# OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date:

May 28, 2019

CAO File No.

0150-11359-0000

Council File No. 19-0377 Council District: ALL

To:

The Mayor

The Council

From:

Richard H. Llewellyn, Jr., City Administrative Officer

Reference:

Motion (O'Farrell - Krekorian); Additional information provided by the Mayor

through May 24, 2019

Subject:

ACCEPTANCE OF A \$1.51 MILLION GRANT AWARD FROM THE UNITED WAY OF

GREATER LOS ANGELES (UWGLA) TO SUPPORT STAFFING OF THE HOUSING CRISIS RESPONSE TEAM (HCRT) WITHIN THE MAYOR'S OFFICE OF CITYWIDE

HOMELESSNESS INITIATIVES (MOCHI)

# RECOMMENDATIONS

That the City Council take the following actions:

- 1. Authorize the Mayor, or designee, to execute the Grant Agreement with the United Way of Greater Los Angeles (UWGLA) and accept funding in an amount up to \$1,510,000 to support five (5) positions of the Housing Crisis Response Team (HCRT) within the Mayor's Office of Citywide Homelessness Initiatives (MOCHI), for a three-year period effective upon grant agreement execution through June 30, 2022, and submit any other necessary agreements and documents relative to the implementation of this program, subject to the review and approval of the City Attorney as to form and legality;
- 2. Authorize the Controller to establish a new interest bearing fund entitled 2019-22 United Way of Greater Los Angeles (2019-22 UWGLA) HCRT Implementation Grant Fund No. XXX/46, recognize a receivable in an amount not to exceed \$1,510,000, receive and disburse the funds upon presentation of documentation or proper demand from the Mayor's Office, and create new appropriation accounts within the new Fund XXX/46 as follows:

Appropriation Account	Account Name		Amount
46S146	Mayor Salaries	_	\$ 217,500
46S246	Salary Reserve		1,192,500
46S304	Contractual Services		100,000
		TOTAL:	<u>\$1,510,000</u>

 Upon presentation of documentation or proper demand, authorize the Controller to transfer up to \$217,500 from the 2019-22 UWGLA HCRT Implementation Grant Fund No. XXX/46 as follows:

# FROM:

Fund/Dept.	Account No.	Account Name	Amount
XXX/46	46S146	Mayor Salaries	\$217,500

#### TO:

Fund/Dept.	Account No.	Account Name	Amount
100/46	001020	Salaries Grant Reimbursed	\$217,500

- 4. In accordance with the UWGLA project and payment schedule, upon receipt of funds and proper demand from the Mayor, authorize the Controller to transfer up to \$352,500 from Fund XXX/46, Account 46S246 Salary Reserve as follows: \$100,000 to Account 46S304 Contractual Services and \$252,500 to Account 46S146 Mayor Salaries, and transfer therefrom to Mayor Fund 100/46, Account 001020 Salaries Grant Reimbursed;
- 5. Authorize the City Council to instruct the City Clerk to place on the Council Agenda for the first regular Council meeting on July 1, 2020, or shortly thereafter, the following actions relative to the 2019-22 UWGLA HCRT Implementation Grant Fund:

That the City Council authorize the Controller to:

Upon receipt of funds, transfer up to \$470,000 from Fund XXX/46, Account 46R246 Salary Reserve to Account 46T146 Mayor Salaries, and transfer therefrom to Mayor Fund 100/46, Account 001020 Salaries Grant Reimbursed;

6. Authorize the City Council to instruct the City Clerk to place on the Council Agenda for the first regular Council meeting on July 1, 2021, or shortly thereafter, the following actions relative to the 2019-22 UWGLA HCRT Implementation Grant Fund:

That the City Council authorize the Controller to:

Upon receipt of funds, transfer up to \$470,000 from Fund XXX/46, Account 46R246 Salary Reserve to Account 46V146 Mayor Salaries, and transfer therefrom to Mayor Fund 100/46, Account 001020 Salaries Grant Reimbursed;

- 7. Request that the Mayor, or designee, submit invoices or progress status reports in a timely manner to ensure reimbursement of HCRT salary costs;
- 8. Authorize the Mayor, or designee, to prepare Controller's instructions and/or make any technical adjustments that may be required to implement the actions approved by the Mayor

and Council on these matters, subject to the approval of the City Administrative Officer, and

#### SUMMARY

The Mayor's Office of Citywide Homelessness Initiatives (MOCHI) requests authority to accept a grant in the amount of \$1.16 million, with the option to increase the grant amount to \$1.51 million, from the United Way of Greater Los Angeles (UWGLA) to fund the salaries of five new positions, functioning as the Housing Crisis Response Team (HCRT) within the MOCHI, effective over a three-year period from the execution of the grant agreement through June 30, 2022. Additionally, if necessary, the Mayor's Fund for Los Angeles (MFLA) has offered a potential grant of up to \$250,000 to assist with HCRT salary costs. The conferring of a MFLA grant award is contingent upon whether the MFLA secures the targeted funds for this project. Should the MFLA funds be awarded, the MOCHI will need to relate these details in a separate transmittal.

authorize the Controller to implement these instructions.

In early 2019 UWGLA and MOCHI began an iterative discussion process focused on developing innovative solutions to addressing the City's housing crisis. This resulted in an invitation to submit a proposal for funding that culminated in a notice of award from UWGLA on March 31, 2019. The majority of UWGLA grant funds support direct salaries only, no related costs. Salary costs are estimated at \$470,000 per year or \$1.4 million over the three-year performance period. Fringe benefit costs are estimated at \$573,165 over the three-year performance period (\$191,055 x 3 = \$573,165). The Mayor's Office has indicated that these costs will be covered by funds allocated in the Mayor's Budget for the duration of the grant performance period. The remaining balance of the grant (\$100,000) is allocated for contractual services to support implementation and evaluation of the Proposition HHH Pilot Program.

United Way of Greater Los Angeles Grant					
Item Description	2019-2020	2020-2021	2021-2022		
Housing Innovation Program Director	\$ 100,000	\$ 100,000	\$ 100,000		
Affordable Housing Production Manager	80,000	80,000	80,000		
Affordable Housing Loan Manager	100,000	100,000	100,000		
Affordable Housing Loan Underwriter	100,000	100,000	100,000		
Housing Policy Analyst	90,000	90,000	90,000		
Contractual Services - Program evaluation	100,000				
TOTAL:	\$ 570,000	\$ 470,000	\$ 470,000		

## Background

The nine existing and five proposed positions in the Mayor's Office of Citywide Homelessness Initiatives (MOCHI) represent a whole-scale strategy to solving homelessness and is organized into five distinct but connected policy areas: Street Strategies, Interim Housing/A Bridge Home, HHH/Housing Policy, Skid Row Place-Based Initiatives and Homeless Help Desk.

The General City Purposes (GCP) funds six positions that function as the MOCHI executive

management team with primary responsibility for policy development, management and oversight and administrative support for the five policy areas. The Deputy Mayor and Executive Officer provide overall management and oversight of MOCHI operations, along with an Executive Assistant that provides administrative support. The Chief Housing Officer develops effective affordable and permanent housing policies and provides general oversight of Proposition HHH, the City's Linkage Fee project, and the City's Transit Oriented Communities Program. This position also manages the Housing Crisis Response Team (HCRT), a five-member team that will oversee and implement the Proposition HHH Housing Innovation Challenge Pilot Program (HIC Pilot) and ensure that the supportive housing pipeline is a streamlined process that moves more homeless into housing expeditiously. The Proposition HHH Housing Innovation Challenge is an open-ended competition to encourage developer proposals for faster, cheaper methods of building/financing 1,000 new units of homeless housing. The Director of Skid Row Strategies is responsible for developing policies and programs that address the unique circumstances of homelessness in downtown Los Angeles. The Homelessness Policy Analyst supervises the Mayor's Homeless Help Desk program, a signature program that offers referrals to unsheltered individuals in the Civic Center area.

The Homeless Emergency Assistance Program (HEAP) funds three positions that oversee Interim Housing/A Bridge Home and the Unified Homelessness Resource Center (UHRC). The Director of Interim Housing Strategies and the "A Bridge Home" Project Manager focus on the temporary shelter placement of homeless individuals while the City's permanent housing supply is constructed. The Senior Operations Manager of the UHRC is responsible for implementing street strategies and operations relative to unsheltered homelessness, ensuring clean and passable streets and the integration of homeless outreach protocols with municipal services deployment.

# **Housing Crisis Response Team (HCRT)**

The United Way of Greater Los Angeles (UWGLA) and, if necessary, the Mayor's Fund for Los Angeles (MFLA) will be funding, over the next three years, five new positions that will comprise the HCRT. The HCRT positions—Housing Innovation Program Director, Affordable Housing Production Manager, Affordable Housing Loan Manager, Affordable Housing Loan Underwriter and Housing Policy Analyst—will, in partnership with the Los Angeles Housing and Community Investment Department (HCIDLA), implement the City's \$120 million HIC Pilot to finance 1,000 units of supportive housing through innovative construction and/or financing methods and the demonstrated ability to execute quality supportive housing in a timely and cost-effective manner. The HCRT will also pursue additional funding opportunities to support innovative solutions to the housing crisis. This effort has already resulted in securing two one million grants from Bloomberg Philanthropies and CitiBank to assist homeowners in building accessory dwelling units (ADUs) for formerly homeless individuals and for neighborhood-based developers to preserve naturally occurring affordable housing in gentrifying neighborhoods respectively. Detailed job descriptions for each of these positions are attached to this Report.

# **HCRT and HCIDLA Coordination**

One of the primary purposes of the HCRT is to establish a cohesive, effective infrastructure to

increase the City's capacity to address the housing crisis through cost effective solutions designed to fast track the production of 1,000 new housing units and reach the goal of 10,000 new housing units within a 10-year timeframe. HCIDLA currently lacks sufficient staff to handle another unique housing program outside the scope of implementing existing Proposition HHH housing portfolio activities. The MOCHI worked closely with the HCIDLA senior management in determining staffing needs required to implement the HIC Pilot. Should HIC Pilot outcomes highlight the need to install a permanent position or positions within the HCIDLA, then the long term plan is for the Mayor's Office to identify funding sources and work with Personnel and HCIDLA to craft appropriate position descriptions and job classifications.

The three housing innovation positions in the HCRT—Housing Innovation Program Director, Affordable Housing Loan Manager and Affordable Housing Loan Underwriter—are the primary staff responsible for the implementation of the HIC Pilot. These positions will work in close coordination with the HCIDLA's assistant general manager of the Housing Development Bureau (HDB) to screen all HIC proposal submissions, oversee the selection process for recommended projects and manage the loan underwriting activities of the chosen projects. The Affordable Housing Production Manager in coordination with HCID's senior management staff will serve as primary contact with supportive housing developers to expedite building and permit procedures, troubleshoot problems and resolve any delays or issues involving City department partners (Planning, Building and Safety, Fire, Bureau of Engineering, Water and Power) and project implementation. The production manager is also responsible for convening regular meetings with City partners to design and execute policies and procedures to facilitate the production of the City's affordable and supportive housing pipeline. Additionally, this position will also create better information sharing and notification protocols across City departments with the development of a tracking system for affordable housing projects. The Housing Policy Analyst will provide overall policy and data analysis support for the HCRT and work in conjunction with HCIDLA planning and economic analysis staff to establish reporting schedules on housing production performance metrics

# **Housing Tracking System to Share Information**

The MOCHI has indicated that more details will be forthcoming but discussions are ongoing relative to the HCRT's development of an affordable housing tracking system. The intent is to create better information sharing and notification protocols across City departments for improved monitoring of projects in the HIC Pilot. Data will need to be accessed and retrieved from multiple stand-alone systems and platforms to consolidate the information into an existing system or new system.

## FISCAL IMPACT STATEMENT

The recommendations contained in this Report will not have an impact on the General Fund. Acceptance of the 2019-22 United Way of Greater Los Angeles - Housing Crisis Response Team Implementation Grant (UWGLA HCRT Grant) in an amount of up to \$1,510,000 and approval of grant-related actions will result in the funding of five new positions in the Mayor's Office of Citywide Homelessness Initiatives and support for program evaluation services that will, in partnership with the HCIDLA, implement the City's \$120 million Proposition HHH Housing Innovation Challenge. The

UWGLA HCRT Grant provides funding direct salaries only. The Mayor's Office has indicated that the related costs are anticipated to be covered by funds allocated in the Mayor's Budget for the duration of the grant performance period. Accepting the grant and approving the recommendations are in compliance with the City's Financial Policies in that sufficient grant revenues are available to support the salary costs of these positions. Funding to continue the program beyond the three-year performance period is dependent on receipt of additional grant funds or General Fund appropriations.

RHL:ACA:CLF:02190182c

Attachments



March 31, 2019

Mr. Ben Winter Chief Housing Officer Office of Mayor Eric Garcetti City of Los Angeles 200 N. Spring St Los Angeles, CA 90012

Dear Mr. Winter,

United Way of Greater Los Angeles is excited to partner with the Office of Mayor Eric Garcetti to support the launch of a City of Los Angeles Housing Crisis Solutions Team with a grant of \$1,160,000, with the option to extend to \$1,510,000.

The Housing Crisis Solutions Team will catalyze development of supportive housing in LA City through investment in key staffing, consulting and coordination that promotes housing innovation and expedites the development process over the next several years.

Award is contingent on negotiation and execution of a formal Letter of Agreement, which will contain grant terms. Award payment will be made upon receipt of the executed contract and in accordance to the payment schedule and terms included in the contract.

We are excited to continue partnering with the City of Los Angeles to accelerate the supportive housing pipeline. If you have any questions on this award or next steps, feel free to contact our Senior Program Officer, Emily Bradley (ebradley@unitedwayla.org).

Sincerely,

Chris Ko

Director, Homeless Initiatives

United Way of Greater Los Angeles



# April 8, 2019

Grantee: City of Los Angeles, Office of Mayor Eric Garcetti

**Project: Housing Crisis Solutions Team** 

**Total Award:** Up to \$1,510,000 **Employer ID Number:** 95-6000735

Contract Term: Upon Contract Execution - 06/30/2022 or upon completion of all deliverables

This grant is awarded by United Way of Greater Los Angeles ("UWGLA") or "Grantor" on behalf of the Home For Good Funders Collaborative ("Funders Collaborative") to "Grantee" subject to the following terms and conditions:

- Grant funds must be used exclusively for the Purpose of Grant as identified above and as further set forth in contracted Scope of Work to this Agreement. Grant funds may not be expended for any other purposes without prior written approval of the UWGLA Authorized representative.
- Grantee shall not engage in any activity that jeopardizes Grantee's or Grantor's current status as a nonprofit charity
  qualified to receive tax-deductible contributions under section 501(c)(3) of the Code, or other exempt status.
   Without limiting the generality of the preceding sentence, Grantee will not intervene in any election or support or
  oppose any political party or candidate for public office using provided funding support.
- 3. Grantee will exercise full control over the grant and the expenditure of grant funds, in accordance to approved Project Budget. If appropriate, UWGLA may grant a no-cost extension to Grantee for any unexpended grant funds remaining at the end of the Grant Period. Grantee shall be required to return any grant funds used for any purpose other than the Purpose of the Grant or for any activity prohibited by this Grant Agreement or by applicable law.
- 4. Grantee will provide promptly such additional information, reports and documents as requested and will allow UWGLA and its representatives to have reasonable access during regular business hours to files, records, accounts or personnel that are associated with this grant, for the purpose of making such financial reviews, verifications or program evaluations as may be deemed necessary by UWGLA. In addition, Grantee will provide a copy of its Annual Report, financial compilation or certified audit, or other financial reports or information as requested.
- 5. All publicity, publications and notice produced or released by Grantee with regard to this grant shall acknowledge UWGLA and the Funders Collaborative. Grantee will allow UWGLA, on behalf of the Funders Collaborative, to review and approve the text of any proposed publicity concerning UWGLA and the Funders Collaborative and this grant prior to its release.
- 6. UWGLA reserves the right to discontinue, modify, withhold or suspend any payments to be made under this grant or to terminate the grant if, in UWGLA's and / or the Funders Collaborative' discretion, such action is necessary: (1) because Grantee has not fully complied with the terms and conditions of this grant; (2) to protect the Purpose of the Grant or any other charitable activities of UWGLA; or (3) to comply with any law or regulation applicable to the Grantee, to UWGLA or this grant.

- 7. This grant is made with the understanding that UWGLA and the Funders Collaborative have no obligation to provide other or additional support or grants to the Grantee. As applicable and available, the staff of UWGLA Home For Good Initiative may provide additional capacity building and technical assistance to the Grantee in support of a successfully completed project.
- 8. Grantee is solely responsible for all activities supported by the grant funds, the content of any services and products created and delivered with the grant funds, and the manner in which any such services and products may be disseminated. Grantee is an independent contractor and not an agent, employee or legal representative of UWGLA or the Funders Collaborative, and this Agreement shall not create any agency relationship, partnership, or joint venture between the parties.
- 9. Grantee irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless UWGLA and members of the Funders Collaborative, and their officers, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission of Grantee, its employees, or agents, in applying for or accepting the grant, in expending or applying the grant funds, or in carrying out any project or program to be supported by the grant, except to the extent that such claims, liabilities, losses, or expenses arise from or in connection with any act or omission of UWGLA or any Funders Collaborative member, or their officers, directors, employees, or agents. The failure of UWGLA or the members of the Funders Collaborative to exercise any of its rights under this Agreement shall not be deemed to be a waiver of such rights.
- 10. This Agreement, including the Appendices, constitutes the entire agreement of the parties with respect to its subject matter and supersedes any and all prior written or oral agreements or understandings with respect to the grant. This Agreement may not be amended or modified, except in a writing signed by both parties.
- 11. This Agreement shall be governed by, and construed and interpreted in accordance with, the laws of the State of California, applicable to contracts to be performed wholly within said state.

Grantee's agreement to these terms and conditions is required as a condition of the Grant. Please have this agreement reviewed and, if it agrees to these terms and conditions, electronically signed where indicated by an authorized officer of Grantee.

Deena Margolis
Vice President, Community Impact
United Way of Greater Los Angeles

LiNing Recendez Vice President, Finance United Way of Greater Los Angeles

ACCEPTED AND AGREED 8Y GRANTEE:

Signature:
Printed Name:
Title:

Date:

#### SCOPE OF WORK

Grantee:

City of Los Angeles, Office of Mayor Eric Garcetti

Project:

Housing Crisis Solutions Team

Total Award:

Up to \$1,510,000

Mailing Address:

200 N. Spring St

Los Angeles, CA 90012

Principal Contact:

**Ben Winter** 

Chief Housing Officer ben.winter@lacity.org

<u>UWGLA Authorized Representative(s)</u> - All correspondence from Grantee regarding the Grant Agreement shall be directed to the Authorized Representative(s) named below unless otherwise directed by said representative(s).

Chris Ko

**Emily Bradley** 

Director, Homeless Initiatives

Senior Program Officer, Homeless Initiatives

cko@unitedwayla.org

ebradley@unitedwayla.org

<u>Payments & Deliverables Dates</u>- The following chart outlines all key payments and requirements related to this grant. A project check in or report is currently required each quarter of the grant term. Additional updates on grant progress may be requested as needed.

Deliverable/ Deadline	Payment Deadline	Paymen t Total	Outcome
Executed Grant Agreement	Upon Return of Executed Contract	\$217,500	Prop HHH Housing Challenge Launched
Project Check In 07/15/2019	08/01/2019	\$352,500	Staff hired     Prop HHH Housing Challenge application closed and review period underway     Quarterly Leadership Council established     Quarterly Housing Innovation
Project Check In 10/15/2019	N/A	N/A	Working Group meeting established     Affordable Housing Streamlining     Cabinet established     Baseline streamlining metrics established
Progress Report 03/15/2020	04/01/2020	\$470,000	Housing Challenge projects underway     Average time to entitle permit projects reduced by 20%
Project Check In 07/15/2019	N/A	N/A	
Project Check In 10/15/2019	N/A	N/A	
Progress Report 03/15/2021	04/01/2021	\$470,000	First HHH housing projects open     Average time to entitle permit projects reduced by 35%
Project Check In 03/15/2022	04/01/2022	N/A	Grant close out     Streamlining and HHH Housing Challenge production goals met
Cumulative Report 06/30/2022	N/A	N/A	

# **Contract Amendments**

UWGLA reserves the right to amend this contract as project goals and payments change. This may be initiated by UWGLA and its funding partners on this project. Approval of an amendment related to this contract may be done through direct notification to funded agency from United Way in reference to this contract.



Mayor Garcetti speaks to a construction crew building 88th & Vermont, a supportive housing project funded with Prop HHH.

# Housing Crisis Solutions Team Funding Request

Since voters passed Prop HHH a little more than two years ago we have made significant progress toward building 10,000 units of supportive housing, which are critical to helping us reach our shared vision of ending homelessness in Los Angeles. Since November 2016, the City's pipeline of new supportive housing projects has grown to **78 developments with a total of 5,104 units, of which 3,619 are supportive housing.** So far, we've broken ground on 8 Prop HHH projects, with more than 500 units on their way to completion.

The severity of our housing crisis requires that the City step up its sense of urgency to expedite the highest-priority housing solutions for our most vulnerable residents. That's why the Mayor is forming a new "Housing Crisis Solutions Team" which will be a central hub comprised of Department and Mayor staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

Purpose. To create a central hub for coordinating the City's response to the housing crisis.



Function. To expedite the delivery of high-priority projects & proactively spark innovative solutions that transform the development industry.

# Housing Innovation / Prop HHH Pilot Program.

The flagship task of the Housing Crisis Solutions Team will be the creation of a new Housing Innovation Unit that will lead the creation and implementation of a \$120m Prop HHH Pilot Program in close partnership with the Los Angeles Housing and Community Investment Department (HCIDLA). The goals of this program are to fund 1,000 units of supportive housing through innovative construction and/or financing methods that demonstrate the ability to produce high-quality, supportive housing environments in a timely and cost-effective manner.

In addition to this pilot program, the unit will seek out new funding opportunities to cultivate other innovative solutions to the housing crisis. For starters, the team will oversee the implementation of two \$1m housing innovation grants that the Mayor's Office secured from Bloomberg Philanthropies and CitiBank, which will create new opportunities for homeowners to build ADUs for formerly homeless individuals and for neighborhood-based developers to preserve naturally occurring affordable housing in rapidly gentrifying neighborhoods.

# Streamlining.

The Housing Crisis Solutions Team will also consist of two new full time staff in the Mayor's Office that convene multiple departments to implement streamlining strategies for the City's highest-priority housing solutions. This grant proposal will support an "Affordable Housing Production Manager" that reports directly to the Mayor's Chief Housing Officer that will monitor and troubleshoot all Prop HHH projects through the development process, coordinating with new staff embedded in the Departments of City Planning, DBS, Fire Department and LADWP specifically dedicated to processing housing development permits.

## Staffing / Budget Needs.

Appendix A describes the full staffing plan for the Mayor's Housing Crisis Solutions Team. In total, we are proposing to increase the team by 11 new full time positions and a flexible pool to hire external contractors as needed. Appendix B shows the full budget request for those positions, showing a need of \$1.5 million from philanthropy to support salary costs of 5 positions and the flex fund. The City is expected to cover overhead and benefits for all positions supported by philanthropic partners, which amounts to a third of their total cost.

## Measuring Impact.

To measure the impact of these catalytic philanthropic investments, the following deliverables will be implemented and metrics will be measured.

Focus Area	Key Deliverables	Outcomes / Metrics
All	Establish Leadership Council     Led by Mayor's Chief Housing Officer, staffed by full Housing Crisis Solutions Team	Quarterly meetings w/ the Mayor, his senior staff, key external partners, and the City's General Managers to discuss challenges, opportunities, and needs to advance high-priority housing initiatives
Streamlining & Policy	<ul> <li>AHPM expands &amp; oversees the Mayor's Affordable Housing Cabinet</li> <li>AHPM is published as primary point of contact for all supportive housing developers that need assistance in navigating and troubleshooting specific development and finance challenges as they arise for projects in the pipeline</li> <li>AHPM develops a SH / affordable housing tracking system for City Depts</li> <li>AHPM develops and implements w/ Depts new streamlining policies and ordinances (PSHO, new state streamlining bills, etc)</li> </ul>	Monthly meetings with liaisons from DBS, HCIDLA, DCP, BOE, LADWP, BOE, DOT, and others as necessary to troubleshoot major development issues and to advance streamlining policies     Goal: cut the average pre-development timeline for all SH projects by half, from 3 years to 1.5 years & construction timeline by 1/3rd from 1.5 years to 1 year     Metrics: ave. months for securing entitlements, pulling final permits, and obtaining temporary certificates of occupancy
Innovation & Policy	Implement the proposed Prop HHH Housing Challenge     Led and staffed by new "Housing Innovation Team" and regular staff at HCIDLA	Goal: create 1,000 units of supportive housing (SH) with \$120 million of Prop HHH funding within 2 years of the City approving funding for individual projects.     Metrics: number of SH units completed through the Prop HHH Housing Challenge program; entitlement/construction metrics described for all SH projects above
Innovation & Policy	Reestablish Housing Innovation Working Group     Led and staffed by new "Housing Innovation Team"	Bi-monthly information-sharing meetings w/ a wide net of City employees interested in current housing policies and innovations
Innovation & Policy	Securing / implementing new grants for housing innovation     Led and staffed by new "Housing Innovation Team"	<ul> <li>Expend \$1m from Bloomberg for the City's ADU innovation homeless program</li> <li>Expend \$1m from Citi to support small-scale affordable housing preservation initiatives (Enterprise Community Partners is fiscal agent)</li> <li>Apply for at least one additional competitive funding source to support innovative housing programs</li> </ul>

# Institutionalizing Change.

The Mayor's Office will institutionalize the work supported by the philanthropic investments requested in this memo in two major ways:

- Culture Shift: Over the next 3 years, staff supported by these funds will implement key
  changes in policies and procedures within multiple City Departments, which will shift the
  City's bureaucracy toward a more "solutions-oriented" culture when approving
  affordable and supportive housing projects.
- Long-term Staffing Commitments: After demonstrating the effectiveness of assigning staff specifically to streamlining major affordable and supportive housing projects, the Mayor's Office will identify funding sources to fund an "Affordable Housing Production Manager" as a permanent position within HCIDLA's workforce, working closely with the Mayor's senior staff. In addition, if the Prop HHH Housing Challenge demonstrates a permanent need for alternative financial underwriting skills that do not currently exist in HCIDLA, the Mayor's Office will work with Personnel and HCIDLA to develop new job job classifications for permanent hires in HCIDLA.

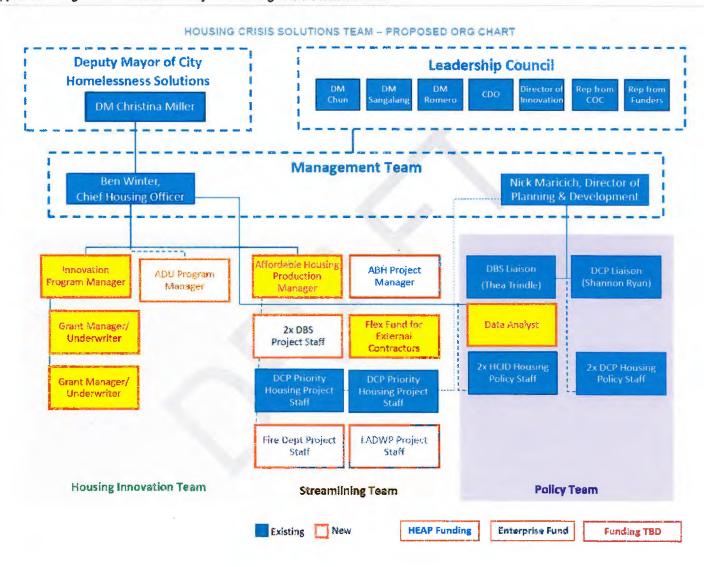
# Timing of Funds and Outcomes.

To jump start the implementation of the Prop HHH Pilot Program, we estimate that <u>\$217.5k is needed by April 1, 2019</u>. The chart below shows other needed funding amounts and deadlines.

Funding Deadline	Amount Needed	Amount Needed Funding Used For Outcome				
4/1/2019	\$217.5K	1 qtr of salaries for 5 staff	- Prop HHH Housing Challenge Launched			
7/1/2019	\$352.5k	3 qtrs of salaries for 5 staff	<ul> <li>Staff hired</li> <li>Prop HHH Housing Challenge application closed and review period underway</li> <li>Quarterly Leadership Council established</li> <li>Quarterly Housing Innovation Working Group meeting established</li> <li>Affordable Housing Streamlining Cabinet established</li> <li>Baseline streamlining metrics established</li> </ul>			
4/1/2020	\$470k	4 qtrs of salaries for	- Housing Challenge projects			

		all 5 staff	underway - Average time to entitle/permit projects reduced by 20%
4/1/2021	\$470k	4 qtrs of salaries for all 5 staff	<ul> <li>First HHH Housing projects opening up;</li> <li>Average time to entitle/permit projects reduced by 35%</li> </ul>
4/1/2022	N/A	N/A	Grant closed out; streamlining and HHH Housing Challenge production goals described above are met
TOTAL:	\$1,510,000		

Appendix A: Organizational Chart for Mayor's Housing Crisis Solutions Team



Appendix B: Budget for New Positions in Mayor's Housing Crisis Solutions Team (in \$'thousands)

POSITION	DESCRIPTION	PLACE- MENT	#	SALARY	BENEFITS & OVERHEAD	TOTAL COST PER STAFF	3-YR SALARY COST	3-YR TOTAL COST (w BENEFITS)	FUNDING SOURCE
Housing Innovation 1	[eam								
Innovation Program Manager	Oversees \$120m Prop HHH Pilot Program and other Housing Innovation initiatives	Mayor	1	\$100	\$50	\$150	\$300	\$450	Philanthropy
Grants Manager / Underwriter	Underwriters loans/grants for Prop HHH Pilot Program	Mayor	2	\$100	\$50	\$150	\$600	\$900	Philanthropy
ADU Program Manager	Manages \$1m ADU innovation grant from Bloomberg Philanthropy	Mayor	1	\$80	\$40	\$120	\$240	\$360	Other Grant
Streamlining Team									
Affordable Housing Production Manager	Troubleshoots all supportive and affordable projects through development process and regularly convenes City Departments to implement streamlining measures	Mayor	1	\$80	\$40	\$120k	\$240k	\$360	Philanthropy
Case Management Staff	Specifically trained and reserved for supportive, affordable and innovative housing projects	DBS (2), Fire, LADWP	4	\$75	\$37.5	\$112.5	\$900	\$1,350	City
ABH Project Manager	Manager development of ABH sites	Mayor	1	\$80	\$40	\$120	\$240	<b>\$360</b>	City
Flex Fund for External Contractors	Contractor to evaluate the Prop HHH pilot program	Mayor	1	N/A	<b>N</b> /A	N/A	\$100	\$100	Philanthropy
Policy Team									
Data Analyst	Manages metrics reporting and in-housing evaluation for full team	Mayor	1	\$90	\$45	\$135	\$270	\$405	Philanthropy
TOTAL			12				\$2,890	\$4,285	
PHILANTHROPY TO	raL .		6				\$1,510	\$2,215	



# MAYOR

#### HOUSING INNOVATION PROGRAM DIRECTOR

Location:

Los Angeles

Terms:

Full-Time for 3 years, Exempt/Grant Funded, Full Benefits

Salary:

Commensurate with Experience

Start Date:

**Immediately** 

# SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring a "Housing Innovation Program Director" to lead the City's efforts in cultivating innovative solutions to the housing crisis. The flagship task of this new position is to implement a \$120m Housing Challenge in partnership with the Los Angeles Housing and Community Investment Department (HCiDLA), to fund 1,000 units of supportive housing through innovative construction and/or financing methods that demonstrate the ability to produce high-quality, supportive housing environments in a timely and costeffective manner.

This new Housing Innovation Program Director will be a senior member of the Mayor's Housing Crisis Response Team (HCRT) in the Office of City Homelessness Initiatives. The HCRT is a central hub comprised of City staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

The ideal candidate must demonstrate a passion for public service, a deep understanding of affordable housing finance programs, experience with underwriting and/or developing affordable housing projects in California, exceptional project management skills, and an ability to drive transformative change in the public sector.

#### **PRIMARY RESPONSIBILITIES:**

The Program Director's responsibilities will be:

- Overseeing the implementation of the City's \$120m Proposition HHH Housing Innovation Challenge to produce 1,000 units of supportive housing through innovative construction and/or financing methods in close coordination and collaboration with the Mayor's Office, HCIDLA, and the Office of the City Administrative Officer.
- Provide direct guidance and supervision of one loan officer and one underwriter for the City's Prop HHH Housing Innovation Challenge.

- Provide guidance for the implementation of two smaller grant-funded housing innovation programs managed by the Mayor's Office to accelerate the production of Accessory Dwelling Units (ADU) and preservation of Naturally Occurring Affordable Housing (NOAH).
- Develop new incentives to enhance the private sector's use of prefabricated/modular construction methods.
- Manage the Mayor's Housing Innovation Working Group with various City Departments to facilitate innovative solutions to the housing crisis.
- Other housing related duties as required to facilitate the production of affordable and supportive housing projects in the City of Los Angeles.

#### **POSITION REQUIREMENTS:**

EDUCATION: Bachelor's degree from an accredited university in Public Policy, Urban Planning, Business, Economics, Political Science or a closely-related field. Master's degree is preferred.

WORK EXPERIENCE: The successful applicant will have demonstrated at least five (5) years of full-time work experience in the field of housing development and/or finance. A Master's degree will be considered equivalent to two years of work experience.

SKILLS: An applicant with strong project management, writing, organizational, communication and interpersonal skills, including the ability to comfortably deliver public presentations is desired. Preference will be given to candidates that demonstrate a deep understanding of affordable housing policies and financial programs, especially in the City of Los Angeles and/or California. Experience running public NOFAs and RFPs is also preferred.

#### **SELECTION PROCESS:**

Interested applicants must send their resume and cover letter to <a href="mayor.HousingPolicy@lacity.org">mayor.HousingPolicy@lacity.org</a> no later than <a href="mayor.42">May 12, 2019</a>.



# ERIC GARCETT

#### AFFORDABLE HOUSING PRODUCTION MANAGER

Location:

Los Angeles

Terms:

Full-Time for 3 years, Exempt/Grant Funded, Full Benefits

Salary:

Commensurate with Experience

Start Date:

As soon as possible

#### SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring an "Affordable Housing Production Manager" to break down administrative silos within multiple City departments. Reporting directly to the Mayor's Chief Housing Officer, this new position will serve as the key point of contact in the City for all major supportive and affordable housing developers with the sole purpose of streamlining the permitting and construction progress review processes for projects financed by the City, primarily those funded by \$1.2 billion in public funds provided via Proposition HHH.

This new position will be an essential member of the Mayor's Housing Crisis Response Team (HCRT) in the Office of City Homelessness Initiatives. The HCRT is a central hub comprised of City staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

The ideal candidate must demonstrate a passion for public service and a deep understanding of the development process in the City of Los Angeles. S/he must also demonstrate exceptional project management skills and an ability to drive transformative change in the public sector.

#### PRIMARY RESPONSIBILITIES:

The Affordable Housing Production Manager's responsibilities will be to:

- Oversee the Mayor's Affordable Housing Cabinet and execution of Executive Directive 13, which
  convenes regular meetings with liaisons from the Departments of Building and Safety, Housing and
  Community Investment, City Planning, Water and Power, Engineering, Transportation and other
  entities as necessary to troubleshoot major development issues and to advance housing
  streamlining policies.
- Develop an affordable housing tracking system for all City departments to monitor the implementation of projects in the City's affordable and supportive housing pipeline.
- Identify and implement new policies at the state and local levels to speed up the production and preservation of affordable housing.
- Other housing related duties as required to facilitate the production of affordable and supportive housing projects in the City of Los Angeles.

#### **POSITION REQUIREMENTS:**

EDUCATION: Bachelor's degree from an accredited university in Business, Economics, Political Science or a closely-related field. Master's degree is preferred.

WORK EXPERIENCE: The successful applicant will have demonstrated at least four (4) years of full-time experience in the real estate, housing development and/or construction fields, preferably for affordable housing. A Master's degree will be considered equivalent to two years of work experience.

SKILLS: An applicant with strong project management, writing, organizational, communication and interpersonal skills. Preference will be given to candidates that demonstrate a deep understanding of the public entitlements and development processes in the City of Los Angeles, and familiarity with new streamlining policies and procedures promulgated by the City of Los Angeles and State of California.

#### **SELECTION PROCESS:**

Interested applicants must send their resume and cover letter to <a href="mayor.HousingPolicy@lacity.org">mayor.HousingPolicy@lacity.org</a> no later than <a href="may-12">May 12</a>, 2019.



# F 500 AU

AFFORDABLE HOUSING LOAN OFFICER

Location: Los Angeles

Terms: Full-Time for 3 years, Exempt/Grant Funded, Full Benefits

**Salary:** Commensurate with Experience

Start Date: As soon as possible

#### SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring an "Affordable Housing Loan Officer" to assist with the implementation of a \$120m Housing Challenge in partnership with the Los Angeles Housing and Community Investment Department (HCIDLA), to fund 1,000 units of supportive housing through innovative construction and/or financing methods that demonstrate the ability to produce high-quality, supportive housing environments in a timely and cost-effective manner. The Loan Officer will develop new loan and/or grant products with funding raised by Proposition HHH, and process the construction period, first-position permanent, and/or subordinate loans originated through those programs. S/he will also interface with developers seeking financial assistance from the City to build supportive housing in partnership with an in-house underwriter.

This new position will be an essential member of the Mayor's Housing Crisis Response Team (HCRT) in the Office of City Homelessness Initiatives. The HCRT is a central hub comprised of City staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

The ideal candidate must demonstrate a passion for public service, a deep understanding of affordable housing finance programs, experience with underwriting and/or developing affordable housing projects in California, exceptional project management skills, and an ability to drive transformative change in the public sector.

#### **PRIMARY RESPONSIBILITIES:**

The Loan Officer's responsibilities will be:

- Assisting with the implementation of the City's \$120m Proposition HHH Housing Innovation
  Challenge to produce 1,000 units of supportive housing through innovative construction and/or
  financing methods in close coordination and collaboration with the Mayor's Office, HCIDLA, and
  the Office of the City Administrative Officer.
- Provides overall management of loan transactions executed through the new Housing Challenge, directly negotiating with awardees as needed.

- Manages all Prop HHH Housing Challenge client and partner relationships and loan processing teams.
- Provides HCiDLA and Mayor's Office with strategic advice on the development of other loan products for affordable housing through the implementation of new public funding sources.
- Provides supplemental project management and/or client services to supportive housing developers working with HCIDLAs traditional Proposition HHH loan program.
- Other housing related duties as required to facilitate the production of affordable and supportive housing projects in the City of Los Angeles.

#### **POSITION REQUIREMENTS:**

EDUCATION: Bachelor's degree from an accredited university in Business, Economics, Political Science or a closely-related field. Master's degree is preferred.

WORK EXPERIENCE: The successful applicant will have demonstrated at least three (3) years of fulltime work experience in the field of housing finance, including at least one year with cash flow analysis or underwriting experience. A Master's degree will be considered equivalent to two years of work experience.

SKILLS: An applicant with strong project management, writing, organizational, communication and interpersonal skills. Preference will be given to candidates that demonstrate a deep understanding of affordable housing policies and programs, especially in the City of Los Angeles and/or California. Candidates must also be able to demonstrate a deep knowledge of lending and underwriting policies and procedures and federal and state regulations regarding affordable housing finance programs.

#### SELECTION PROCESS:

Interested applicants must send their resume and cover letter to <a href="mayor,HousingPolicy@lacity.org">mayor,HousingPolicy@lacity.org</a> no later than May 12, 2019.



# AFFORDABLE HOUSING LOAN UNDERWRITER

Location: Los Angeles

Terms: Full-Time for 3 years, Exempt/Grant Funded, Full Benefits

Salary: Commensurate with Experience

Start Date: As soon as possible

#### SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring an "Affordable Housing Loan Underwriter" to assist with the implementation of a \$120m Housing Challenge in partnership with the Los Angeles Housing and Community Investment Department (HCIDLA), to fund 1,000 units of supportive housing through innovative construction and/or financing methods that demonstrate the ability to produce high-quality, supportive housing environments in a timely and cost-effective manner. The Loan Underwriter will provide project feasibility, developer capacity, and loan terms underwriting for new supportive housing loans executed through the HHH Housing Challenge.

This new position will be an essential member of the Mayor's Housing Crisis Response Team (HCRT) in the Office of City Homelessness Initiatives. The HCRT is a central hub comprised of City staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

The ideal candidate must demonstrate a passion for public service, a deep understanding of affordable housing finance programs, experience with underwriting construction period, first-position permanent, and subordinate loans for housing projects in California, exceptional project management skills, and an ability to drive transformative change in the public sector.

#### PRIMARY RESPONSIBILITIES:

The Loan Officer's responsibilities will be:

- Assisting with the implementation of the City's \$120m Proposition HHH Housing Innovation
  Challenge to produce 1,000 units of supportive housing through innovative construction and/or
  financing methods in close coordination and collaboration with the Mayor's Office, HCIDLA, and
  the Office of the City Administrative Officer.
- Lead underwriter (working in tandem with a Loan Officer) for the execution of loans funded via the \$120m Prop HHH Housing Challenge, providing project feasibility, developer capacity, and loan terms underwriting for new supportive housing loans executed through the HHH Housing Challenge.

- Provides supplemental underwriting services to supportive housing projects working with HCIDLAs traditional Proposition HHH loan program.
- Other housing related duties as required to facilitate the production of affordable and supportive housing projects in the City of Los Angeles.

#### **POSITION REQUIREMENTS:**

EDUCATION: Bachelor's degree from an accredited university in Business, Economics, Political Science or a closely-related field. Master's degree is preferred.

WORK EXPERIENCE: The successful applicant will have demonstrated at least three (3) years of multifamily underwriting experience. A Master's degree will be considered equivalent to two years of work experience.

SKILLS: An applicant with strong project management, writing, organizational, communication and interpersonal skills. Preference will be given to candidates that demonstrate a deep understanding of affordable housing policies and programs, especially in the City of Los Angeles and/or California. Candidates must also be able to demonstrate a deep knowledge of lending and underwriting policies and procedures and federal and state regulations regarding affordable housing finance programs.

## **SELECTION PROCESS:**

Interested applicants must send their resume and cover letter to <a href="mayor.HousingPolicy@lacity.org">mayor.HousingPolicy@lacity.org</a> no later than <a href="mayor.42019">May 12, 2019</a>.



## HOUSING POLICY ANALYST

Location: Los Angeles

Terms: Full-Time for 3 years, Exempt/Grant Funded, Full Benefits

Salary: Commensurate with Experience

Start Date: As soon as possible

#### SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring a "Housing Policy Analyst" to join the Mayor's new Housing Crisis Response Team (HCRT) in the Office of City Homelessness Initiatives. The HCRT is a central hub comprised of City staff, led by the Mayor's Chief Housing Officer, for coordinating the City's response to the housing crisis.

The ideal candidate must demonstrate a passion for public service and a deep understanding of housing policy and programs and the housing development process. S/he must also demonstrate exceptional skills in project development, data analysis, program implementation, critical thinking and writing.

# **PRIMARY RESPONSIBILITIES:**

The Housing Policy Analyst's responsibilities will be:

- Provide the Mayor's Office and City departments with in-house research and data analysis to glean insight into existing programs and formulate thoughtful solutions to the housing crisis.
- Develop essential metrics from public and administrative data sources and establish regular publicfacing and internal-facing reports to help senior staff monitor the City's progress on a variety of housing programs.
- Be an integral member of a data and policy team, providing the expertise to support data-driven decisions and policy in government.
- Support the development of talking points, quick turn-around qualitative research, and briefing papers for senior staff.

#### **POSITION REQUIREMENTS:**

EDUCATION: Bachelor's degree from an accredited university in Public Policy, Business, Economics, Political Science, Urban Planning or a related field. Master's degree is preferred.

WORK EXPERIENCE: The successful applicant will have demonstrated at least three (3) years of full-time experience in research, data science and/or public policy administration. A Master's degree will be considered equivalent to two years of work experience.

SKILLS: An applicant with strong project management, writing, organizational, communication and interpersonal skills. Preference will be given to candidates that demonstrate a deep understanding of housing policy and can demonstrate fluency in scripting language and/or quantitative data analysis programs such as STATA, SAS, Python, SQL databases, and/or R. Preference will also be given to candidates with experience in geospatial analysis and/or data visualization tools like Tableau, Python or R visualization libraries.

#### SELECTION PROCESS:

Interested applicants must send their resume and cover letter to <a href="mayor.HousingPolicy@lacity.org">mayor.HousingPolicy@lacity.org</a> no later than May 12, 2019.