the rights and needs of people who are without other options than living in public spaces.

Comprehensive Homeless Strategy – Strategy Briefs
(Amended Strategy Briefs are in Bold)

- 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

- 4A Strengthen CES Technology, Staffing & Standardization
- 4B Strengthen Departmental Support for Homeless Case Managers
- 4C Strengthen CES Data Sharing and Tracking
- 4D Discharge Data Tracking System & Planning Guidelines
- 4E Supportive Services Standards for Subsidized Housing

- 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* **NEW** *Coordinate Homeless Support with LAUSD*

- 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**

- 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/Homeless Housing** (HOUSE LA)
- 7E **Annualize Joint Affordable & Homeless Housing Reports**
- 7F Linkage Fee Nexus Study
- 7G **Implement Existing & Recommend New CEQA Zoning Reforms** (HOUSE LA)
- 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 Secondary Dwelling Units Pilot Program** (HOUSE LA)
- 7L **Establish Planning and Zoning Policy on Homeless Micro Units** (HOUSE LA)
- 7M **Site Plan Review** (HOUSE LA)
- 7N Evaluate Youth Housing Needs
- 7O* **NEW** *Expanding Emergency Shelter and Improving Access*
- 7P* **NEW** *Study Shared Housing Programs*
- 7Q* **NEW** *Support House LA Initiative* (HOUSE LA)

- 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
- 8C **Revise Parking and Trip Credit Guidelines for Homeless Housing (HOUSE LA)**
- 8D Reestablish Mello Act Guidance

- 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**
- 9E Homelessness Prevention for Former Foster Care Youth
- 9F Expand Youth Homeless Services
- 9G Emergency Shelter for Homeless Individuals with Pets
- 9H Proposals to Assist Homeless Individuals with Pets
- 9I Employment and Life Skills Development for Homeless Pet Owners
- 9J* **NEW Social Impact Financing/Pay for Success**
- 9K * **NEW Women's Homelessness Domestic Violence**

- 10A **Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing**
- 10B **Establish the Homeless Services Trust Fund**
- 10C Augment Supportive Housing Loan Fund & New Generation Fund
- 10D **New Funding Programs and Guidelines**
- 10E CAO and CLA Report on Desired Strategies

Strategy
3A

No Wrong Door Standardize First Responder Training for Homeless

(Corresponding County Strategy E4)

**Population
Impact:**

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Los Angeles Police Department (LAPD) in coordination with the LA County Sheriff's Department to report on the development of a training program and implementation plan for law enforcement, fire departments and paramedics on standardized first responder training for the homeless.

Description:

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services. Training is intended to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, experience with domestic violence, mental illness; alcohol and/or substance abuse/addiction, co-occurring substance abuse and mental illness; and/or physical health ailments. LAPD will develop the training and protocol based on local and national best practices.

This training would include integration of LAPD SMART teams, LAFD Nurse Practitioner Units, Fast Response Vehicles and Sobering Units mentioned in strategy 3C.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

LAPD and LAFD Street homeless and homeless persons in encampments will benefit from the training because they will be engaged with greater sensitivity and understanding of their needs by first responders. (The implementation of this strategy will complement Strategy 3B)

Potential Performance Metrics:

Number of first responders trained by department

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Police Department (LAPD)

Collaborating Departments/Agencies:

Fire Department (LAFD)
Sheriff (LA County)

Connection to County: ☒ Integrate ☐ Support ☐ No Relation

City of Los Angeles to work closely with strategy and execution of plan with County of Los Angeles.

No Wrong Door**Develop Encampment Engagement Protocol**

(Corresponding County Strategy E4)

Population
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Impact:**Recommendation:**

Direct the Bureau of Sanitation, in coordination with the Los Angeles City Attorney, Los Angeles Police Department (LAPD), Recreation and Parks (RAP), Los Angeles Fire Department (LAFD), and the Los Angeles Homeless Services Authority (LAHSA) to develop a citywide protocol to address encampments and unsheltered homelessness, including protocols that address emergency encampment clean-ups.

Description:

The Point-in-Time homeless counts from January 2015 have confirmed a rise of 12% in homelessness in Los Angeles City and County. In addition to a rise in homelessness, geographic distribution of homelessness throughout the City has become more uniform and less concentrated in long-standing hotspots like Skid Row and the Westside. Chronic homelessness due to a lack of housing resources and a desire for community among LA's homeless community has led to homeless encampments in riverbeds, parks, under bridges, along beaches and in areas that historically did not host homeless populations.

In response, City Council is currently reviewing a pending ordinance to amend Municipal Code 56.11, in order to strike a balance between keeping to the City's inherent duty to maintain its public areas clean, safe, and accessible, and laying clear emphasis on its respect to an individual's right to maintain personal belongings in public areas.

The Bureau of Sanitation has been on the frontline engaging with homeless encampments in a thoughtful, consistent manner. In order to operationalize protocol consistent with local, state, and federal guidelines the Bureau of Sanitation, in close coordination with the City Attorney, LAPD, RAP, LAFD, and LAHSA is asked to develop a standardized engagement policy to address encampments and long-term unsheltered homeless. Such a protocol would operationalize 56.11 enforcement and ensure the goals of No Wrong Door are met by:

- Standardizing defined protocol for engaging with homeless individuals in encampments, including expedited engagement protocols that address emergency encampment clean-ups
- Entering homeless individuals into the Coordinated Entry System by ensuring case management and engagement via on-call teams based on SPA
- Connecting individuals in homeless encampments with bridge housing options
- Ensuring cross-functional County teams including public health, mental health and addiction medicine specialists are available and onsite when homeless encampments are disbanded
- Coordinating encampment engagement with City provided homeless services such as Nurse Practitioner Units and to be developed mobile shower and hygiene facilities
- Emphasizing the focus on meeting homeless individuals where they are to provide them a level of services they can consume
- Addressing sensitivities around identity, minority status, sexual orientation, and transgender issues.
- Adhering to protocols that maintain the safety of homeless individuals who have been the victims of domestic violence and connecting them to services and resources that are careful to ensure that their personal information remains confidential

The Bureau of Sanitation should work with LAPD and RAP rangers to develop protocol addressing escalation proceedings should law enforcement be needed and actively communicate with the County Sheriff's Department to harmonize strategy, protocol and training materials with the county. Integration with existing LAPD System-wide Mental Assessment Response Teams (SMART) and LAHSA Emergency Response Teams (ERT) is also recommended.

Coordinated Response Type:

Centralized Case Management, Supportive Services

Population(s) Targeted/Other Categorizations:

City-affiliated responders that engage individuals that dwell in public space encampments and other types of informal shelter. Street homeless and homeless persons in encampments will benefit from the training because they will be engaged with greater sensitivity and understanding of their needs; however, the focus for this strategy is to ensure those city departments charged with enforcing Municipal Code 56.11 have codified guidelines informing their interfaces with the homeless community. The implementation of this strategy will complement the County's Homeless Encampment Protocol (E5).

Potential Performance Metrics:

Number of first responders trained by department and municipality
Number of jurisdictions which adopt the countywide protocol
Number of encampments and informal shelters deconstructed
Number of individuals engaged and delivered homeless services

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Bureau of Sanitation

Collaborating Departments/Agencies:

City Attorney
Police Department (LAPD)
Fire Department (LAFD)
Recreation and Parks (RAP)
Los Angeles Homeless Services Authority (LAHSA)
Bureau of Sanitation

Connection to County: ☒ Integrate ☐ Support ☐ No Relation

City of Los Angeles to work closely with strategy and execution of plan with County of Los Angeles.

No Wrong Door

Widen Access to First Responder Teams for Homeless

(Related to City Strategies 3A,4A and 4C)

**Population
Impact:**

☐ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☒ Chronically Homeless Adult

Recommendation:

Direct the Los Angeles Police Department (LAPD) and Los Angeles Fire Department (LAFD) to reduce homeless-related non-emergency hospital admittance and jail intake by expanding first responder pilot programs, extending geographic distribution of these teams, more closely integrating with County Health to determine and increase the availability of beds for the severely mentally ill, exploring the incorporation of health care professionals in SMART teams, developing stronger links to Coordinated Entry System case managers and ensuring these services are provided in areas with the greatest concentration of homelessness.

Description:

The Los Angeles Police and Fire Departments are on the frontline of homelessness in Los Angeles. This includes regular engagement with chronically homeless individuals who often have mental and physical health needs that are exacerbated by living on the street. The LAPD has established SMART (System-Wide Mental Assessment Response Teams) which pairs police officers with County mental health workers for a more comprehensive response to the needs of chronically homeless. SMART teams will be expanding under additional funding. We recommend that SMART report back to Council on having County Mental Health workers take a more prominent role in engagement with mentally ill homeless individuals, with support from LAPD.

Similar to SMART teams focusing on mental health needs, Los Angeles Fire Department has been piloting a Nurse Practitioner Unit to provide triage levels of health care on the street. For higher needs users, the Nurse Practitioner Unit has the potential to better serve their needs, while avoiding costly ambulance services and emergency room visits.

In November 2015, the LAFD introduced the Fast Response Vehicle (FRV) Pilot Program, which is a vehicle that functions as both a fire-suppression and first-response Advanced Life Support unit that can respond to lower acuity emergencies without needing to send larger ambulances or fire trucks. These vehicles are often much more nimble at navigating city streets and promise cost savings.

LAFD Sobering Units will offer homeless individuals with drug and alcohol addictions an opportunity to gain sobriety in a facility not affiliated with law enforcement like a local jail. Sobering Units are connected to health services and future changes in federal health laws funding addiction treatment in mid-2016 could provide greater opportunity to connect individuals with addictions to services and sobering facilities. Both the LAPD and LAFD are first responder services that are often deployed through the 911 emergency system. Deploying the right resources via PSAPs (Public Service Answering Points) can mean the needs of the public are better met, while cost savings are achieved. Protocol could be established to ensure that when calls into 911 involve homeless individuals, that case management via CES is contacted and involved. Reports back from LAFD and LAPD on the viability of this could help inform better, more cost effective emergency management responses to homelessness.

Each of these programs represents a shift in strategy regarding homeless Angelenos. Meeting a homeless person where they are and serving their needs has the potential to create more meaningful engagement, reduce potential for conflict with law enforcement and save the City and County money in the process.

These teams should be connected to CES. The Coordinated Entry System (CES) offers LAPD and LAFD personnel who regularly interact with the homeless, visibility into any case management they may have received to date. This would include information like their level of VI-SPDAT acuity, whether they have been assigned a case manager, and any remaining steps they may need assistance with in order to gain housing. Closer integration with the CES and the LAPD would foster focus on treatment, allow City employees to better connect to homeless case managers and build stronger ties with County resources serving homeless physical and mental health needs.

Coordinated Response Type:

Centralized Case Management, Supportive Services

Population(s) Targeted/Other Categorizations:

Chronically homeless populations.

Potential Performance Metrics:

Reductions in homeless incarceration rates

Reductions in County health costs from high needs users

Reductions in emergency-related calls into LAFD and LAPD

Reductions in emergency room admittance and hospital stays for homeless individuals

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:

Fire Department (LAFD)

Police Department (LAPD)

Collaborating Departments/Agencies:

Department of Health Services

Mental Health

Community-based homeless service and housing providers

Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

City of Los Angeles to work closely with strategy and execution of plan with County of Los Angeles.

No Wrong Door Expansion of Jail In-Reach

(Corresponding County Strategy D2, Related to City Strategies 4A, 4B, 4C, 4D)

**Population
Impact:**

☐ All ☐ Families ☐ TAY ☒ Single Adult ☐ Veteran ☒ Chronically Homeless Adult

Recommendation:

Direct the Los Angeles Police Department (LAPD) to work with the Sheriff's Department (Sheriff) and non-profit partner agencies to expand jail in-reach to make it available to all homeless people incarcerated in a Los Angeles City and County jail.

Description:

Detention in City jails is very limited, to no more than 72 (or is it 48) hours, but this provides an opportunity to immediately engage homeless persons and begin to identify services, needed when that person is discharged. This program should include the following elements:

- Offer all homeless inmates jail in reach services from the beginning of incarceration.
- Provide case management to homeless inmates tailored to their individual need(s) and connect inmates to services such as mental health and substance use disorder treatment on an as-needed basis.
- Coordinate all services provided to homeless inmates so that physical health, behavioral health, housing, education, employment, mentorship, and other needs are integrated into one case plan monitored by one assigned case manager, with the goal of ensuring strong service integration.
- Recruit and fund community-based service providers from across the county so that services can continue post-release with the same case management team.
- Provide mental health clinicians in jail and contract with in-reach workers for voluntary engagement at the time of release

In addition, consideration should be given to the inclusion in the program of self-help support groups in jail, e.g. Alcoholics and Narcotics Anonymous that are run by jail inmates. Such support groups are an integral element of the Community Model in Corrections, an evidence-based practice.

The Department of Health Services' (DHS) Housing for Health intensive case management program provides a model for the style of case management that will be required for many individuals.

Coordinated Response Type:

Centralized Case Management, Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless inmates in City and County jails including those being held prior to trial.

Potential Performance Metrics:

Reduction in recidivism
Reduction in homelessness
Increased employment
Improved healthcare outcomes

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Police Department (LAPD)

Collaborating Departments/Agencies:

LA County Sheriff
Alternate Public Defender
Health Services
Mental Health
Probation
Public Defender
City Attorney

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

City of Los Angeles to work closely with strategy and execution of plan with County of Los Angeles.

Coordinated Entry System

Strengthen CES Technology, Staffing & Standardization

(Corresponding County Strategies E6, E7)

Population
Impact:
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult

Recommendation:

Direct the Los Angeles Homeless Services Authority (LAHSA), in collaboration with the departments/agencies listed below, to report quarterly on progress and milestones in fully implementing the Coordinated Entry System (CES) including family and youth systems relative to technology deployment, staffing and case management standardization.

Description:

CES can be strengthened through enhancements to its database and technology, standardization of protocols, and implementation of the coordinated entry systems for single adults and families, as well as the youth system that is currently in pilot.

The plan to strengthen CES should include, but should not be limited to, the following six elements:

1. Develop and implement a common core curriculum training for outreach workers, case managers and other staff participating in CES, inclusive of the various applicable protocols and processes, as well as how others, such as local law enforcement, should be directed to access CES. Differentiation between homeless outreach versus homeless engagement should be established. These enhancements should improve database efficiencies and implementation.
2. Develop a team of SPA-based (Service Planning Area) teams consisting of homeless case manager(s), health outreach workers, mental health outreach workers, substance abuse providers and LAHSA Emergency Response Team (ERT) personnel. As needed, the teams would include outreach personnel from agencies that specialize in TAY, Veterans, Family, and Domestic Violence populations.
3. Strengthen the network of housing locators in each service planning area (SPA) to enhance communication, capitalize on best practices and housing/real-estate expertise in securing units, increase efficiency, and minimize duplication of landlord contacts.
4. Implement the following database improvements to the CES module within the Homeless Management Information System (HMIS):
 - A) Assess the CES/HMIS platform to enhance functionality for local users, including the development of a system design workflow;
 - B) Review and evaluate new user training for CES/HMIS, including the time to receive HMIS log-ins and identify process improvements to remedy deficiencies
 - C) Identify data software that can support a CES/HMIS report feature by service planning area (SPA) and site specific reports, as well as a proposed budget for implementing this reporting feature.
5. Develop a standard of tiered access that allows users at agencies and departments with differing levels of engagement with the homeless, different levels of access in order to facilitate case management to best serve the needs of the homeless, while protecting their confidentiality.
6. Expand the number of outreach workers co-located part time or full time within agencies and departments participating in No Wrong Door initiatives in order to help identify homeless individuals and families living on the streets and connect them into CES.

LAHSA should also report to Council on the following:

- Current variations in the case management process including variability among CES roles, handoffs between various stages in the housing navigation process, and the implications for staffing and training this variability has on CES funding and operations
- Advantages and disadvantages to merging the three instances of CES, including technological barriers and potential timelines to achieve this goal
- Quarterly progress reports to Council on past and current timelines to deploy future system enhancements to both CES and HMIS, including resource or personnel constraints that may be impeding these deployments previously or currently

- A proposed case management structure across all 8 county SPAs including proposed homeless client to case worker ratios to properly staff CES, proposed management ratios, and costs to provide this level of case management
- Progress attaining 90+% of City and County homeless population to be entered and unduplicated in CES and the project management timelines to get to this goal
- How many individuals, families, TAY, and victims of domestic violence are currently recorded as homeless in CES matched with the PIT counts
- Feasibility and potential timelines to restore the tracking of housing units to allow CES to match homeless individuals in the system
- Steps required to develop a CES oriented around victims of domestic violence that recognizes Trauma Informed Care (TIC) protocol, with assistance from the City's Domestic Violence Task Force.

Coordinated Response Type:

Centralized Case Management

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Number of Permanent Housing Placements
 Length of Time from VI-SPDAT screening to housing
 Number of Persons Engaged and Assessed (in relation to the Point-in-Time Homeless Count)
 Number of Matches Completed Resulting in Housing
 Returns to Homelessness
 Percent of permanent housing resources matched to homeless clients through CES
 Number of Persons Successfully Diverted from the Homeless Services System

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Homeless Services Authority (LAHSA)

Collaborating Departments/Agencies:

Community-based homeless service and housing providers
 Community Development Commission
 Children and Family Services
 Health Services
 Mental Health
 Public Health
 Public Social Services
 Housing Authority of the City of Los Angeles Housing
 Authority of the County of Los Angeles Probation
 Sheriff
 United Way – Home For Good
 Fire Department (LAFD)
 Police Department (LAPD)
 Public Library (LAPL)
 Recreation and Parks (RAP)
 Bureau of Sanitation
 Animal Services

Domestic Violence Task Force

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

LA City and County to contribute funding to CES to support the connection of homeless populations within city boundaries to stable housing and supportive services.

Coordinated Entry System**Strengthen Departmental Support for Homeless Case Managers**

(Corresponding County Strategy D5)

**Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct all City departments listed below to work with the Los Angeles Homeless Services Authority (LAHSA) to develop and implement plans to support homeless case managers to the extent and nature of each department's interaction with homeless families/individuals.

Description:

Homeless case managers play a key role in combating homelessness, by engaging homeless families and individuals, connecting them to housing, assisting them to navigate and access various public services, and providing ongoing support.

City departments can play a key role in supporting homeless case managers by: (1) helping homeless families/individuals connect to a homeless case manager; and (2) responding effectively to homeless case managers assisting homeless families/individuals to access and navigate County services. The specific role of each City department will vary depending on the extent and nature of the Department's contact with homeless families/individuals.

To assist families/individuals connect to a homeless case manager, individual City departments could:

1. Provide space for homeless case managers to collocate at their facilities and conduct in-reach with homeless families/individuals who go to the Department for services. (This would only be applicable to departments that serve a very high volume of homeless families/individuals.)
2. Implement a standardized protocol to contact a homeless case manager to come to the department's facility to engage a homeless family/individual.
3. Transport a homeless family/individual to a location where they could meet with a homeless case manager. (Few departments will have this capacity.)
4. Provide a referral to a local homeless case manager to the homeless family/individual.
5. Establish a protocol for interacting with homeless case managers escalation proceedings for issues beyond the scope of case management (like pressing health issues, etc.)
6. Establish a protocol that ensures that homeless victims of domestic violence are connected to case managers who understand the confidentiality and safety issues that come with providing services to this subpopulation
7. Provide CES systems-level verifications of homeless individual identities and their respective case managers (related to item 7 in 4C)
8. Work with LAHSA to designate one or more homeless case manager liaisons at each location that provides services to a significant number of homeless families/individuals, plus a departmental liaison. (For some departments, a departmental liaison may suffice, if the frequency of homeless contact is low.)
9. Facilitate relationships between local homeless case managers and the staff at various facilities.

Coordinated Response Type:

Centralized Case Management

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Number of co-located case managers by departments, days of availability
Number of case manager interactions by department, location

Changes in departmental costs (higher or lower) after supporting homeless case managers
Changes in security costs or law enforcement engagement

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Homeless Strategy Committee
Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

Fire Department (LAFD)
Police Department (LAPD)
Public Library (LAPL)
Recreation and Parks (RAP)
Bureau of Sanitation
Housing Authority of the City of Los Angeles
Economic and Workforce Development
Department of Aging
Domestic Violence Task Force

Connection to County: ☒ Integrate ☐ Support ☐ No Relation

City of Los Angeles to work closely with strategy and execution of plan with County of Los Angeles to direct respective departments which interact with homeless families/individuals to develop a plan to support homeless case managers.

Coordinated Entry System

Strengthen CES Data Sharing and Tracking

(Corresponding County Strategy E12)

**Population
Impact**

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Homeless Strategy Committee and collaborating departments, with Los Angeles Homeless Services Authority (LAHSA), to develop and implement a citywide plan to enhance data sharing and tracking across departments that is inclusive of, but not limited to the populations listed below.

Description:

Data sharing and the development of homeless performance targets are central to the development and effective functioning of a coordinated system to combat homelessness. The following actions are recommended:

1. Implement common categories for tracking homelessness across key City & County departments that touch or serve a large proportion of homeless residents, that differentiates between:
 - a. Those who are literally homeless using the U.S. Department of Housing and Urban Development's (HUD's) definition;
 - b. Those who are at imminent risk of homelessness using HUD's definition; and
 - c. Those who are homeless under the individual department's definition, but do not fall within the HUD definition.
2. Identify the costs for implementing homeless data collection on a monthly basis in City agencies listed in the "Collaborating/Department Agencies" below.
3. Build common standard of quantifiable costs for each department interfacing with the homeless
4. Develop and implement a plan to add and utilize departmental data markers for homelessness.
5. Report on feasibility of homeless case managers inputting government financial benefits information and charitable sources of income or support into CES as case managers assist homeless individuals and families to qualify and receive these benefits.
6. Report on feasibility of agency and department data from City sources that will feed into proposed LAHSA Homeless Population Dashboards that will provide real time display and access via a publically accessible portion of their website.
7. Investigate tracking homeless pet owners with options including: internally in CES, tracking homeless Animal Services patrons within departmental systems, including pet owner category in the annualized PIT counts.
8. LAHSA to report with statistics regarding homeless youth, including LGBTQ homeless youth, determined through its HMIS, Youth CES, Point-In-Time Count, and Dashboard databases.
9. LAHSA to report relative to the mental health services needs of homeless youth or youth at-risk of homelessness, the capacity of the Youth CES to ensure those needs are addressed, and actions taken by the County Departments of Health and Mental Health relative to the County's Homeless Initiative.
10. LAHSA to report with statistics relative to individuals who became homeless as a result of domestic violence
11. Investigate a standard of tiered access that allows users at agencies and departments with differing levels of engagement with the homeless to track agency engagement at the individual level, while protecting the

confidentiality of the user.

Coordinated Response Type:

Centralized Case Management

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Average amount of public financial expenditure received monthly broken down by source per homeless/formerly homeless person (can include SSI income, etc.)

Any employment income by individual.

Overall staff interactions by personnel type noted in CES

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term, Prerequisite: Strategy 4A

Lead Agency:

Homeless Strategy Committee (City)
Chief Executive Office (County)
Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

Community-based homeless service and housing providers
Community Development Commission
Children and Family Services
Health Services
Mental Health
Public Health
Public Social Services
Housing Authority of the City of Los Angeles Housing
Authority of the County of Los Angeles Probation
Sheriff
United Way – Home for Good
Fire Department (LAFD)
Police Department (LAPD)
Public Library (LAPL)
Recreation and Parks (RAP)
Bureau of Sanitation
Economic and Workforce Development
Department of Aging
Animal Services
311 Information Technology Agency (ITA)
211

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

LA City and County to contribute funding to CES to support the connection of homeless populations within city boundaries to stable housing and supportive services.

Coordinated Entry System**Discharge Data Tracking System & Planning Guidelines**

(Corresponding County Strategies A2 and E9)

**Population
Impact**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Instruct the Los Angeles Homeless Services Authority (LAHSA), in collaboration with LAPD, HCID, EWDD, DHS, LASD, DPH, DMH, and DCFS, to develop a consistent, systemic approach to identifying people and providing discharge planning guidelines for individuals in an institution or residential setting who were homeless upon entry or who are at risk of being homeless upon discharge.

Description:

As part of an overall effort to improve and enhance effective discharge planning processes to reduce and prevent homelessness within LA County, a consistent approach to tracking and identifying homeless persons and those at risk of being homeless upon discharge is critical. There is currently no consistent method of identifying and tracking current and potentially homeless persons in jails, hospitals, the foster care system, or other public systems upon discharge from these facilities. Such identification is key to the implementation of effective and appropriate discharge planning that seeks to reduce homelessness.

The main components of the system would:

- Adopt common data elements with definitions to be incorporated into data and reporting structures within City & County departments involved in discharge planning.
- Update LAHSA's Homeless Management Information System data collection fields to track and report on homeless clients who were discharged from institutions.
- Utilize the County Enterprise Linkages Project to capture data and produce reports that can be used to measure progress in reducing homelessness and regularly inform discharge planning processes.

Potential programmatic elements of an effective discharge plan include, but are not limited to: Family Reunification; connection to the Coordinated Entry System; physical health care; substance use treatment; connection to a Federally Qualified Health Center; mental health treatment, **housing services, and job training**. The actual elements of an individual's plan will depend on the individual's circumstances.

Potential housing elements of an effective discharge plan include, but are not limited to: recuperative care, board and care, motel voucher, halfway house, and bridge housing.

The County's proposed strategy would have Department of Health Services convene a workgroup comprised of LAPD (City Jails) DMH, DPH, DCFS, Probation, LASD and non-County agencies identified below to develop the recommended Discharge Planning Guidelines, including both common elements and elements that are specific to a particular department/institution. The workgroup will draw on best practices and established guidelines in use by other agencies.

Coordinated Response Type:

Centralized Case Management

Population(s) Targeted/Other Categorizations:

Currently or potentially homeless persons who are in an institution or receive residential services from LAPD (jails), LASD, DMH, DHS, DPH, DCFS, and private hospitals.

Potential Performance Metrics:

Overall amount of individuals discharged into homelessness

Overall amount of individuals connected to case management and housing

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term, Prerequisite: Strategy 4A

Lead Agency:

Los Angeles Homeless Services Authority
(LAHSA)

Collaborating Departments/Agencies:

LA City Jail System (LAPD)

Economic and Workforce Development Department

Housing and Community Investment Department (HCID)

City Attorney

Children and Family Services Health Services

Mental Health

Public Health

Sheriff

Private Hospitals

Connection to County: ☒ Integrate ☐ Support ☐ No Relation

Close integration with County, adoption of same strategy for City.

Coordinated Entry System

Supportive Services Standards for Subsidized Housing

(Corresponding County Strategy D3)

**Population
Impact**

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Housing Authority of the City of Los Angeles (HACLA) and the Housing and Community Investment Department (HCID) in collaboration with the Los Angeles Homeless Services Authority (LAHSA), Departments of Mental Health, Public Health, Health Services, and Public Social Services, to develop a definition of supportive services and establish a set of standards that define the quality of supportive services for persons in subsidized housing who have recently experienced homelessness.

Description:

Supportive services are critical to effectively transitioning formerly homeless persons from being on the streets to becoming a thriving tenant and member of the community. Supportive services in subsidized housing involve the development of a trusting, genuine partnership and relationship between the service provider and the formerly homeless tenant. This connection brings value and enhances participation in the supportive services, furthering the tenant's journey of recovery and housing stability. To most effectively achieve this goal, the City needs a consistent definition of supportive services with measurable standards for quality.

The definition of supportive services should include, but not be limited to, the following activities:

- Connection to financial benefits (such as General Relief, Supplemental Security Income [SSI], CalFresh, etc.).
- Connection to health insurance, which is generally Medi-Cal.
- Linkages to and direct connection/collaboration with treatment-related services (such as mental health, physical health, and substance use disorder treatment).
- Linkages to job development and training programs, school, peer advocacy opportunities, advocacy groups, self-help support groups, and volunteer opportunities, as needed and wanted by the tenant.
- Money management and linkage to payee services.
- Transportation and linkage to transportation services.
- Peer support services. (Utilizing people with lived experience in outreach, engagement, and supportive services is an evidence-based best practice.)
- Community-building activities, i.e., pro-active efforts to assist tenants in engaging/participating in the community and neighborhood. Additionally, the standards for high-quality supportive services should specify that supportive services should be: (1) tenant-centered; (2) accessible; (3) coordinated; and (4) integrated.
- Include service standards for crisis shelters

Additionally, this set of standards should take into account that certain populations, such as victims of domestic violence, require special protocols and services that take into account their need to remain confidentially located. In these instances, some measure of flexibility would be required in terms of adhering to the standards that are set forth.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Recently homeless adults in subsidized housing

Potential Performance Metrics:

Number of Permanent Housing Placements
Length of Time from VI-SPDAT screening to housing
Number of Persons Engaged and Assessed (in relation to the Point-in-Time Homeless Count)
Number of Matches Completed Resulting in Housing
Returns to Homelessness
Percent of permanent housing resources matched to homeless clients through CES
Number of Persons Successfully Diverted from the Homeless Services System

Potential Funding Source:

Staff time absorbed by agencies.

Implementation Time Frame:

Short-Term

Lead Agency:

Housing Authority of the City of Los Angeles

Collaborating Departments/Agencies:

Housing and Community Investment Department
Los Angeles Homeless Services Authority
Health Services
Housing Authority of the County of Los Angeles Mental
Health
Public Health
Public Social Services

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

The Housing Authority of the City of Los Angeles to adopt the County's definition of supportive services for formerly homeless adults and the County's standards for high-quality supportive services.

Establish Homeless Strategy Committee

Population
Impact:☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Establish the Homeless Strategy Committee, to be comprised of the City Administrative Officer, Chief Legislative Analyst, the chair of the Council Committee responsible for homeless issues at his/her discretion (currently the Homelessness and Poverty Committee), and Mayor to coordinate City homeless services.

Description:

A coordinated, focused approach is necessary to ensure that homeless persons and families are connected to available services and resources. City efforts should be organized in a manner that is sustained over time, monitors and improves the delivery of services, and implements the Strategic Plan. This effort requires interdepartmental coordination and cooperation.

To that end, it is recommended that Council establish the Homeless Strategy Committee, to be comprised of the City Administrative Officer, Chief Legislative Analyst, the chair of the Council Committee responsible for homeless issues at his/her discretion (currently the Homelessness and Poverty Committee), and Mayor, or their designee, to manage implementation of the Comprehensive Homelessness Strategy; coordinate services for the homeless provided directly or indirectly by any City department, agency or office; collect and report data concerning the homeless and homeless services; coordinate and collaborate with other agencies, such as the County of Los Angeles, other cities, and the State; oversee actions related to services and programs related to homelessness as necessary; and to report to the Council and Mayor.

Coordinated Response Type:

N/A

Population(s) Targeted/Other Categorizations:

Improved governance is anticipated to assist all homeless persons through streamlined service delivery and greater accountability.

Potential Performance Metrics:

Implementation metrics from each of the City Strategies contained in the Comprehensive Homeless Strategy document.

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:

City Administrative Officer

Collaborating Departments/Agencies:

Chief Legislative Analyst
Office of the Mayor
Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Population
Impact:☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct the City Homeless Strategy Committee to evaluate and recommend amendments to the Los Angeles Homeless Services Authority Joint Powers Authority agreement, if necessary, to ensure the highest and best delivery of services to the homeless. Direct the Chief Legislative Analyst (CLA) to report on the composition and method of appointing the City members of LAHSA, as well as actions and costs associated with converting the LAHSA Commission to a body of full-time, paid members.

Description:

The joint powers authority agreement (JPA) between the City and the County that created LAHSA should be evaluated on a regular basis to ensure that the highest and best delivery of services is provided to the homeless. Changes in federal, state and local laws, regulations, and policies may affect the governance of LAHSA and require adjustments to the JPA. For example, revisions to the federal HEARTH Act require certain organizational considerations that impact the governance of LAHSA. As the City's primary department for the delivery of services to the homeless, regular review of LAHSA, and its programs and services is required to ensure that the City's policies and objectives are being met.

Coordinated Response Type:

N/A

Population(s) Targeted/Other Categorizations:

Improved governance is anticipated to assist all homeless persons through streamlined service delivery and greater accountability.

Potential Performance Metrics:

Implementation metrics from each of the City Strategies contained in the Comprehensive Homeless Strategy document.

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:

Homeless Strategy Committee

Collaborating Departments/Agencies:

County of Los Angeles

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Governance**Create Regional Homelessness Advisory Council; Joint County-City Implementation Group****Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Instruct the Los Angeles Homeless Services Authority (LAHSA) to convene a public-private Regional Homelessness Advisory Council to ensure broad-based collective strategic leadership. Instruct LAHSA to establish an intergovernmental Homeless Strategy Implementation Group jointly with County public administrative leaders, City public administrative leaders, and LAHSA to coordinate the ongoing implementation of the homeless strategies agreed upon.

Description:

Regional Strategic Alignment: The purpose of a Regional Homelessness Advisory Council is to provide an enduring forum for broad-based, collaborative and strategic leadership on homelessness in Los Angeles County in alignment with Home For Good. The Advisory Council would facilitate wide understanding and acceptance of national and local best practices, and communicate goals, barriers and progress to community stakeholders.

Objectives for a Los Angeles Regional Homelessness Advisory Council include:

1. Provide strategic leadership to all homeless system stakeholders, including consumers, providers of housing and services, public funders, private philanthropy, and public officials.
2. Support implementation of best practices and evidence-based approaches to homeless programming and services.
3. Promote alignment of funding across all sectors (e.g. public mainstream, private non-governmental, and homeless-specific) and the leveraging of resources in the most effective way possible.
4. Coordinate programmatic approaches across all homeless system providers and mainstream systems.
5. Support a regional strategic response to identify and resolve the primary factors contributing to housing instability and homelessness.
6. Identify and articulate artificial barriers across geographic and political spheres, in order to eliminate them.
7. Influence mainstream systems to ensure access and accountability to homeless consumers.
8. Track progress and evaluate results.

Intergovernmental Implementation Support: The purpose of a joint LA County-City *Homeless Strategy Implementation Group* is to provide ongoing leadership support and oversight of the implementation of aligned homeless system strategies. The goal of the Group is to provide an ongoing forum. A formally convened body will ensure an ongoing forum for high-level coordination across jurisdictions between public administrative agencies charged with implementation of aligned homelessness strategies, including but not limited to, tracking metrics, removing barriers, resolving conflicts, promoting shared responsibility, and maximizing the effective utilization of resources by the respective agencies.

Coordinated Response Type:

N/A

Population(s) Targeted/Other Categorizations:

Improved governance is anticipated to assist all homeless persons through streamlined service delivery and greater

accountability.

Potential Performance Metrics:

- Homeless Population Decrease/Increase (PIT Homeless Count; Monthly Change in CES By-Name Registries/HMIS)
- Housing Placement and Retention for All Homeless Sub-Populations (HMIS)
- New Entrants to All System Points – Outreach, Shelter, Transitional Housing, Rapid Re-Housing, Permanent Supportive Housing by referral source (HMIS)

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:

Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

Community Development Commission
Children and Family Services
Health Services
Mental Health
Office of Education
Public Health
Public Social Services
Probation
Sheriff
Housing Authority of the City of Los Angeles
Housing Authority of the County of Los Angeles
LA City Housing & Community Investment Dept
Los Angeles Police Department
Los Angeles Fire Department
Los Angeles County Fire Department (LACoFD)
Los Angeles Public Library
Recreation and Parks
Other LA City public administrative agencies
Domestic Violence Task Force
United Way of Greater Los Angeles
LA County Continuum of Care leadership
Philanthropy representatives
Business Leadership
Various Regional Sector Leadership
SPA Representatives

Connection to County: ☒ Integrate ☐ Support ☐ No Relation

Strategy

5F

Governance**Coordinate Homeless Support with LAUSD****Population Impact:**
☐ All
 ☒ Families
 ☒ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Recommendation:

Direct the Chief Legislative Analyst (CLA) and City Administrative Officer (CAO), with assistance of the Los Angeles Homeless Services Authority (LAHSA), to report on opportunities to provide outreach and services to LAUSD students and their families who are homeless, including an assessment of the services needed, resources available to provide assistance, and other actions necessary to support homeless students attending LAUSD facilities.

Description:

LAUSD reports that approximately 16,000 students within the District are homeless. These students encounter greater difficulty in school due to the issues associated with unstable housing, lack of food, and transportation problems. The LAUSD has established the Homeless Education Program to provide assistance to homeless students and their families in compliance with the McKinney-Vento Homeless Assistance Act, an integral part of No Child Left Behind. Currently staffed by a Coordinator, seven Homeless Education Counselor/Advocates, four Pupil Services and Attendance Aides, and a Senior Parent Community Facilitator, the Homeless Education Program addresses the needs of students within District boundaries who are homeless. Program personnel work in collaboration with school personnel and community service agencies in an effort to maximize access to various educational, social, and enrichment programs which promote academic success and student achievement.

LAUSD counselors currently work with students at LAHSA's family solution centers. Their work efforts are focused on outreach to ensure that homeless students are aware of the Homeless Education Program and to connect students with services. Efforts should be made to further coordinate the efforts of LAUSD with those of the City, County, and LAHSA to ensure that homeless students and their families have access to services.

Coordinated Response Type:

N/A

Population(s) Targeted/Other Categorizations:

Improved governance is anticipated to assist homeless youth and their families.

Potential Performance Metrics:

Number of students assisted

Potential Funding Source:

TBD

Implementation Time Line:

Short-Term

Lead Agency:

City Administrative Officer
Chief Legislative Analyst

Collaborating Departments/Agencies:

Office of the Mayor
Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Establish Citywide Safe Parking Program**Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct the Homeless Strategy Committee, with assistance from the Los Angeles Department of City Planning, City Attorney and the Los Angeles Homeless Services Authority (LAHSA) to develop and submit for approval a Safe Parking program including permits for predetermined locations, contracting guidelines for homeless service providers, max vehicle occupancy guidelines per location, service provider engagement for enrollment in homeless case management, and integration with Los Angeles Police Department local policing personnel.

Description:

In the City there are thousands of homeless individuals who are living in their vehicles as a last form of housing. Vehicle dwelling by the homeless population is scattered across the City, with some areas having a greater density of occupied vehicles than others. Vehicles provide a sense of security for homeless individuals, as they help alleviate fears that are commonly associated with living on the streets or in shelters.

Throughout the City, several areas designated by ordinances do not allow for overnight parking of oversized vehicles. As a result, homeless individuals who live in their vehicles must move their vehicles or face the risk of getting issued parking fines. This lack of stability further entrenches these individuals into homelessness, stymieing their path to self-sufficiency and housing.

To help alleviate this issue, the City should establish a Safe Parking program that allows for overnight parking at pre-determined locations for homeless individuals who currently dwell in their vehicles as a form of shelter. A Safe Parking program in the City presents opportunities for further integration into city systems and processes that help better serve the homeless population. Safe Parking further enhances the concept of No Wrong Door, as the program can be used to connect homeless individuals to homeless service providers and case management services, including CES.

As a secondary strategy, a Safe Parking program presents an opportunity to further enhance the City's capacity during an emergency. By having pre-determined designated lots, individuals within the City will have the ability to meet at locations that could be retrofitted as emergency sites. Doing so will create a common point-of-access and alleviate the congestion of traditional emergency sites, while creating effective areas to provide services.

To assist individuals who depend on their vehicles as an alternative to shelters or encampments, the Safe Parking program should include:

- Issuance of Temporary Use Permits that allow for overnight dwelling within vehicles for a period of 120 days to allow for the development of a Safe Parking program
- A legal framework that allows for the use of designated city-owned lots for overnight parking
- A streamlined permitting process that would allow for non-profit and faith-based organizations to opt-in and utilize their parking lots for overnight parking
- Mobile facilities at several designated locations for homeless individuals to use, as some overnight lot locations may not have or allow for use of their facilities
- Case management services that offer homeless individuals residing in their vehicles the opportunity to have access to the most appropriate supportive services and housing opportunities
- Opportunities that allow for homeless individuals to be placed into rapid re-housing through vouchers with wraparound services
- The deployment of septic tanks at designated locations that will allow for individuals residing in their vehicles to periodically dispose of waste
- Coordinated services with non-profit organizations

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless populations.

Potential Performance Metrics:

Case management interactions tracked at safe parking sites via the Coordinated Entry System
Case manager utilization rates

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Homeless Strategy Committee

Collaborating Departments/Agencies:

Los Angeles Homeless Services Authority
Community-based homeless service and housing providers
Police Department (LAPD)
Department of Transportation
Department of City Planning
Bureau of Sanitation
METRO

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

Establish Citywide Mobile Shower and Public Restroom System

Population
Impact:

☐ All ☐ Families ☒ TAY ☒ Single Adult ☒ Veteran ☒ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Homeless Services Authority to establish a citywide Mobile Shower and Public Restroom System, including service provider engagement for homeless case management, and coordinate with the Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD) and Recreation and Parks (RAP) to ensure the deployment of mobile shower and restroom systems in areas that will have the greatest impact for homeless individuals.

Description:

Non-profit organizations and service providers that serve the homeless population have often noted that an essential aspect in a homeless individual's path to stable, sustainable housing is their mental and physical well-being. Due to the expansive geography of the City of Los Angeles, it is often difficult for homeless individuals to access essential services that will help them maintain their personal health. This issue is further exacerbated by the lack of supply in terms of public shower and restroom facilities within the City. Lack of personal hygiene for a homeless individual is often a major barrier towards their sense of stability, as their inability to maintain hygiene obstructs their goals of attaining independence and self-sufficiency.

To help alleviate this issue and give homeless individuals a sense of dignity, the City should implement a mobile shower and restroom program. Administering a mobile shower and restroom program will give the non-profit community and service providers the flexibility to reach those experiencing homelessness in locations that often lack these resources.

Several service providers currently provide these amenities within the City and County of Los Angeles, but are often hampered by their limited capacity of available facilities when serving high volumes of clients. Citywide implementation of a Mobile Shower and Restroom program could prove useful for the homeless population within the City, as public shower and restroom facilities are scarce. A mobile shower and restroom program would be able to alleviate the issues mentioned earlier for both the City of Los Angeles and service providers, while at the same time maximizing the reach and efficiency to which the City serves the homeless population.

Instruct LAHSA, with the assistance of LADOT and BOS, to report on:

- Availability and capacity of decommissioned buses to be reused as mobile showers
- Availability of facilities relative to the homeless population
- Effectiveness and feasibility of a mobile shower program with decommissioned buses
- Areas/zones within the City that would allow for the operation of a mobile shower and restroom program
- Contracting with homeless services providers who could administer this program, and integrate homeless case management
- Creating bus rotation schedules that align with LAPD, LAFD and Recreation and Parks homeless encampment clean ups, as well as Safe Parking & Shelter locations
- Ensuring that Los Angeles Public Libraries are aware of bus rotation schedules and can provide guidance to homeless library patrons
- Coordinating public health engagement with County Health and Mental Health Services
- The potential for mobile sanitation equipment to support the implementation of a safe parking program (as outlined in strategy 6B)

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

TAY, Single Adults, Veterans, Chronically Homeless Adults

Potential Performance Metrics:

Case management interactions tracked to mobile shower facilities via the Coordinated Entry System
Number of homeless individuals served

Potential Funding Source:

General Fund and future Homeless Services Trust Fund.

Implementation Time Frame:

Short-Term

Lead Agency:

Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

Community-based homeless service and housing providers
Health Services
Mental Health
Public Health
Public Social Services
Bureau of Sanitation (BOS)
Los Angeles Police Department (LAPD)
Los Angeles Fire Department (LAFD)
Recreation and Parks (RAP)
Los Angeles Public Library (LAPL)
METRO
Los Angeles Department of Transportation
Los Angeles Department of Water and Power (LADWP)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

County could create its own program, no detailed strategy from County currently under development.

Facilities**Identify Public Land for Homeless Facilities**

(Related to City Strategy 7D)

**Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct the City Administrative Officer (CAO) under the oversight of the Municipal Facilities Committee and with the assistance of the Economic Workforce Development Department, the Housing and Community Investment Department and Department of General Services to identify City-owned property that could be used for the development of homeless facilities and to report to Council with a comprehensive list and next steps for development. Direct the Planning Department to assist as necessary with zoning and land-use information for identified properties. **Instruct the Department of Water and Power to report relative to the costs for the portable water filling stations that it provides at public events.**

Description:

Due to the pace at which housing units are created in the City and the sheer quantity of homeless individuals who need housing it is not feasible to find immediate long-term housing solutions for all, or even most, of the homeless in the City without additional resources or options. In order to assist homeless individuals while housing is procured, it is necessary to consider the use of existing surplus or underused City properties that could be developed into facilities for the homeless.

By evaluating the City's real estate assets to optimize public benefits, this strategy will identify opportunities for development of homeless facilities like storage or sanitation facilities. The initial report should include the following:

1. Comprehensive list of available City properties suitable for homeless facilities
2. **Amenities capable of being supported at this list of properties, including drinking water fountains, and Department of Water and Power water filling stations used at public events.**
3. Proximity and frequency of public transit to available properties
4. Land-use and zoning information and any restrictions on use of each property
5. Outline of next steps and plan for strategic implementation or evaluation of each property with rough timeline for development
6. Subsequent report on each property with funding strategies or proposals for development

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Frequency of use for public homeless facilities

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:

City Administrative Officer

Collaborating Departments/Agencies:Economic Workforce Development
Bureau of Sanitation

Department of City Planning

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

**Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Instruct the Los Angeles Homeless Services Authority (LAHSA) with assistance of the Homeless Strategy Committee, Municipal Facilities Committee, Economic Workforce Development Department, Bureau of Sanitation, Department of General Services and Department of City Planning, in consultation with relevant County departments, to report on the feasibility of establishing all-purpose homeless services Homeless Navigation Centers.

Description:

The City of San Francisco established a pilot Homeless Navigation Center to serve the needs of homeless individuals as they await more permanent housing. The Navigation Center provides homeless persons temporary housing for 75 individuals as well as substance abuse and mental health services, laundry facilities, storage for belongings, bathroom and shower facilities, food services, and a pet area. There are no barriers to service, and the Navigation Center allows individuals to come and go at their discretion.

Similar to San Francisco, the City can address the essential needs of homeless individuals living on the street by developing multi-service Navigation Centers. Services provided to homeless individuals at navigation centers should include, but not be limited to the following:

1. Hygiene services: showers, laundry, bathrooms and water fountains;
2. Inclusion into the Coordinated Entry System and the Homeless Management Information System for services and housing;
3. Case management, counseling services and housing navigators to assist homeless individuals in securing services and housing as needed;
4. Office space for LAHSA Emergency Response Teams, or other homeless outreach workers;
5. Family reunification services;
6. Safe parking services; and,
7. Pet kennels.

Adoption of Strategy 6D will help to identify locations for the establishment of city navigation centers.

Coordinated Response Type:

Supportive Services, Centralized Case Management, Prerequisite: Strategy 6D

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Number of individuals connected into the Coordinated Entry System via Navigation Centers
Number of individuals storing belongings in the Navigation Centers

Potential Funding Source:

General Fund and future Homeless Services Trust Fund (storages, services portion)
Affordable Housing Trust Fund (housing portion)

Implementation Time Frame:

Medium-Term

Lead Agency:**Collaborating Departments/Agencies:**

Los Angeles Homelessness Services Authority

Municipal Facilities Committee
Homeless Strategy Committee
Economic Workforce Development
General Services
Bureau of Sanitation
Planning Department

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

Housing

Shelter System Personnel Need For Bridge Housing Conversion

(Corresponding County Strategy B7, **Related City Strategy 7C**)

Population Impact:

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA) to report on the required Coordinated Entry System (CES) case manager personnel, **shelter standards, and additional beds** required to transform the City's existing shelter system into bridge housing, **including shared recovery beds, recuperative care beds, and stabilization beds**. Further, **LAHSA should report on how transitional beds which are being defunded, can be funded or can qualify under other needed and funded models that serve the system, while as much as possible, ensuring that individuals currently housed by these beds are not discharged into homelessness.**

Description:

The emergency shelter model should continue to be enhanced and refined, as it is a point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that homeless individuals have a safe place to stay in the short-term, with access to resources and services. An enhanced model of the emergency shelter system that has proven to be successful is interim/bridge housing. The interim/bridge housing model creates an enabling environment that promotes self-sufficiency and stability for the homeless individual, and supports the Housing First concept.

The emergency shelter system could be refined through the following:

- Transforming the emergency shelter model into interim/bridge housing from which homeless individuals/families could transition into the appropriate form of permanent housing (rapid-rehousing or permanent supportive housing).
- The CES process could be integrated in each shelter, where housing location search assistance and individually tailored services are available for homeless individuals. Sufficient housing placements and services for individuals with a range of acuties allow individuals to move effectively from interim/bridge housing to permanent housing, creating shelter capacity for additional homeless families/individuals.
- Encouraging a common criterion for shelter eligibility across the City that reduces barriers-to-entry for homeless families/individuals. This would allow for the homeless population to enter and remain in the shelter system as they transition into more stable and permanent housing.
- Fully utilizing the shelter bed assignment system in LAHSA's HMIS that would allow service providers seeking a shelter bed for their clients to readily identify beds as they become available
- **Conversion of existing City-financed shelters into 24-hour facilities**

Like shelter, Bridge Housing provides an interim facility to homeless individuals or families to ensure they are not sleeping in public space. Bridge Housing offers homeless Angelenos a one on one case management relationship that leverages personal trust and expertise to help guide a homeless person into housing. This case management activity could include procurement of personal identification, application and approval for various types of public assistance like Social Security (SSI) and completion of the CES intake process that determines acuity and priority levels to match a homeless individual or family with the right type of housing. Per the Los Angeles Homeless Services Authority (LAHSA), homeless client to caseworker ratios have been fairly consistently reported by providers as around 20 to 1. The funding of caseworkers from public dollars will be critical to the success of Bridge Housing. This aspect of care is currently underfunded and understaffed through the Coordinated Entry System. Funding a higher level of care and converting existing emergency and winter shelter space to Bridge Housing creates a much stronger incentive for homeless individuals to remain in shelters

until housing is provided. The following housing types should be available for individuals exiting institutions:

- Shelter beds
- Stabilization beds
- Shared recovery housing (can be used for interim or permanent housing)
- Recuperative Care beds
- Board and care (can be used for interim or permanent housing)
- Facilities capable of supporting the needs of domestic violence victims

There will be an historic opportunity to increase the supply of bridge housing in 2016, when LAHSA will stop funding approximately 2,000 transitional housing beds, per direction from the U.S. Department of Housing and Urban Development to shift funding away from transitional housing (a portion of these beds are dedicated to domestic violence victims). LAHSA is currently in discussions with all impacted transitional housing providers regarding potential ways in which their facilities could be re-purposed, which includes the potential utilization of those facilities for bridge housing.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

- Number of individuals being discharged from institutions needing interim/bridge housing
- Number of individuals who are discharged from institutions to interim/bridge housing.
- Number of individuals who are discharged from institutions to interim/bridge housing who are connected to physical health, mental health, substance use disorder treatment and sources of income
- Number of individuals who are discharged from institutions to interim/bridge housing who leave interim/bridge housing for permanent housing
- Number of individuals who are discharged from institutions to interim/bridge housing who leave prior to being able to transition to permanent housing

Potential Funding Sources:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

County
Department of Health Services
Children and Family Services
Mental Health
Probation
Sheriff
Other
Cities
LA Care
Health Net
Hospital Association of Southern California

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

City of Los Angeles to identify and contribute funding for bridge housing and/or facilitate the siting of bridge housing in

conjunction with County plan to increase interim/bridge housing stock across the County, including identification of funding that can be used to support the increase.

Housing**Expand Adaptive Reuse for Homeless Housing**

(Related to City Strategy 7D)

**Population
Impact**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct the Housing and Community Investment Department (HCID) and the Los Angeles Department of City Planning to identify additional opportunity for adaptive reuse for existing private and public properties in the City of Los Angeles capable of being converted into bridge housing or more permanent homeless housing. Special focus could be paid to existing high-density structures like hotels, motels or multi-story buildings capable of residential conversions.

Description:

The adaptive reuse program has been remarkably successful in expediting the renovation of older office or other commercial buildings for new housing. Almost 14,000 units (most of which are located downtown) have been created through the program since 2006. Affordable housing developers have taken advantage of the program and adaptive reuse units have been found to be slightly cheaper than comparable new units. At the same time, use of the program has slowed over time, as the number of suitable buildings for conversion becomes smaller. The re:codeLA Evaluation Report calls for rethinking the eligibility date, minimum unit size and possibly expanding the concept beyond the current five Adaptive Reuse Incentive Areas.

Homeless housing and service providers in Los Angeles have successfully converted buildings once used for temporary lodging as hotels or motels into bridge housing and permanent supportive housing for the homeless. Though adaptive reuse of buildings draws on a variety of funding sources, the City could expand opportunity for redevelopment by facilitating building conversions through funding via an Affordable Housing Trust Fund and fast-tracking the zoning and permitting process for these projects throughout the city.

Building conversions address the needs of the homeless while preserving historic structures and existing neighborhood character. Historic conversions also address City sustainability goals to reduce landfill waste and greenhouse gas emissions that large building demolitions and intensive new construction create compared to adaptive reuse projects. With federal funds for historic preservation increasingly rare, the City could help fill a need the private real-estate market is not capable of fully addressing.

A joint report from the HCID and City Planning on opportunities for these adaptive reuse projects throughout the City:

- Locations of potential projects, including potential number of future units
- Current zoning designation of existing parcels, including proposed zoning (if needed)
- Proposed housing or shelter types that could be supported in each project
- Estimated funding shortfall private developers and philanthropies would need to fill in order to develop each project
- Potential projects the City could undertake within existing publically-owned properties
- Potential projects that are under Rent Escrow Account Program (REAP) or are nuisance foreclosure properties.
- Potential projects relative to the purchase and conversion of motels
- Potential property the City could purchase and convert to public Housing

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations.

Potential Performance Metrics:

- Number of potential homeless housing units to be gained citywide from historic reuse
- Capital costs for conversion/rehabilitation of existing units
- Number/percent with increased income from all potential sources at program exit

Potential Funding Source:

To be determined.

Implementation Time Frame:

Medium-Term

Lead Agency:

Housing and Community Investment Department (HCID)

Collaborating Departments/Agencies:

Los Angeles Department of City Planning
Housing Authority of the City of Los Angeles (HACLA)
Los Angeles Homeless Services Authority
Private and philanthropic homeless housing providers in Los Angeles

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Housing**Using Public Land for Affordable and Homeless Housing**

(Corresponding County Strategy F6)

**Population
Impact:**☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult**Recommendation:**

Direct the City Administrative Officer under oversight of the Municipal Facilities Committee, Department of General Services, and the Mayor's Operation Innovation Team (OIT) to identify City-owned property that could be used for the development of affordable housing and housing for the homeless and to report back to Council with a comprehensive list and next steps for development. Direct the Planning Department to assist as necessary with zoning and land-use information for identified properties.

Description:

Due to the pace at which housing units are created in the City and the sheer quantity of homeless individuals who need housing it is not feasible to find immediate long-term housing solutions for all, or even most of the homeless in the City without additional resources or options. In order to hasten the pace at which additional housing opportunities are developed, it is necessary to consider use of existing City properties, including unimproved lots and those with facilities that are either surplus or underused that could be developed for affordable housing and/or housing for the homeless.

By evaluating the City's real estate assets to optimize public benefits, this strategy will identify transit-oriented and other opportunities for development of housing for the homeless and housing units at a range of affordability levels, including low-income and market-rate housing. Consistent with the House LA Initiative (CF 15-1007) the initial report back should include the following:

1. Comprehensive list of available City properties suitable for housing, including HCID-controlled properties that are currently earmarked for housing, as well as appropriate properties controlled by other departments
2. Land-use and zoning information and any restrictions on use of each property, as well as City opportunities to up-zone
3. Outline of next steps and plan for strategic implementation or evaluation of each property with rough timeline for development;
4. Subsequent report back on each property with funding strategies or proposals for development

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Reduction in the annual count of homeless persons/families throughout the City of Los Angeles
Increased housing units

Potential Funding Source:

To be determined

Implementation Time Frame:

Medium-Term

Lead Agency:

City Administrative Officer

Collaborating Departments/Agencies:

Municipal Facilities Committee

Department of General Services
Mayor's Operation Innovation Team (OIT)
Housing and Community Investment (HCID)
Housing Authority of the City of Los Angeles (HACLA)
Los Angeles Department of City Planning

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

Housing**Annualize Joint Affordable & Homeless Housing Reports**

(Related to City Strategy 8A)

**Population
Impact**
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Recommendation:

Instruct the Homeless Strategy Committee in collaboration with Los Angeles Homeless Services Authority (LAHSA), the Housing and Community Investment Department (HCID), the Housing Authority of the City of Los Angeles (HACLA) and the Los Angeles City Planning Department to publish a joint report on the status of affordable and homeless housing in the City of Los Angeles **twice a year for the first three years, then annually thereafter.**

Description:

To fully address the housing system and how that system can be utilized to prevent lower-income Angelenos from falling into homelessness, a joint report from the City departments that plan, estimate need and build affordable and homeless housing is needed. This report should include the following information:

- A plan to implement the permanent housing and supportive services identified through the 10-Year Permanent Housing and Rapid Rehousing Cost scenario described in the Budget Section of this report and subject to available funding
- **LAHSA should establish an annual goal to reduce the unsheltered homeless population by a specific percentage or number, with a policy and outcomes to be evaluated by the Homeless Strategy Committee.**
- Current shelter and housing needs for homeless including comparisons with prior years
- Counts of currently housed formerly homeless and detailed analysis of what factors changed the shelter and housing needs numbers over the year
- Current homeless and affordable housing supply (public and private) & occupancy rates
- Advantages and disadvantages of shared housing programs for TAY and Single Adults
- Cost differentials for shared housing programs for TAY and Single Adults
- Change in the supply (positive or negative) of units completed since prior reports
- Anticipated number of additional units to be completed in the next year
- Total public funds committed to homeless and affordable housing for the year and by project broken down by City, County, State and Federal sources
- Locations of all public and private affordable and homeless housing projects by council districts
- Adjustments as needed on an annual basis to the 10-Year Permanent Housing and Rapid Rehousing Cost scenario used to determine housing needs within the City
- Changes to State or federal funding criteria for affordable and homeless housing projects
- Demographic breakdowns for affordable and homeless housing population
- Homeless housing typology breakdowns for all units Citywide
- Estimated Citywide potential land capacity of future housing units based off of zoning capacity
- Estimated potential land capacity on City-owned land of future housing units based off of zoning capacity
- **Feasibility and strategies for using air space above City-owned parking lots for affordable housing developments**
- Changes in potential land capacity based on neighborhood planning and zoning changes
- Analysis of housing and land use reforms made in the last 5 years including estimations of positive or negative impacts on the overall supply of affordable and homeless housing

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Metrics mentioned above in list format.

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Short-Term

Lead Agency:

Homeless Strategy Committee
Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

Housing Authority of the City of Los Angeles
Housing and Community Investment Department
Los Angeles Department of City Planning

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Housing Linkage Fee Nexus Study

(Corresponding County Strategy F2)

**Population
Impact:**

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Department of City Planning (DCP) to ~~establish a Housing Unit~~ conduct a nexus study for the development of an Affordable Housing Benefit Fee program ordinance. Direct the CAO and HCID to identify the necessary funds for DCP to conduct the study and provide the necessary instructions to effectuate the transfer of funds to DCP.

Description:

An Affordable Housing Benefit Fee program (alternatively referred to as a housing impact fee or linkage fee program) in the City would charge a fee on all new development to support the production of affordable/homeless housing and preservation of existing affordable/homeless housing. The fee would contribute to City affordable housing programs, including bridge housing, rapid re-housing, and permanent supportive housing.

A nexus study is necessary for the City to adopt a linkage fee for affordable housing. The purpose of the nexus study would be to accomplish the following:

- a) Document the nexus between new development and the need for more affordable housing;
- b) Quantify the maximum fees that can legally be charged for commercial and residential development; and
- c) Make recommendations about the appropriate fee levels with a goal to not adversely impacting potential new development.

The study should be conducted consistent with the goal of flexibility and adaptability to local economic conditions through some of the following key considerations:

- Assess appropriate fee rates for specific industry types;
- Explore potential exemptions for industries that would otherwise bear an unfair burden from the fee program;
- Set thresholds so that fee amounts vary by project size; and
- Explore applying fees in high-growth zones, expanding residential areas or near transit.

This study builds off the 2011 Affordable Housing Benefit Fee Study underwritten by the City of Los Angeles' Housing and Community Investment Department (HCID) and the Department of City Planning (DCP).

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Amount of fees received
Number of affordable housing units constructed

Potential Funding Source:

Funds will be addressed as part of the 2015-16 mid-year Financial Status Report (FSR)

Implementation Time Frame:

Short-Term

Lead Agency:

Los Angeles Department of City Planning

Collaborating Departments/Agencies:

Housing and Community Investment Department (HCID)

City Administrative Officer (CAO)

Connection to County: ☒ Integrate☐ Support☐ No Relation

County is conducting its own nexus study

Housing

Implement Existing & Recommend New CEQA Zoning Reforms

Population Impact: ☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Department of City Planning to report back on internal processes and procedures to implement CEQA-based incentives in areas targeted for housing growth and Transit Oriented Development and release a timeline of when implementation will occur. Additional reporting regarding potential CEQA-related reforms to benefit homeless housing projects are also requested.

Description:

The California Environmental Quality Act (CEQA) was originally written with language so broad it created conditions favorable to additional reviews, traffic studies and litigation of real estate development throughout the State of California. Since infill development in existing urban areas and transit oriented development (TOD) reduce the environmental impacts born from additional transportation needs, the State has passed several CEQA-related bills in recent years that provide incentives for TOD and infill developments (SB 375, SB 226, and SB 743). A new process was created that streamlines (without weakening) CEQA review for qualified projects.

Another new type of project is exempted from regular CEQA review if it is near transit and includes affordable housing or significant open space. Despite their promise to reward more sustainable development patterns, the tools are still new and have not been widely used in Southern California. Several barriers have been identified that impede effective implementation of these new State laws. The City has recently been awarded grants from the Southern California Association of Governments (SCAG) and Strategic Growth Council to work on alleviating the major constraints.

Consistent with the House LA Initiative (CF 15-1251), the Department of City Planning should report on progress implementing these CEQA-related reforms as they relate to the city's affordable and homeless housing, including impacts to adding additional housing density in response to these reforms, reducing traffic study thresholds through the zoning process for affordable and homeless housing profiles that use cars less than market-rate housing profiles, and potential report backs to additional statewide reforms that can be pursued to relax homeless housing environmental requirements.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Reductions in development timeframes for projects
Reductions in per-unit costs to build affordable housing

Potential Funding Source:

Costs to be absorbed by Los Angeles Department of City Planning

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Department of City Planning

Collaborating Departments/Agencies:

Housing and Community Investment Department (HCID)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

County could collaborate on this study and apply this to the unincorporated areas.

Housing**Regional Coordination of LA City & County Housing Authorities**

(Corresponding County Strategy E10)

**Population
Impact:**
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Recommendation:

Direct the Housing Authority of the City of Los Angeles (HACLA) in collaboration with the Housing Authority of the County of Los Angeles (HACoLA), to convene an ongoing, quarterly Homeless Issues Roundtable of all public housing authorities in Los Angeles County, for the purpose of identifying common issues related to combating homelessness and developing more integrated housing policies to assist homeless families and individuals. As appropriate, invite the Los Angeles Homeless Services Authority, the Housing and Community Investment Department (HCID), and community providers with subject matter expertise in housing to participate in the Roundtable.

Description:

The Housing Authorities of the City of Los Angeles (HACLA) and the County (HACoLA) have responded to local, state, and federal efforts to end homelessness by engaging in various collaborative activities that have proven to be beneficial to families and individuals in need across the City, such as:

- Partnership with the Los Angeles Homeless Services Authority (LAHSA) and the United Way of Greater Los Angeles to develop and utilize coordinated access systems that match homeless clients with housing resources and supportive services that meet their specific needs.
- Interagency agreements for several housing programs that allow families to locate units in either jurisdiction by eliminating the cumbersome "portability" process.
- Creation of a universal housing assistance application that eliminates the duplicative effort of completing several different applications when applying for multiple housing programs across both Housing Authorities.
- Alignment of policy, where possible, to facilitate a uniform eligibility determination standard across both Housing Authorities.

This history of collaboration between HACLA and HACoLA provides a foundation to institutionalize ongoing collaboration across all public housing authorities in the County with the goal of maximizing the positive impact on homeless families and individuals.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Homeless populations with subsidized housing needs

Potential Performance Metrics:

Amount of policies harmonized/integrated between agency
Amount of forms standardized/harmonized between agencies

Potential Funding Source:

Staff costs to be absorbed by agencies.

Implementation Time Frame:

Medium-Term

Lead Agency:

Housing Authority of the City of Los Angeles (HACLA)

Collaborating Departments/Agencies:

Housing Authority of the County of Los Angeles (HACoLA)
Other Public Housing Authorities

Los Angeles Homeless Services Authority

Service providers

Housing developers

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

The County and cities which operate their own public housing authorities can ensure that their housing authorities participate in the Homeless Issues Roundtable.

Housing**Housing Choice Vouchers for Permanent Supportive Housing**

(Corresponding County Strategy B8)

Population
☐ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☒ Chronically Homeless Adult
Impact:**Recommendation:**

Request the Housing Authority of the City of Los Angeles (HACLA) to report back on increasing the percentage of Housing Choice Vouchers (Section 8) which become available through routine turnover to permanent supportive housing for chronically homeless individuals.

Description:

Chronically homeless adults are the homeless population most in need of permanent supportive housing, which combines a permanent housing subsidy with case management, health, mental health, substance use disorder treatment and other services. The primary source of permanent housing subsidies is Housing Choice Vouchers (commonly known as Section 8), which are provided by the U.S. Department of Housing and Urban Development. Though the number of Housing Choice Vouchers (HCV) has not grown in recent years, some vouchers become available each month through routine turnover, as current Housing Choice Voucher holders relinquish their vouchers. For the Housing Authority of the City of Los Angeles (HACLA), approximately 2000 Housing Choice Vouchers turnover each year. As part of their efforts to combat homelessness, various other jurisdictions across the country have dedicated 100% of their turnover HCV vouchers to homeless people or to one or more homeless sub-populations.

Currently the Housing Authority of the City of Los Angeles has approximately 30% of its housing supply dedicated to housing formerly homeless individuals and families. The requested report back should provide the context for determining if this percentage should increase and the impact the increase would have on non-homeless populations that would receive fewer vouchers.

This proposal would direct HACLA to dedicate a larger percentage of future Housing Choice Vouchers to housing the homeless.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Chronically Homeless Adults

Potential Performance Metrics:

Significant reduction in the number of chronically homeless individuals

Potential Funding Source:

No local funding would be required for housing subsidies from the U.S. Department of Housing and Urban Development. The cost of services would be funded through a combination of Medi-Cal dollars, County General Fund, funding from other departments, and philanthropy.

Implementation Time Frame:

Short-Term

Lead Agency: Housing Authority of the City of Los Angeles (HACLA)	Collaborating Departments/Agencies: Housing Authority of the County of Los Angeles (HACoLA) Other Public Housing Authorities
Connection to County: <input checked="" type="checkbox"/> Integrate <input type="checkbox"/> Support <input type="checkbox"/> No Relation	
The County has its own Public Housing Authority (PHA) and could dedicate a substantial percentage of available Housing Choice Vouchers for permanent supportive housing for chronically homeless individuals in cities within the County that do not have a PHA.	

Housing**Development of Second Dwelling Units Pilot Program**

(Corresponding County Strategy F4)

Population
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Impact:**Recommendation:**

Direct Housing and Community Investment Department (HCID) to report back on creation of by-right guidelines for single and multi-family residential zoning that would support second dwelling units. Direct the Los Angeles Department of City Planning to work with the Department of Building and Safety to develop and recommend for Council approval a Second Dwelling Unit Pilot Program that provides City incentives to assist homeowners in constructing second units in exchange for providing long-term affordability covenants or requiring recipients to accept Section 8, Veterans Affairs Supportive Housing (VASH), and Flexible Housing Subsidy Program (FHSP) vouchers. Direct HCID to report on an amnesty program for out-of-code units that incentivizes the use of Section 8, VASH, and FHSP vouchers for housing the homeless.

Description:

In 2003, the California Legislature passed AB 1866, which explicitly encouraged the development of second units on single-family lots. It precluded cities from requiring discretionary actions in approving such projects, and established relatively simple guidelines for approval. Some cities have adopted local ordinances and some have taken additional actions to help homeowners build second units. For example, the City of Santa Cruz made second units a centerpiece of its affordable housing strategy by providing pre-reviewed architectural plans, waiving fees for permitting and processing, and providing a free manual with instructions about the development and permitting process. Santa Cruz also helped arrange financing with a local credit union to qualify homeowners for a period of time. This example shows how the locality removed barriers, and actively encouraged residents to pursue this type of development.

AB 1866 provided a general set of State standards that would apply unless cities developed their own regulations. Without a local ordinance, the City of Los Angeles relies on the statewide standards that do not necessarily account for City priorities. For example, the current rules constrain the establishment of secondary units in many of the most urban, transit-friendly neighborhoods in the City, while permitting them in most (larger) lots in the San Fernando Valley. **CF 14-0057-S1**, which relates to the House LA Initiative, includes recommendations to explore the possibility of allowing for the establishment of these types of secondary units.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

- Number of second dwelling units approved under new program
- Number of households with a housing subsidy housed in a second dwelling unit under new program

Potential Funding Source:

Staff costs absorbed by agencies

Implementation Time Frame:

Medium-Term

Lead Agency:

Housing and Community Investment Department (HCID)

Collaborating Departments/Agencies:
 Los Angeles Department of City Planning
 Department of Building and Safety

Veterans Affairs
Health Services (County)
Los Angeles Homeless Services Authority (LAHSA)

Connection to County: ☒ **Integrate** ☐ **Support** ☐ **No Relation**

The County is developing its own pilot program to promote the development of second dwelling units tied to subsidized and homeless housing.

Housing

Establish Planning and Zoning Policy on Homeless Micro Units

**Population
Impact:**

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Department of City Planning (DCP), in collaboration with the Housing and Community Investment Department, to evaluate opportunities and recommend changes or special exemptions to residential zoning codes and parking requirements to allow for **micro units** for homeless housing.

Description:

Many point to changing lifestyles and demographics to promote the idea that smaller (and therefore more affordable) housing units should be part of the response to the housing crisis. Smaller unit sizes help to provide a diversity of housing types and costs as well as increase density in areas where it may be desired. In a bid to provide housing to more homeless individuals in Los Angeles, smaller housing units have not been formally studied as an option. **In order to explore the impacts related to micro units, the Planning and Land Use Management Committee, with regard to the House LA Initiative, has directed the Department of City Planning to further study the potential impacts of micro-units on affordable housing needs (CF 15-1004).**

Several cities have recently passed legislation to broaden the opportunity for small efficiency apartments, better known as micro-units **or tiny homes**. Unlike some other cities, the major limitation in Los Angeles is not any citywide minimum unit size. Instead, density limits and parking requirements appear to be primary barriers.

The Los Angeles Department of City Planning (DCP) should evaluate the following:

- Recommended density profiles and credits for homeless Micro Units
- Viability of Micro Unit inclusions across the range of existing residential and mixed-use building codes
- Exempted parking requirements for Micro Units for the homeless

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

- Number of second dwelling units approved under new program
- Number of households with a housing subsidy housed in a second dwelling unit under new program

Potential Funding Source:

Staff cost absorbed by agencies

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Department of City Planning (DCP)

Collaborating Departments/Agencies:

Housing and Community Investment Department (HCID)
Department of Building and Safety

Connection to County:

☐ Integrate

☒ Support

☐ No Relation

The County could support its own study or help offset any costs incurred by LA Dept. of City Planning

Housing

Reform Site Plan Review Ordinance For Homeless Housing

Population
Impact:

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Department of City Planning report on potential amendments to the Site Plan Review ordinance to reduce development timelines for affordable housing units dedicated to homeless individuals.

Description:

Site Plan Review requirements were imposed in 1990 to promote orderly development and mitigate significant environmental impacts. The process requires that residential projects with a net increase of 50 units or more undergo a discretionary review, even if no other planning entitlements are needed. The process requires that a CEQA (California Environmental Quality Act) review takes place and that projects are properly related to its site and compatible with its neighbors. Although it serves an important role in project review, the process forces otherwise by-right development to undergo a time-consuming, costly and unpredictable review processes that are subject to appeal from multiple parties. Many projects choose to reduce their allowable density below 50 units to avoid the process altogether. Therefore, this practice results in a cumulative effect on the availability of new housing units. Due to capital costs, savings at scale and a desire to reduce transit time for case managers serving the formerly homeless, homeless housing providers often concentrate new PSH development into units of at least 60 or more. Site Plan Reviews create a direct impediment to this strategy.

Consistent with the House LA Initiative (CF 15-1003) There may be ways to achieve the same important objectives and outcomes, while ensuring the process itself does not become a barrier to quality housing projects. Recently, several Specific Plans have included their own design and CEQA review processes that largely exceed the types of objective standards required under Site Plan Review. In those areas, projects that meet all of the required regulations receive an administrative clearance by Department of City Planning staff, achieving many of the same goals of the traditional Site Plan Review process.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Affordable and homeless housing development community

Potential Performance Metrics:

Reduction in projects going through Site Plan Review ordinance

Potential Funding Source:

Staff cost absorbed by agency

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Department of City Planning

Collaborating Departments/Agencies:

Housing and Community Investment Department (HCID)

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Housing Evaluate Youth Housing Needs

Population Impact:

☐ All ☐ Families ☒ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

To ensure the housing needs of homeless youth are identified, reported, funded and developed, Council should direct staff as follows: Instruct LAHSA to conduct a housing gap analysis for youth, and ensure that the analysis includes the mental health housing needs of homeless youth; instruct LAHSA to report on the vacancy rate of foster care beds and the population centers of homeless youth in the City; and instruct HCID to report relative to the development of Permanent Supportive Housing for youth utilizing the Affordable Housing Trust Fund and instruct HACLA to report on the feasibility of expanding its Section 8 housing program to allow doubling-up in units for transition-aged youth.

Description:

1. Data

LAHSA is currently conducting multiple adjustments to its data collection efforts. Actions include the following: develop a youth specific coordinated entry system; develop its dashboard data bases of specific subpopulations of homeless individuals; and conduct its Point-In-Time Count, which includes a youth count, on an annual basis. Output of these efforts is expected to be available in the coming months.

Homeless youth services providers advise that homeless youth and youth at-risk of homelessness require a variety of housing needs including, but not limited to, rapid-rehousing, transitional housing, shared housing and permanent supportive housing.

2. Mental Health Housing Needs

LAHSA staff advises that housing acts as a stabilizer for youth and allows them to begin to address their underlying causes of homelessness. Youth service providers, including the LGBT Center advises that mental health is a major issue for homeless youth, including LGBTQ youth.

3. Strategic Locations for Foster Care Housing

Staff of homeless youth service providers advise that youth concentrate in specific areas of the City, including Hollywood and Venice, but that many foster care beds are not located in areas where youth want to live. LAHSA should report relative to the number of homeless youth eligible for foster care housing, which neighborhoods those homeless youth travel in and where the youth would like to live.

4. PSH for Youth

HCID advises that it currently develops approximately 300 units of permanent supportive housing annually. HCID should ensure that it develops the appropriate number of PSH units for homeless youth or youth at-risk of homelessness.

5. Doubling-Up in Section 8 Housing

HACLA advises that it may be appropriate to include doubling-up in Section 8 units for transitional age homeless youth or youth at-risk of homelessness, but that further study is required.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Homeless youth and youth at-risk of homelessness.

Potential Performance Metrics:

Housing statistics for homeless youth tracked through the CES, LAHSA databases and the City's Affordable Housing Trust Fund.

HACLA Section 8 vouchers provided to homeless youth.

Funding:**Implementation Time Frame:**

Medium-Term

Lead Agency:

Los Angeles Homeless Services Authority
HCID
HACLA

Collaborating Departments/Agencies:

Homeless Strategy Committee
Commission on Community and Family Services

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Housing**Expanding Emergency Shelter and Improving Access**

(Related to Strategies 6E and 7A)

**Population
Impact:**
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Recommendation:

Instruct the CAO/CLA, with assistance from the Los Angeles Homeless Services Authority (LAHSA) and Housing and Community Investment Department (HCID) to provide policy recommendations relative to the need to expand shelter capacity, including hard-to-serve populations such as mothers with teenage sons. Further, instruct LAHSA to report on measures to improve access to emergency shelter.

Description:

Emergency shelters can be the first point of entry for many who find themselves homeless. LAHSA should report on the need to increase capacity, including location, funding and staffing requirements. There have also been several operational measures that can be improved to increase and enhance capacity. LASHA should report on how to better accommodate mothers with teenage sons seeking shelter in the same facility. The report should further examine how shelters can operate year-round on a 24 hours/7 days a week schedule.

Strategy 6E includes recommendations relative to establishing Navigation Centers, which promote similar family reunification services. Strategy 70 includes recommendations relative to enhancing emergency shelters by converting them to interim/bridge housing, and appropriately staffing emergency shelters with adequate case manager personnel. LAHSA's report should consider Navigation Centers' best practices surrounding family reunification and the possibility of increased staff to accommodate the expanded schedule.

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

- Numbers and percentage of the homeless mothers and teenage sons that secure shelter. These statistics should be broken out by subpopulation and council district.
- Numbers and percentage of homeless served with new 24/7 hours of operation.
- Numbers and percentage of homelessness recidivism broken out by subpopulation, housing placement, and council district.

Funding:

General Fund and future Homeless Service Trust Fund

Lead Agency:

Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:**Connection to County:**
☐ Same

☒ Complementary

☐ No County Role

County could contribute funding for bridge/interim housing to address homelessness within city boundaries.

Housing Study Shared Housing Programs

Population
Impact:

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct LAHSA with assistance of the Housing and Community Investment Department (HCID) to report relative to the feasibility of establishing or participating in a shared housing program in the City, in which homeless individuals with income such as Supplemental Security Income or veterans' benefits combine their incomes to help pay the cost of their shared housing.

Description:

Self-Help and Recovery Exchange (SHARE!), a non-profit, operates a Collaborative Housing program that provides affordable, permanent housing to individuals with limited income, including disabled individuals with limited income. SHARE! advises there are no housing development or subsidy costs as their program identifies vacancies in the existing housing stock located throughout the County. SHARE! places multiple individuals into a single family home and connects its tenants to peer networks and self-help groups to assist those individuals in attaining self-sufficiency.

SHARE! states its tenants secure housing they could not afford to live in on their own given their limited income. SHARE! advises that 40 percent of homeless individuals in the County receive or are eligible for Supplemental Security Income (SSI) and SSI is the main source of income for its tenants. Program participants' income also includes veterans' benefits, Supplemental Security Disability Income, family, or employment. SHARE! advises that SSI payments are approximately \$900 per month and its tenants pay approximately \$550 per month for rent, and that the remaining income can be used for other essential needs.

Tenants sign month-to-month rental agreements and live two-per bedroom in a fully-furnished house. SHARE! advises that isolation can often exacerbate issues arising from homelessness and therefore, the roommate living arrangement can offer a built-in support network. The Doubling-up arrangement may also benefits homeowners, who, as a result of increased income from multiple tenants, pay all utilities, and do not perform a credit or background check, nor collect a security deposit or last month's rent.

The program subscribes to the no-barriers philosophy, as individuals are not disqualified based on the following: poor credit, including a history of evictions; criminal history; substance abuse; mental health issues; and pet ownership. SHARE! advises that many participants are housed within hours of their request.

SHARE! staff identify housing vacancies and works with landlords and clients to address tenancy issues. The average annual cost of SHARE! staff person, including benefits, is \$50,000. The Department of Mental Health partnered with SHARE! in a pilot program in 2015, and officials stated that preliminary results showed the program seems to effectively provide individuals with another housing option. SHARE! states that they have housed over 400 people since April 2015.

Coordinated Response Type:

Housing and connection to self-help services

Population(s) Targeted/Other Categorizations:

Homeless individuals with a source of income.

Potential Performance Metrics:

Individuals utilizing Shared Housing

Potential Funding Source:

NA

Implementation Time Frame:

Medium-Term

Lead Agency:

LAHSA

Collaborating Departments/Agencies:

HCID

Connection to County: ☐ Integrate

☐ Support

☒ No Relation

Housing**Support House LA Initiative**

(Related City Strategies 7D, 7G, 7K, 7L, 7M, 8C)

**Population
Impact:**
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Recommendation:

Support implementation of House LA initiatives that facilitate shorter timelines and reduced costs for affordable and homeless housing projects throughout the City of Los Angeles, and work with regional governments to encourage other municipalities to study these initiatives for potential adoption.

Description:

The House LA initiatives for housing development reform led by Housing Committee Chair Councilman Gil Cedillo (CD-1) are policy directions to address much-needed additional housing supply in the City of Los Angeles. As mentioned in the narrative of this report, Los Angeles is last in a list of major cities to build housing supply to keep up with population demand. Los Angeles is also first nationally for the least affordable housing market when considering local income to local housing cost ratios. House LA addresses some of the systemic causes constricting the construction of housing in Los Angeles.

The Comprehensive Homeless Strategy built off of the work of House LA in order to ensure affordable and homeless housing construction can occur more quickly to address the homelessness crisis affecting our City and region. Future homelessness can also be prevented by providing more affordable housing options to Angelenos. Below are a list of the Strategy Briefs influenced or informed in part by House LA:

- 7D - Using Public Land for Affordable and Homeless Housing (CF 15-1007)
- 7G - Implement Existing & Recommend New CEQA Zoning Reforms (CF 15-1251)
- 7K - Development of Second Dwelling Units Pilot Program CF (14-0057-S1)
- 7L - Establish Planning and Zoning Policy on Homeless Micro Units (CF 15-1004)
- 7M - Reform Site Plan Review Ordinance For Homeless Housing (CF 15-1003)
- 8C - Revise Parking and Trip Credit Guidelines for Homeless Housing (CF 15-1002)

A portion of these strategies were also integrated into the strategy briefs the County of Los Angeles has created via their Homeless Initiative Summits that concluded in early December 2015. Those County strategies are:

- F4 – Development of Second Dwelling Units Pilot Program
- F6 – Using Public Land for Homeless Housing

Where possible, a regional approach that aligns the City and County strategies should be pursued. Governance reform established in this report affirms the value that regional collaboration between the Southern California Association of Governments (SCAG) and the League of California Cities can have in fostering collaboration. SCAG generates the Regional Housing Needs Assessment (RHNA) which quantifies the amount of housing needed in each city and county in the region. House LA initiatives could potentially lay the groundwork for other municipalities and unincorporated areas to more fully meet the needs of the RHNA.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations. All non-homeless populations.

Potential Performance Metrics:

Amount of municipalities who have adopted House LA strategies
Additional units attributed to the adoption of these strategies
Development timeline reductions for housing construction

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:

Los Angeles Department of City Planning (DCP)

Collaborating Departments/Agencies:

Mayor's Operation Innovation Team
Housing and Community Investment Department (HCID)
Other Municipalities in the Region
Department of Regional Planning (County)
Southern California Association of Governments (SCAG)
League of California Cities

Connection to County: ☒ Integrate

☐ Support

☐ No Relation

Analyze City-Wide Zoning For Homeless Housing

Population
Impact:
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult

Recommendation:

Instruct the Department of City Planning to report on a citywide plan of zoning modifications to increase residential capacity across the city to structurally address the City's housing stock deficit, including density profiles inclusive of affordable and homeless housing goals. This study should include the impact of modifying Transitional Height Requirements to allow affordable and homeless housing along commercial corridors and prioritizing transit-oriented developments (TOD) with affordable housing.

Description:

Relatively low zoning capacities and high land acquisition costs compound the issues faced by most multi-family housing projects which also require at least one kind of discretionary review to be built. Discretionary reviews require public hearings, findings, appeals and mandatory California Environmental Quality Act (CEQA) compliance - all of which introduce considerable uncertainty and risk. This is another reason for the lower housing production during the last 25 years compared to the 1970s and 80s, when more housing could be built by-right. Zoning variances are some of the most common reviews that impede development. Zoning variances are required when a property owner needs different zoning than what the parcel currently has in order to build a new project. The variance process requires a property owner to justify the need for a change to a parcel's zoning. Conflicting guidance from various interest groups can result from an increasingly localized planning process. Localized planning interests often run counter to overall City-wide planning goals.

Currently, there is a mismatch between the demand for affordable housing and the ability to build it. Further investigation into the City's current zoning mapping would help identify areas where rezoning would be appropriate to enable affordable and homeless housing development. This study should include the effects of modifying Transitional Height Requirements along commercial corridors and prioritizing transit-oriented developments with affordable housing, as these areas, due to proximity to public transit and existing mixed-use zoning profiles are often most capable of supporting additional density.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Development community building for affordable and homeless housing.

Potential Performance Metrics:

Difference in the number of potential affordable and homeless housing units in current zoning, versus the zoning classifications proposed in the citywide potential density profiles.

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:

Department of City Planning

Collaborating Departments/Agencies:

 Connection to County:
 ☐ Integrate
 ☐ Support
 ☒ No Relation

Population
Impact:☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Department of City Planning (City Planning) to prepare a report on lowering parking requirements for affordable and homeless housing profiles where lower car ownership is common. Include recommended adjustments to the vehicular trip credits for affordable housing in the City's Traffic Study Guidelines.

Description:

Parking minimums increase the cost of housing development and required storage for cars reduces potential living space or additional units of housing capacity. Constructing parking spaces in the City often costs more than \$30,000 per space between materials, architectural costs, and lost residential capacity. With most units requiring at least two spaces, the cost of parking as a portion of the overall housing construction is significant and also prevents additional units from being built. Therefore, getting parking standards correct, or "right-sizing" them, is a high priority.

Within the context of homeless housing, units of permanent supportive housing (PSH) are typically geared toward individuals that do not own a car. Yet outdated land zoning classifications and a desire to avoid the zoning variance process have caused homeless housing providers in the City to build unnecessary on-site parking facilities. These facilities sit empty, negatively affect the design of a project, increase per unit build costs, create environmental waste, and reduce the amount of units that a facility can host on a given plot.

Despite significant opportunities, the City offers limited reductions of parking minimums for affordable or homeless housing or for projects near transit. The Department of City Planning (DCP) should prepare a report on the impacts of lowering parking requirements for certain projects. The study should include an investigation into reducing parking requirements for projects that include affordable or homeless housing and projects along commercial and transit corridors.

Recent studies have shown that low income households drive approximately half as many miles as the average market rate household. Yet today, a 100% low income project is only given a 5% trip credit reduction in the City's Traffic Study Guidelines. City Planning recently received a grant from the Strategic Growth Council to study vehicle trips created by different types of housing development. Greater recognition of the traffic benefits of affordable housing through the California Environmental Quality Act (CEQA) transportation analysis process would create an incentive to provide affordable units.

Several areas of the City have adopted traffic impact fees to provide a mechanism for new development to pay for traffic infrastructure improvements. Similar to trip credits, traffic impact fees should be adjusted for affordable housing units in recognition of the significant difference in traffic impacts between very-low and low income households and wealthier households. One such opportunity for this is the update to the Westside Mobility Plan, which is currently reconfiguring traffic impact fees for most of the Westside of the City.

Consistent with the House LA Initiative (CF 15-1002) the DCP should prepare a report recommending adjustments to the trip credits for affordable housing in the City's Traffic Study Guidelines. Include ways to operationalize and standardize reduced trip impacts fees for new developments for lower-income households city-wide.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Development community building for affordable and homeless housing.

Potential Performance Metrics:

Reduction in building costs for homeless housing providers

Reduction in unused parking spaces in homeless housing provider development projects

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Department of City Planning

Collaborating Departments/Agencies:

Housing and Community Investment Department (HCID)

Department of Transportation (DOT)

Connection to County: ☐ Integrate

☐ Support

☒ No Relation

Additional Strategies**City Recruitment, Training and Hiring Process for Homeless/Recently Homeless**

(Corresponding County Strategy C3)

Population
☒ All
 ☐ Families
 ☐ TAY
 ☐ Single Adult
 ☐ Veteran
 ☐ Chronically Homeless Adult
Impact:**Recommendation:**

Direct the Personnel Department and the Economic and Workforce Development Department (EWDD) with assistance from the City Administrative Officer to report on specific strategies promoting targeted recruitment opportunities for the homeless or recently homeless, including job training and outreach.

Description:

Civil Service Employment includes the following three features: 1) examinations for civil service positions which are public, competitive and open to all; 2) testing methodologies to establish rank ordered lists for hiring opportunities; and 3) stringent background standards.

Given the formal requirements of the civil service process, a targeted recruitment, training and hiring process would acknowledge both the institutional barriers and the individual barriers often experienced by those who are homeless or recently homeless. The targeted recruitment, training and hiring process would expand hiring opportunities for entry level positions and provide for targeted recruitment of those who are homeless or recently homeless. Possible strategies could include exploration of the Phased Entry approach leading to permanent City employment. This approach involves utilizing coordinated services provided through City WorkSource Centers and other existing workforce development services and programs for long-term preparation for civil service employment.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Individuals who are homeless or formerly homeless would be eligible to participate in the targeted recruitment, training and hiring process upon being stabilized and assessed by a County department or designated homeless service provider as employment-ready.

Potential Performance Metrics:

- Percent of employees participating in targeted recruitment who secure civil service employment
- Percent of employees hired through targeted recruitment who successfully pass their initial probationary period

Potential Funding Source:

Staff time required to be absorbed by each department.

Implementation Time Frame:

Short-Term

Lead Agency:
 Personnel Department
 EWDD
Collaborating Departments/Agencies:

All hiring City Departments

Connection to County:☐ Integrate☒ Support☐ No Relation

Additional Strategies

Centralized Homeless Donation Coordination

Population
Impact:

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Homeless Services Authority with assistance of the Homeless Strategy Committee and non-profit organizations such as the United Way Home For Good Funders Collaborative to report on a strategy to establish a centralized mechanism that facilitates the ability of individual donors and philanthropies to fund homelessness related projects and initiatives of their choice and expand capacity of non-profit organizations.

Description:

The City of Los Angeles, along with its collaborative partners, should capture the philanthropic community's interest in solving homelessness by making it easier to identify a particular cause and contribute to it. LAHSA can leverage the Los Angeles philanthropic community's interest by creating a user-friendly clearinghouse system that allows donors to choose and fund specific projects or initiatives associated with homelessness.

Taking the *Donors Choose* model, homeless service providers or non-profit organizations would be able to post their particular needs online, allowing donors to exact tax-deductible contributions to the project of their personal choice. LAHSA and the administrating entity would vet all participating organizations and funding requests, while enforcing strict reporting measures to ensure multiple dimensions of transparency and integrity.

This model should leverage programs and knowledge established by the United Way Home For Good Funders Collaborative.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless populations, philanthropic community, non-profit organizations, and individual donors.

Potential Performance Metrics:

Amount of contributions via this new program from individual donors and philanthropies

Types of projects and initiatives funded

Funded project follow-up protocol

Expanded funding capacity for non-profits

Potential Funding Source:

Staff time required to be absorbed by LAHSA.

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Homeless Services Authority

Collaborating Departments/Agencies:

United Way - Home For Good
Mayor's Office of Strategic Partnerships
Homeless Strategy Committee

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

Strategy

9J

Additional Strategies

Social Impact Financing/Pay for Success

Population Impact: ☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Economic and Workforce Development Department, with the assistance of the Los Angeles Homeless Services Authority, to report regarding the establishment of a "Pay for Success" program using a model similar to that of Los Angeles County, and investigate whether Proposition 47 or other funds may become available to the City to help pay for the costs of such a program.

Description:

Social Impact Financing (SIF), also known as Pay for Success (PFS), leverages private investment dollars that allow a scaling of housing solutions for the most chronically homeless at a level that may not be otherwise possible. PFS initiatives are designed so that governments define the expected client outcomes upfront and pay only if the pre-determined outcomes are achieved. Through SIF, governments establish a shared financial risk model with private and philanthropic organizations, where clients' services are structured to meet desired performance outcomes, and government entities only pay if specific outcomes are achieved. The ultimate goal of PFS is to enhance service delivery and improve social impact. This strategy focuses on enhancing overall service quality and program effectiveness to improve outcomes for a specific population, including homeless individuals. Typically, the performance outcomes are mutually agreed upon and verified by an independent evaluator. Over 50 projects throughout the US are under active development, including several in California and one pending within Los Angeles County. Success using such a model will require cooperation among the City, project management, funders, service providers and the third-party evaluator, and long-term commitment over several consecutive fiscal years is required to fund and pay for outcomes achieved.

AB 1056 earmarks a portion of Proposition 47 funds for community-based interventions that are focused on reducing recidivism. The bill specifically calls out mental health services, substance abuse treatment services, housing, housing-related job assistance, job skills training, and other community-based supportive services as eligible. This funding could be applied to Pay for Success projects; however, there are several unknowns associated with this funding. The timeline for granting those funds back out to service providers is, as of yet, unclear. Estimates range from \$150 million to \$250 million in annual savings. The Board of State and Community Corrections will be discussing the implementation of the funds periodically between now and August 2016. Further investigation is required as it is unclear what amount of savings, if any, will be realized in LA County; no County policy has yet been adopted regarding the use of any such savings and whether they will be distributed to cities.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Criminal justice-involved populations

Potential Performance Metrics:

Lower rates of re-arrest; housing stability; connections to mainstream resources; increased funding for supportive housing.

Potential Funding Source:

General Fund, future Homeless Services Trust Fund, AB 1056/Proposition 47; Prospective AB 1837 (Social Innovation Financing Program) funds.

Implementation Time Frame:

Medium-Term

Lead Agency:

Economic and Workforce Development Department

Collaborating Departments/Agencies:

Los Angeles Homeless Services Authority

Connection to County: ☒ Integrate☐ Support☐ No Relation

Additional Strategies

Women's Homelessness - Domestic Violence

Population Impact

☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA), The Housing and Community Investment Department (HCID), and the City Domestic Violence Task Force (DV Task Force) to report relative to identifying the number of individuals whose homelessness is directly related to domestic violence, and the supportive services to address the needs of those individuals. Instruct LAHSA, HCID and the DV Task Force to conduct a housing gap analysis for women, and that the housing types include supportive services to address women's homelessness and domestic violence. Instruct LAHSA, HCID, the DV Task Force and the City Administrative Officer to report with the funding necessary to ensure that all domestic violence beds in the City remain open through Fiscal Year 2016-17. Instruct the Economic and Workforce Development Department and the DV Task Force to report relative to providing employment development services to homeless women or women at-risk of homelessness.

Description:

According to the Los Angeles Homeless Services Authority's (LAHSA) 2015 Point-In-Time (PIT) count, approximately one-third of homeless individuals in Los Angeles County are women. The Downtown Women's Center (DWC), a non-profit located in downtown Los Angeles, advises that approximately 8,100 women are homeless in the City and LAHSA reported in the PIT that there are approximately 13,600 homeless women in the County. Homeless women service providers note that approximately one-in-four (25 percent) of all homeless individuals are unaccompanied women without children, and therefore are not eligible for family resources.

According to DWC, women become homeless for a variety of reasons including the following: lack of affordable housing, unemployment, lack of social support network, mental illness, physical disability, substance abuse, and domestic violence (see below). DWC further states that most homeless services do not address the unique needs of homeless women including the following: domestic violence; health care; and employment development for all ages, including workforce re-entry training.

Homeless women service providers indicate that despite the basic statistics available through LAHSA there is a lack of information pertaining to the existing housing and services currently provided to homeless women and victims of domestic violence. As a result of the lack of this information, LAHSA, the Housing and Community Investment Department (HCID), and the City Domestic Violence Task Force (DV Task Force) should report relative to the number of homeless women and domestic violence victims in the City. Also, updated Strategy 4A instructs LAHSA and the DV Task Force to report relative to adapting the Coordinated Entry System to the needs of domestic violence victims.

Domestic Violence

The DV Task Force advises that approximately 50 percent of homeless women report that domestic violence is the immediate cause of their homelessness. LAHSA advises that the number of women who are homeless due to domestic violence in the City is unknown. The 2016 PIT count, scheduled on January 26-28 2016 will be asking questions of homeless individuals to determine this number. Last year, the 2015 PIT count identified approximately 5,500 domestic violence victims in the City, and LAHSA reports that 21 percent of the countywide homeless population had experienced domestic violence. DWC estimated that over two-thirds of women on Skid Row in downtown have experienced one or more of the following: child abuse; domestic violence; and sexual assault.

According to the DV Task Force, approximately 70% of women seeking shelter from domestic violence cannot access beds because the shelters do not have vacancies or are located near an abuser. As a result, the women are left without a viable solution. Many of the women have to choose between returning home to the source of the violence or choose homelessness and face the dangers of living on the street. DV Task Force further advises that the City only has 500+ beds (800 countywide) compared to New York City which has 2,500 beds. Although the exact number of individuals who are

homeless as a direct result of domestic violence in the City is unknown, the DV Task Force notes that this number is significant. As stated above, LAHSA should be instructed to report with updated statistics regarding homeless domestic violence victims.

LAHSA advises that as a result of the federal government's shift in funding priority to permanent supportive housing rather than transitional housing, three domestic violence centers located in the City are scheduled to lose funding. The three centers, Rainbow Services, First to Serve, and Prototypes, will lose funding when their contract term ends in October and November. LAHSA advises that the annual cost to fund these shelters is as follows: Rainbow Services - \$260,000 (10 units); First to Serve - \$260,000 (15 beds); and Prototypes - \$150,000 (20 beds). The City Administrative Officer should be instructed to work with LAHSA, HCID and the DV Task Force to identify funds for these units.

Service providers indicate that it is important to keep transitional housing beds available because there is a lack of beds in general and that transitional housing beds are a more appropriate housing strategy for victims of domestic violence than Rapid-Rehousing or Bridge Housing. Domestic violence service providers advise that transitional housing is considered more appropriate than Rapid Re-Housing as domestic violence related services are more readily available at these sites. Additionally, transitional housing is more appropriate than bridge housing as it serves the longer-term safety and trauma needs of victims of domestic violence. Given the lack of housing for domestic violence victims and the need for transitional housing units, LAHSA, HCID and the DV Task Force should be instructed to conduct a Housing Gap analysis relative to the housing and service needs of homeless women and victims of domestic violence.

DWC provides a variety of services to homeless women including housing, health services, mental health services, and employment development. In addition, DWC operates a Trauma Recovery Center that provides emotional support and service referrals for survivors of sexual assault, domestic violence, human trafficking, homicide of a loved one, violence, or accidents. DWC recommends that the City implement Trauma-Informed Care (TIC) in all outreach, engagement, case management and services provided to homeless individuals, including women and victims of domestic violence. TIC refers to a practice of care that recognizes that individuals who experience violence induced trauma including homelessness may require physical, psychological, and social support services to achieve and sustain a healthy outcome. Homeless women and domestic violence service providers including the Good Shepherd Shelter and 1736 Family Crisis Center state that the Coordinated Entry System needs to be upgraded to ensure the assessment, and housing and service provided through the system address the specific needs of homeless women and domestic violence victims, including their privacy needs. (See Updated Strategies 3A, 3B, 3C, 4A and 7A). In addition, City Strategy 6E Navigation Centers proposes that domestic violence services be made available in future City homeless services facilities.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Individuals experiencing domestic violence related homelessness

Potential Performance Metrics:

Statistics relative to female homelessness

Additional Domestic Violence beds/units

Statistics pertaining to domestic violence related homelessness, including victim housing needs

Employment services and job placements provided to homeless women and domestic violence victims

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:

LAHSA

EWDD

Collaborating Departments/Agencies:

Department of Aging

Commission on the Status on Women

HCID
DV TASK FORCE

Commission on Community and Family Services
City Administrative Officer

Connection to County: ☐ Integrate

☐ Support

☒ No Relation

Budget**Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing****Population Impact:**☐ All ☒ Families ☒ TAY ☒ Single Adult ☐ Veteran ☒ Chronically Homeless Adult**Recommendation:**

Direct the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA), with the assistance of the Housing and Community Investment Department (HCID) and the Los Angeles Homeless Services Authority (LAHSA), to identify permanent funding sources in the amount of \$75 million annually for the Affordable Housing Trust Fund (AHTF) to finance the construction of affordable and permanent supportive housing (PSH) and updated costs for programs proposed by this report to be funded by the AHTF. **Instruct the CAO and CLA, with assistance of HCID and LAHSA, to report with any revisions to the AHTF guidelines needed to further the goals of the City's Comprehensive Homeless Strategy.**

Description:

Our offices recommend exploring the utilization of a variety of funding sources to reach the estimated annual funding goal for the AHTF as identified in the budget narrative section. This funding goal represents only the projected need for City funding for the new construction of permanent supportive housing units and maintenance. The \$75 million annual investment represents the City's average contribution towards the construction of Permanent Supportive Housing over the span of the 10-year strategy to address housing for the homeless population. This cost is consistent with the proposed 75% PSH Lease-based/25% PSH Construction approach described in this section's narrative.

Potential funding sources that will be explored are outlined in **the Attachments section** (Funding Sources Matrix) of this report. Our offices will report to the Mayor and Council regarding the feasibility and funding potential of these funds and recommend the specific sources of funding needed to finance a \$75 million annual commitment to the AHTF.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All non-veteran homeless populations in the City

Potential Performance Metrics:

N/A

Potential Funding Source:

NA

Implementation Time Frame:

Medium-Term

Lead Agency:City Administrative Officer
Chief Legislative Analyst**Collaborating Departments/Agencies:**Housing and Community Investment Department
Los Angeles Homeless Services Authority**Connection to County:** ☐ Integrate ☒ Support ☐ No Relation

**Population
Impact:**☐ All ☒ Families ☒ TAY ☒ Single Adult ☐ Veteran ☒ Chronically Homeless Adult**Recommendation:**

Instruct the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA), with the assistance of the Housing and Community Investment Department (HCID) and the Los Angeles Homeless Services Authority (LAHSA), to identify permanent funding sources in the amount of \$113 million annually for a new Homeless Services Trust Fund (HSTF) to finance the construction of lease based permanent supportive housing (PSH), rapid re-housing (RRH), homelessness diversion programs, and supportive services and updated costs for programs proposed by this report to be funded by the HSTF. Instruct the CAO and CLA, with the assistance of HCID and LAHSA, to report with recommendations for the new HSTF guidelines.

Description:

The proposed Homeless Services Trust Fund (HSTF) is needed to finance lease based permanent supportive housing, rapid re-housing (RRH), homelessness diversion programs and supportive services. Our offices recommend that annual funding in the amount of \$113 million should be allocated to the new HSTF to fully finance these strategies over ten years. This represents the average annual funding need for the HSTF over this time span. This cost is consistent with the proposed 75% PSH Lease-based/25% PSH Construction approach described in this section's narrative.

Sections 7 (Housing) and 10 (Budget) of this report outline the need to create more lease-based programs that can be funded under the HSTF. Section 7.9.2 describes the importance of flexible housing vouchers and notes that the County currently has a Flexible Housing Subsidy Program (FHSP) and LAHSA is looking to create a similar flexible voucher program. The CAO/CLA report should make recommendations on the parameters for the HSTF. In addition, the report should include recommendations on how the City can participate in the County's and LAHSA's flexible housing voucher programs, as well as the following:

- The feasibility of conducting a geographic needs assessment for these programs;
- The feasibility of expanding the availability of these programs to residents in areas underserved by the County's program;
- Exploring master leasing programs as a way to make units available; and
- How the City or philanthropists can buy into these programs.

Potential funding sources that will be explored are outlined in **Attachments section** (Funding Sources Matrix) of this report. Our Offices will report back to the Mayor and Council regarding the feasibility and funding potential of these funds and recommend the specific sources of funding needed to finance a \$113 million annual commitment to the HSTF.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All non-veteran homeless populations in the City

Potential Performance Metrics:

N/A

Potential Funding Source:

N/A

Implementation Time Frame:

Medium-Term

Lead Agency:

City Administrative Officer
Chief Legislative Analyst

Collaborating Departments/Agencies:

Housing and Community Investment Department
Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

Budget
New Funding Programs and Guidelines

Population Impact: ☒ All ☐ Families ☐ TAY ☐ Single Adult ☐ Veteran ☐ Chronically Homeless Adult

Recommendation:

Direct the Housing and Community Investment Department (HCID), with the assistance of the CAO and the CLA, to report on new programs or policy changes to existing guidelines that can facilitate and expedite the development of new PSH units.

Description:

The HCID will investigate and report on the feasibility of various changes to housing programs and policies that could facilitate the faster construction of permanent supportive housing. This report will include information on the following:

- The impacts of changing the current Affordable Housing Trust Fund (AHTF) guidelines to further the development of 4% tax credit-funded permanent supportive housing units
- Bridge Funding Program
- Bridge Project-Based Lease Payments
- Flexible Capital

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All non-veteran homeless populations in the City.

Potential Performance Metrics:

Additional projects financed due to future funds committed (annualized).

Potential Funding Source:

N/A

Implementation Time Frame:

Medium Term

Lead Agency:

Housing and Community Investment Department (HCID)

Collaborating Departments/Agencies:

City Administrative Officer
Chief Legislative Analyst

Connection to County: ☐ Integrate ☒ Support ☐ No Relation