Comprehensive Homeless Strategy



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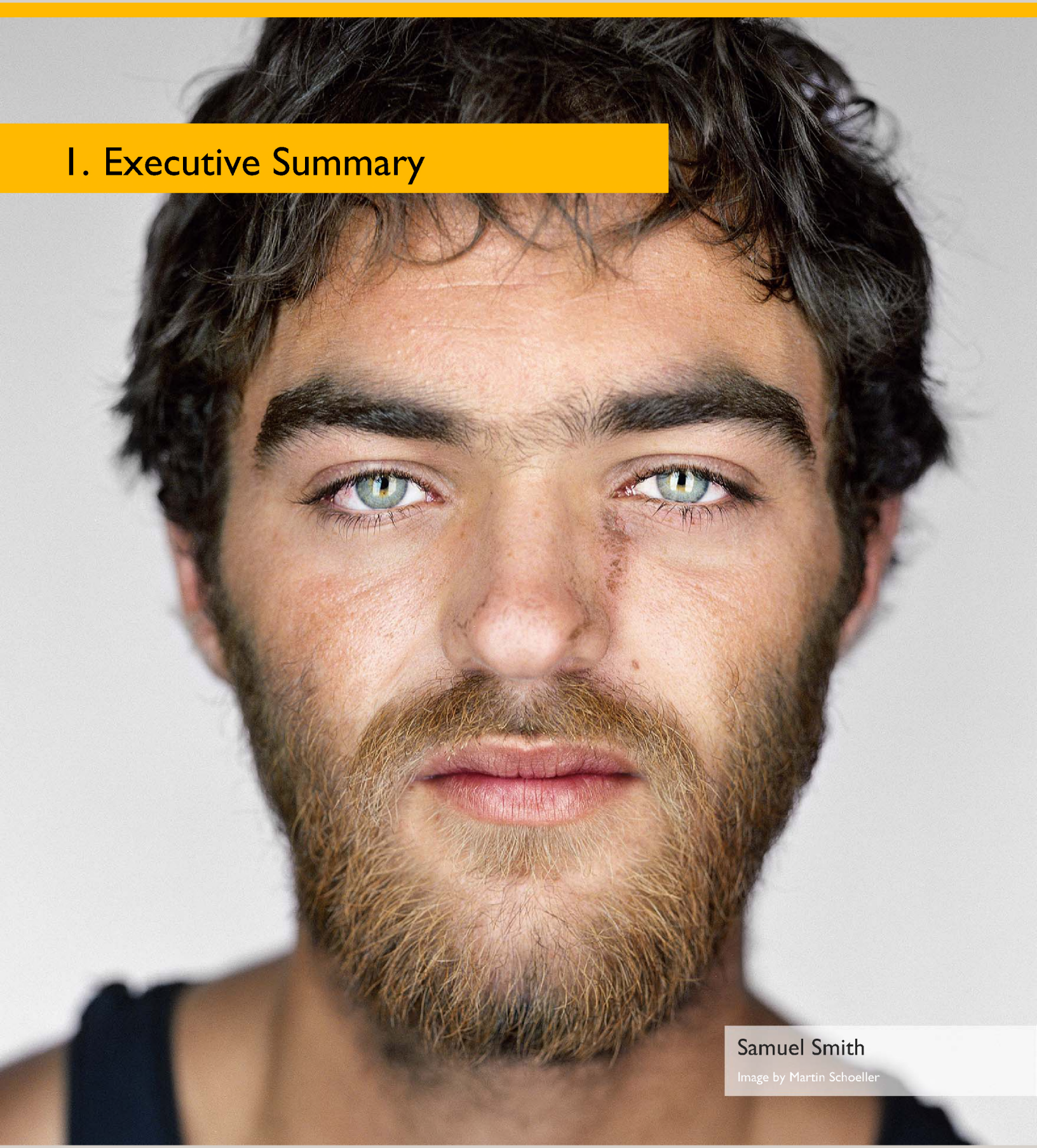
1. Executive Summary



Samuel Smith

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Purpose and Assumptions

The primary purpose and scope of this report is to establish a Comprehensive Homeless Strategy through a short, medium and long-term approach. This document provides the City Council and Mayor nearly 50 policy and funding recommendations, and identifies areas warranting further study. Most importantly, this report establishes up front that the City cannot achieve a reduction in homelessness unilaterally. Central to an effective system to reduce homelessness is on-going coordination with the County of Los Angeles, existing non-profit providers, and Los Angeles Homeless Services Authority (LAHSA).

Long-Term Commitment

Today's homeless crisis did not develop overnight, nor will it be eliminated any time soon. The City must be committed to multi-year goals, strategies and funding sources as there are no panaceas or easy answers to solve homelessness. Initial progress may be slow as funding sources, systems and housing will require time to develop. To build and lease the units needed to house the current number of homeless Angelenos, over $1.85 billion will be needed over 10 years. This does not include all systems costs for coordinated case management, preventive steps or ongoing support services. In light of limited resources and competing priorities such as public safety and public works projects to maintain streets and sidewalks, new funding sources must be pursued. This report offers options for both "bricks and mortar" project-based funds to help leverage other non-City sourced funds to build much needed affordable housing and more flexible funding for outreach, services and temporary housing vouchers. Multiple strategies must be simultaneously pursued in order to address homelessness most effectively.

The City Administrative Officer and Chief Legislative Analyst were directed to identify $100 million in funding priorities. In response, $15 million was allocated toward strengthening efforts already underway in the current fiscal year and to lay the groundwork for a more comprehensive strategic plan. The next significant milestone will be through the 2016-17 Budget process. While a long-term strategy is recommended, the 2016-17 Budget provides the first major opportunity to make a significant investment to implement the Comprehensive Homeless Strategy recommended in this report.

Similar to the long-term data-based approach to reducing crime in Los Angeles over the past decade, homelessness requires the same steadfast commitment and focus. Constant evaluation of tangible metrics is critical to ensure on-going success. It is recommended that the City's Comprehensive Homeless Strategy be updated annually to assess progress in reducing the number of homeless Angelenos and to evaluate strategies, policies and investments. Policy and funding for programs will need to adapt to changing circumstances and assessment of strategies.

One Coordinated Response

While progress has been made to coordinate City, County and non-profit resources and approaches particularly for specific populations such as homeless veterans and families, further clarification of roles and responsibilities among the City, County, LAHSA and the non-profit community is critical to the success of any comprehensive strategy. A successful coordinated response to homelessness includes the following (See Figure 1):

1. PREVENTIVE STRATEGIES to stop the influx of homeless individuals due to economic and housing pressures as well as gaps in the foster care, health, mental health and prison systems
2. CENTRALIZED CASE MANAGEMENT to navigate homeless individuals to the resources and housing they need in a caring, supportive and persistent way
3. HOUSING to provide short and long-term solutions unique to the needs of the homeless individual or family
4. ON-GOING SUPPORT to ensure permanent housing and economic sustainability

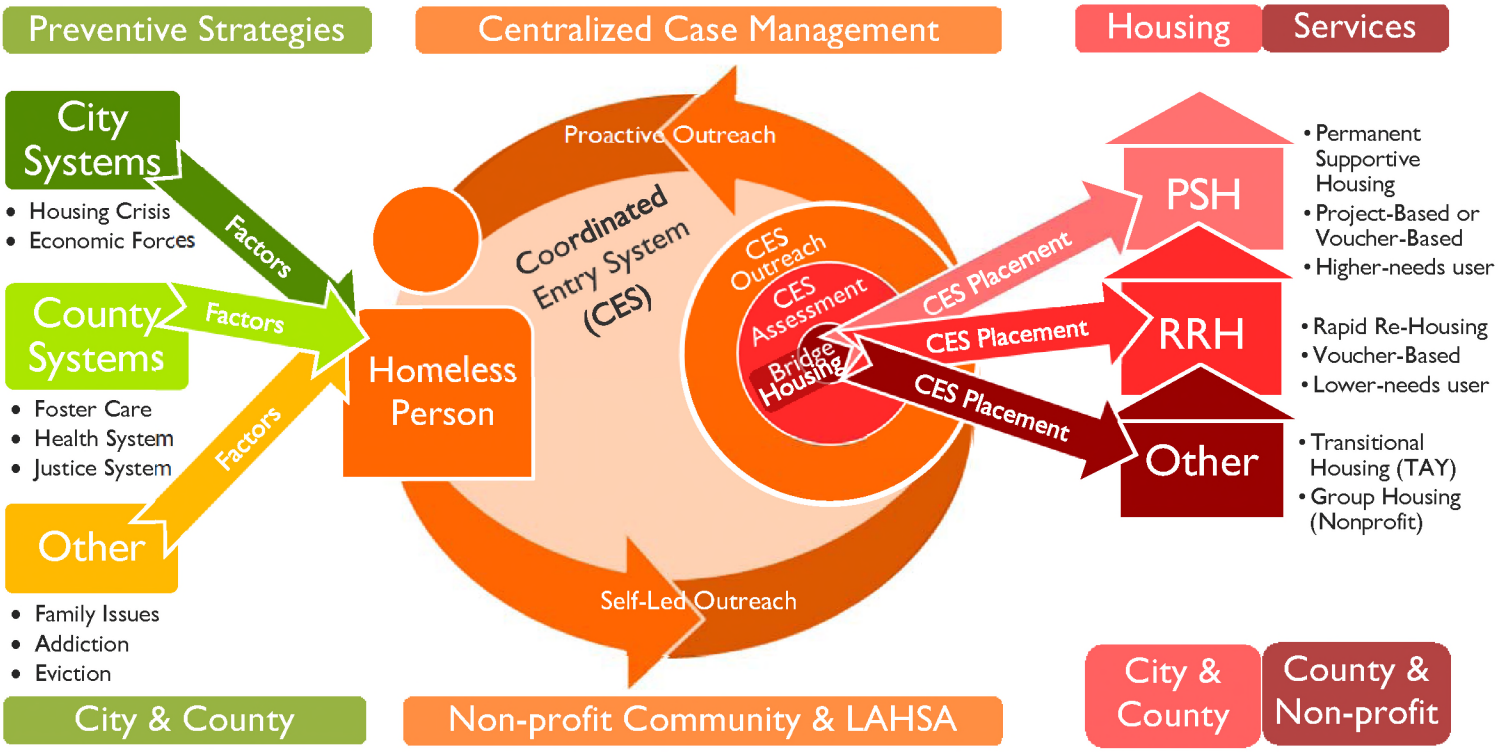


Figure 1

When considering Figure 1, the Strategy Briefs included herein will provide a blueprint to address the causes of homelessness in the City of Los Angeles (noted in green & yellow) and propose preventive strategies to these causes; identify various policy changes for consideration; urge a shared investment between the City and County in the systems to assess and serve the homeless (centralized case management noted in shades of orange); and recommend the City and County take a larger role as provider of affordable and homeless housing (noted in shades of red), coupled with supportive services to ensure individuals stay housed (noted in maroon). This collaborative and shared approach creates a dynamic for a system wide change, resulting in mutual responsibilities and aligned goals between the City and County of Los Angeles.

Mapping Shared Responsibility

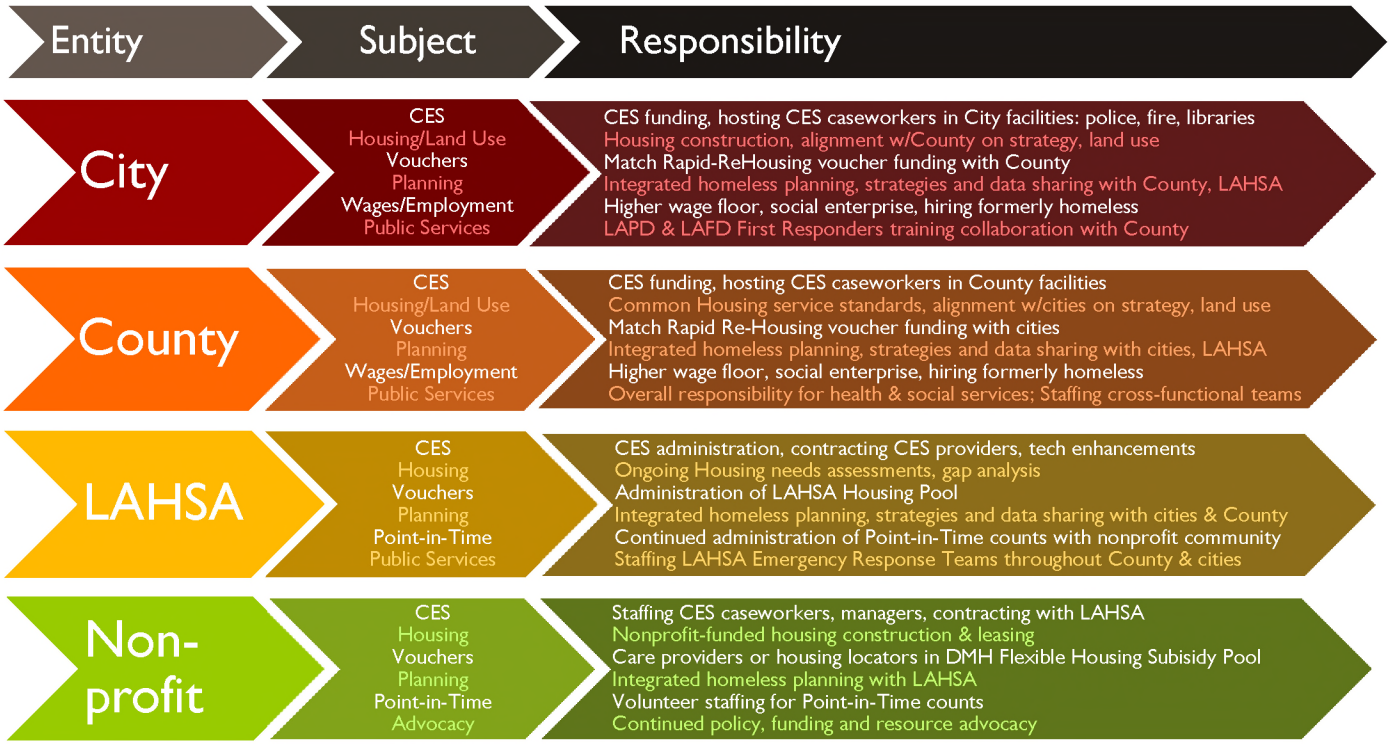
Who is ultimately responsible for addressing homelessness in the City of Los Angeles? The answer is complex. For homeless individuals, jurisdictional and bureaucratic boundaries between the City and the County are often barriers to permanent housing and economic sustainability. This comprehensive plan seeks to clarify roles and responsibilities of the City, County, LAHSA and the non-profit sector.

In coordination and conjunction with the City's efforts, at the direction of the Board of Supervisors, the County's Chief Executive Office has led a comprehensive effort to develop a complementary plan. In addition, both the City and County strategies incorporate much of the thinking and approaches developed by the United Way of Greater Los Angeles' Home For Good campaign. Through a series of County-led policy summits culminating with recommended strategies, a broad group of stakeholders from non-profit providers serving the homeless to other cities in the County have been consulted in the development of a coordinated plan.

Where possible, this report mirrors the County's plan and recommends that the City either adopt, support, or integrate a counterpart recommendation from the County's plan.

Properly defining the key responsibilities of City and County government, the nonprofit community and LAHSA is the critical link to ensure good governance that can reduce and eliminate homelessness in the Los Angeles region. With the County seeking stronger alignment with not only the City of Los Angeles, but the 87 other cities within the County, addressing homelessness offers a new means of deeper policy and administrative collaboration for the region. This shared responsibility can be seen in Figure 2.

Figure 2



This report does not just seek to address major subject areas and policies related to homelessness, it sets strategy reflective of the appropriate roles various stakeholders must play. Stepping through Figure 2 above, if we consider the Coordinated Entry System (CES), both the City and County of Los Angeles have an active role in funding CES and hosting CES caseworkers in their facilities. For the City, that could be a library branch or local police station. For the County, that could be County health facilities. Both entities must adequately fund CES through LAHSA, our shared homelessness administrator. LAHSA, for its part, must provide project management capability, technical enhancements and contract administration with the 160+ homeless service providers operating in the City and County in order to fully implement CES. The non-profit community, through contracts with LAHSA, staffs the CES as caseworkers on the ground in City and County facilities and out in the public space providing homeless outreach, engagement, housing navigation and eventual placement into housing. Similar to the CES, nearly every other major policy framework in this report has staked out a shared responsibility between these four primary entities.

Structure of Report

Since homelessness is a multi-faceted issue cutting across a wide variety of subjects, causes and effects, policy solutions and strategic prevention initiatives in this report have been divided into nine major topics, grouped by the following sections: 2 – Demographics, 3 – No Wrong Door, 4 – Coordinated Entry System, 5 – Governance, 6 – Facilities, 7 – Housing, 8 – Land Use, 9 – Additional Strategies and 10 – Budget.

Overview of Findings

Homelessness crosses all demographics, from age to race to gender and sexual orientation. As unique as each homeless person's story is, standardizing a response to the issue and committing resources accordingly begins to address our homeless crisis. Basic needs of tens of thousands of homeless persons and families are not being met. Everyone has a role in responding to these needs.

2 – Demographics

Los Angeles' diversity as a City and region is also reflected in its homeless population. As noted in the Point-in-Time (PIT) counts from January 2015, there are 25,686 homeless individuals and families living in the City. Homelessness, once more concentrated in specific parts of the City has become more evenly distributed and widespread. LAHSA defines four primary groups of homeless in the City and County: individuals, families, youth and veterans. Due to additional federal funding, veteran homelessness in Los Angeles is expected to be eliminated sometime in 2016.

Council has directed the CAO and CLA to focus more closely on youth homelessness, the LGBTQ community and homeless pet owners who are sometimes denied shelter due to their pets. Several Strategy Briefs specific to these populations are included at the end of Section 9 – Additional Strategies and are referenced below.

3 – No Wrong Door

Best practices show that homelessness is resolved on an individual basis through sustained intervention, with a singular focus on the person in need and a persistent and consistent civic response via repeated engagement and focus on the overall well-being of the individual. Section 3 of the report presents the concept known as "No Wrong Door." As the name suggests, there should be *no wrong door* for a homeless person to get connected to the social, medical and housing resources they need via case management regardless of what door of government they enter, be it Health Services on the County side or the Los Angeles Public Library on the City side. The Strategy Briefs at the end of this Section recommend standardizing first responder and responses to homelessness, widening access to first responder teams for homelessness, and ensuring City and County jails provide the in-reach services to ensure individuals are not discharged from a government facility into homelessness. Closely integrated with No Wrong Door is Section 4 – Coordinated Entry System.

4 – Coordinated Entry System

The Coordinated Entry System (CES) incorporates the elements of person, system and philosophy, created to assist homeless individuals to access aspects of No Wrong Door. CES standardizes a response to the homeless, reinforces a series of steps that ultimately lead to housing, and ensures detailed and verifiable tracking of metrics at the level of the individual. A stronger investment in technology and project management improvements administrated by LAHSA and via more homeless case management personnel working through nonprofit providers and overseen by LAHSA is needed to maximize the value of the system. The City and County will need to properly fund case management personnel through LAHSA, will need to create a protocol to support and engage this personnel and should potentially host CES workers

within City and County facilities to ensure those needing help are provided the cross-functional team that will bring them the care they need, wherever they may be. There are five detailed Strategy Briefs related to the CES at the end of this section that develop specific proposals around these recommendations.

5 – Governance

As mentioned earlier, ensuring shared responsibility and close integration between City, County, LAHSA and nonprofit stakeholders is vital to reducing and eliminating homelessness in Los Angeles. Several key governance changes are proposed that acknowledge the strength of current structures, yet seek reform in several key areas. Within City government, clearer accountability across departments is needed to ensure that City government is better able to meet the needs of the homeless. The establishment of a Homeless Strategy Committee comprised of the CAO, CLA and Mayor's Office will ensure that City agencies and departments more quickly enact internal reforms to protocol and policy for the homeless. These three Offices acting together replicates an effective and efficient model that exists today and has been consistently used to coordinate and manage responsibilities for bond programs, municipal facilities and other issues of Citywide importance. Paired with this Committee is the establishment of a Homelessness Coordinator. This new position will be assigned to the CAO and will act as the subject matter expert and in-house point of contact to execute the Strategy Briefs City Council and the Mayor decide to pursue. This Homelessness Coordinator will likely have a County counterpart.

LAHSA is a vitally important bridge between the City, County and non-profit service providers. Under federal guidance, LAHSA is creating a new governance structure independent of City and County reforms. This report recommends continuing to monitor these changes and proposes the establishment of an intergovernmental Homeless Strategy Implementation Group between the City and County to ensure shared strategies are fully implemented. The aforementioned Homelessness Coordinator position to be established by the City would complement this Homeless Strategy Implementation Group. Enhanced regional governance reforms are also included since homelessness and transience affects Southern California and the State and approaches that formalize knowledge and resource sharing are warranted.

6 – Facilities

It will take years for Los Angeles to build the inventory needed to house homeless Angelenos. Until such major investments can be planned and constructed, better and more abundant homeless facilities are critical to mitigating the effects of living unsheltered. Additional homeless storage facilities must be sited that provide storage options for homeless in addition to the facility currently located in Skid Row. Storage facilities also offer opportunities to host CES caseworkers, cross-functional health and social services teams from the County and hygiene facilities like showers or laundry services so that homeless Angelenos can live with more dignity and can easily connect to the services they need to better manage their personal wellbeing. Identifying the public land or properties capable of hosting these facilities is an essential first step. Potential inclusion of housing into future facilities could create navigation centers containing storage, hygiene, health, and case management support for the homeless all in one place.

Reaching storage facilities can be a challenge for high needs homeless individuals, e.g., those with mental illness, physical illness or those who may lack the means to pay for transportation. The City, in partnership with LAHSA, should establish a mobile shower program that travels to encampments and other areas of high need to meet the homeless where they are and offer another opportunity to connect individuals with CES case management and cross-functional health, wellness and social service teams from the County. A Safe Parking program that establishes oversight and administrative capacity with the City's homeless service providers, standards on maximum cars permitted per lot and close coordination with law enforcement would provide stability and safety to individuals living in their cars or

recreational vehicles, while reducing the impact on neighborhood street parking and perceptions of safety. Safe Parking programs would also create another means of connection to CES case managers.

7 – Housing

The decades-long period of underbuilding housing in Los Angeles has contributed to the homelessness of individuals and families and, once homeless, made it difficult for those with vouchers or other benefits to gain housing. Underbuilding housing in the face of increasing demand led by continued population growth in the region has created extremely low vacancy rates. Supply side economics dictate that when demand exceeds supply, prices will rise. This rise has led to conditions where rents continue to increase to the point where low income individuals are paying more than fifty percent of their income on rent; are living in overcrowded, illegal housing; and are commuting long distances, increasing regional traffic, to avoid high housing costs in the urban core.

Low and moderate income Angelenos are a job loss, medical emergency or relationship dissolution away from homelessness. For those forced by personal or economic circumstance to move quickly, vacancy rates lower than New York City mean affordable housing is increasingly difficult to find, thus increasing the likelihood of becoming homeless in a moment of crisis. Los Angeles is last out of 20 major metropolitan regions in the country in producing housing. It is no coincidence that our City is experiencing the highest rates of homelessness in the nation.

When considering all of the Strategy Briefs in this report, housing represents the largest number of recommendations. The creation of housing is a City and County concern. Where possible, collaboration with the County on strategy, standards and funding has been recommended in these briefs. As investments are made to expand the capacity of housing, it is recommended that the Housing First approach be implemented, where appropriate. Housing First has been a philosophy guiding strategies included in this report, as it works to remove barriers to housing upfront in order to encourage better health outcomes for chronically homeless individuals. Upon entering a stable home, the person is able to receive a range of assistance types, from supportive services to intensive wraparound services. This serves to help meet other needs, including any health, mental health, substance abuse or other issues, that can contribute to a person or family's self-sufficiency. The County plays a vital role in delivering the supportive services that make Housing First a federally-recognized best practice.

In the short-term the City must enhance its existing homeless shelter system and transform shelter beds into bridge housing by including homeless case management and integrating supportive health and social services from the County at appropriate levels of caseload via the CES. Rapid Re-Housing (tenant-based) vouchers should be expanded dramatically in the short-term to house lower service needs individuals and families to help them get back on their feet and back into the private housing market. Medium-term solutions call for additional funding for adaptive reuse of buildings capable of supporting greater residential density. Taking detailed inventory of public land capable of supporting housing is also vital to building long-term supply.

Better alignment between housing agencies within the City in coordination with LAHSA is critical to building to the same vision and aligning development resources. This also applies to the region and in collaboration with the federal government. Initiatives that reduce the hurdles for developers to build much needed supply should also be welcomed and fast-tracked due to the critical nature of the housing crisis at hand. Underpinning all of these strategies, particularly a shorter-term strategy favoring tenant-based vouchers, is a need for the City to adequately fund project-based (bricks and mortar) housing via its already-established Affordable Housing Trust Fund. Establishing a dedicated funding source and more closely aligning housing planning and development will ensure the City begins meeting and exceeding housing

targets, dramatically increase general and affordable housing supply and undo the effects an extremely tight housing market is having on the lower and middle class of this City.

8 – Land Use

Land Use is an inseparable factor creating additional opportunities to increase housing stock. Los Angeles has not responded to stronger housing demand by allowing for greater residential density in the nearly 500 square miles of our City. Land use and zoning restrictions can and have limited the supply of housing throughout the City. Land use limitations provide value by ensuring appropriate development occurs at the right places. But when increasingly stringent zoning limitations on new residential density are used to permanently establish low density land use profiles, mandate large portions of land for parking, or limit development near transit and along wide arterial thoroughfares, much needed additional housing construction through new development is simply not possible. In order to meet current and future housing demands, Los Angeles does not need to build high-rise housing regardless of location or existing community profile. The City must, however, continuously plan for the future thoughtfully and balance zoning density profiles to meet future demand.

Analyzing existing residential and mixed-use zoning and land use capabilities citywide, creating new citywide residential zoning maps with greater density in areas most capable of supporting it, and working with local communities to reconcile these citywide maps with their existing local neighborhood plans would ensure that the Los Angeles Department of City Planning enables thoughtful, much needed housing development in the right places. If Los Angeles hopes to remain competitive with other municipalities when applying for federal funds in support of affordable housing, per revised federal guidelines, new affordable and homeless housing proposals must be located throughout the City, and not solely in lower-income areas. Citywide zoning revisions that enable this outcome would more strategically position Los Angeles to receive this funding and potentially lower the proportion of local costs required to build housing. In this way, more strategic land use policy could provide strong returns on investment for the City by addressing our overall housing crisis and by better positioning our housing agencies to receive federal support.

The City should also investigate how well its various zoning density programs are doing to encourage or mandate additional residential development. Further study into reducing or removing parking minimums for affordable and homeless housing profiles, where residents own cars at much lower rates than market-rate housing, could lower the cost of affordable and homeless housing development and ensure efficient use of space for areas where more residential density is needed. Additional density can be thoughtfully pursued, even in coastal areas under the oversight of the State of California.

9 – Additional Strategies

The Homeless Summits led by the County identified several other Strategy Briefs worth adapting to City needs and are included in this Section. The City currently supports social enterprise and targeted hiring to help achieve policy goals deemed important by City Council and the Mayor. These Strategy Briefs call for studies or potential reforms to extend hiring or contracting preferences for the homeless. Per the direction of Council, research into homeless youth and pet owners has shown a need to identify specific solutions for these populations. Strategies to follow up on solutions for these two groups have been included in this Section.

In addition, with a large philanthropic community in the region and a wealthy community of donors willing to direct funds to help solve homelessness in the region, a Strategy Brief recommends establishing a new program to harness this potential donor base to give to homeless causes for which the City or County may not have the capital to provide support.

10 – Budget

City Council's desire to dedicate $100 million in City funding is an important first step, but will need to be magnified significantly over the course of a decade in order to properly fund the homeless services, facilities, case management and housing needed to end homelessness in Los Angeles. Whenever possible, this Comprehensive Homeless Strategy has looked for the most efficient ways to allocate funds, while by avoiding wasteful duplication, long-term liabilities for the City, or the creation of entirely new programs when successful programs already exist. We estimate the need to fully address homelessness in Los Angeles to exceed $1.87 billion over a ten year term. This significant amount is not inclusive of all supportive service costs and is the result of underfunding and underbuilding affordable housing over an extended period of time, while failing to build adequate capacity to serve and house existing homeless Angelenos. While costs to fully address homelessness are significant, the cost of inaction will continue to grow. With City and County leadership poised to act and strong alignment of strategies between both governments, the City of Los Angeles is positioned to take the lead as the largest city in the region to make significant inroads addressing a long-standing social issue that will only grow without targeted action.

Fiscal Impact Statement

This report provides budget recommendations for consideration by the Council and the Mayor. (Section 10 – Budget)

Council File References

All Council File references related to this report can be found the Appendix, item 11.9

Acknowledgements

This report would not be possible without the contributions of many. The City Administrative Officer and Chief Legislative Analyst would like to express our gratitude to the City and County employees who serve the homeless in their own capacity and their efforts to date to improve the lives of the homeless in small ways and in large. The County of Los Angeles Chief Executive Office, and Phil Ansell, have invigorated a spirit of collaboration and knowledge sharing between City, County, LAHSA and the nonprofit community via the County-led Homeless Summits that did not seem possible only a few months ago. In particular, Greg Spiegel, Homelessness Policy Director for Mayor Eric Garcetti, Christine Margiotta, Vice President - Community Impact for the United Way of Greater Los Angeles, and Peter Lynn, Executive Director of LAHSA, for their invaluable input to this report. Finally, special thanks to Geoff Kees Thompson, FUSE Fellow on homelessness, along with staff members from the CAO and CLA, who contributed significantly to the development of this report.

The nonprofit community has also been living on the front lines of homelessness for decades and without their work and the hands of many volunteers, we would not have the data on how many homeless are living in Los Angeles City and County. United Way – Home for Good has been one of the most prominent players and their work with the Point-in-Time (PIT) counts, CES and via the many ways they serve our homeless, have been vitally important to date, up to and including the housing of thousands of Angelenos. We would also like to thank the individuals who have contributed their visual talent for the creation of this report. In particular we would like to recognize Martin Schoeller, the talented professional photographer who created the portrait images that frame each of the different parts of this report. Like other artists who have found inspiration in Los Angeles, his work with the Greater West Hollywood Food Coalition has helped put faces on an issue affecting thousands of people across all demographics. Martin's work would not be possible without the leadership of Ted and Penny Landreth, founders of the Greater West Hollywood Food Coalition. We are thankful for their generosity and for reminding us of the beauty of human engagement.

Strategy Matrix

Below is a high-level overview of all Strategy Briefs included in this report. They have been organized around the Coordinated Response type noted in the "One Coordinated Reponse" heading in this Executive Summary.

Preventive
3E - Integration with County Health Sobering Centers
4D - Discharge Data Tracking System & Planning Guidelines
9E - Homelessness Prevention for Former Foster Care Youth
Centralized Case Management
4A - Strengthen CES Technology, Staffing & Standardization
4B - Strengthen Departmental Support for Homeless Case Managers
4C - Strengthen CES Data Sharing and Tracking
4F - Integration and Strengthening of the Family and Transition Age Youth CES Systems
Housing
7A - Shelter System Personnel Need for Bridge Housing Conversion
7B - Expand Rapid Re-Housing
7C - Expand Adaptive Reuse for Homeless Housing
7D - Using Public Land for Affordable and Homeless Housing
7E - Annualize Joint Affordable & Homeless Housing Reports
7F - Linkage Fee Nexus Study
7G - Implement Existing & Recommend New CEQA Zoning Reforms
7H - Facilitate Utilization of Federal Housing Subsidies
7I - Regional Coordination of LA City & County Housing Authorities
7J - Housing Choice Vouchers for Permanent Supportive Housing
7K - Development of Second Dwelling Units Pilot Program
7L - Establish Planning and Zoning Policy on Homeless Micro Units
7M - Reform Site Plan Review Ordinance for Homeless Housing
7N - Evaluate Youth Housing Needs
7O - Expanding Emergency Shelter and Improving Access
7P - Study Shared Housing Programs
7Q - Support House LA Initiative
7R - Expand Access to Flexible Housing Programs
7S - Preservation of Affordability Covenants
8A - Analyze City-Wide Zoning for Homeless Housing

8B - Review Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), & Density Bonus Programs for Homeless Housing Inclusions
8C - Revise Parking and Trip Credit Guidelines for Homeless Housing
8D - Reestablish Mello Act Guidance
9G - Emergency Shelter for Homeless Individuals with Pets
9J - Social Impact Financing/Pay for Success
10A - Full Funding for Affordable Housing Trust Fund to Finance Construction of Permanent Supportive Housing
10C - Augment Supportive Housing Loan Fund & New Generation Fund
10D - New Funding Programs and Guidelines
Supportive Services
3A - Standardize First Responder Training for Homeless
3B - Develop Encampment Engagement Protocol
3C - Widen Access to First Responder Teams for Homeless
3D - Expansion of Jail In-Reach
4E - Supportive Services Standards for Subsidized Housing
6A - Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities
6B - Establish Citywide Safe Parking Program
6C - Establish Citywide Mobile Shower and Public Restroom System
6D - Identify Public Land for Homeless Facilities
6E - Evaluate Homeless Navigation Centers
6F - Expand Access to Public Restrooms
9A - Employ Homeless Adults by Supporting Social Enterprise
9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless
9C - Employment Development Programs for Homeless Youth
9D - Centralized Homeless Donation Coordination
9F - Expand Youth Homeless Services
9H - Proposals to Assist Homeless Individuals and Their Pets
9I - Employment Development for Homeless Individuals with Pets
9K - Women's Homelessness & Domestic Violence
10B - Establish the Homeless Services Trust Fund
Governance
5A - Establish Homelessness Coordinator
5B - Establish Homeless Strategy Committee

5C - Establish Regional Intergovernmental Coordination
5D - Evaluate LAHSA JPA & Composition of Commission
5E - Create Regional Homelessness Advisory Council; Joint County-City Implementation Group
5F - Coordinate Homeless Support with LAUSD
10E - CAO and CLA Report on Desired Strategies

62 Strategy Briefs are included at the end of each of their corresponding sections.

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2. Demographics



Winter Santiago

Image by Martin Schoeller

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The effective delivery of services and resources to the homeless depends on a clear understanding of that population and its needs. In compliance with federal regulations, LAHSA has conducted a survey or Point-In-Time count (PIT) of homeless persons in Los Angeles County every two years beginning in 2005, with significant support from homeless service providers and volunteers. LAHSA advises that the PIT will now be conducted every year, and is scheduled to take place January 22-28, 2016. Over the course of three days and nights, staff and trained volunteers fan across the Los Angeles Continuum of Care and count the number of homeless persons, identify their demographic characteristics, and note the locations where they reside. This data supports the allocation of federal and local funding for homeless services, and the determination of where and what types of services are needed to serve the homeless living in Los Angeles. This section provides a summary of the 2015 Point-in-time (PIT) Count.

2.1. Point-in-Time Counts

An essential component of the effort to understand the homeless population and its needs is the PIT count that estimates the number of homeless individuals and families in Los Angeles City and County. LAHSA and United Way - Home For Good join forces with other homeless service providers in the region to count the homeless from the encampments of Arroyo Seco, to the RVs of Venice Boulevard, sidewalks from San Pedro to Skid Row to Sylmar, and the beach tents of Pacific Palisades. The PIT is an invaluable source of data collected by dedicated volunteers using national best practices to ensure accurate numbers. The PIT is a critical tool for Los Angeles to track the effectiveness of homeless programs. It enables policy makers and service providers to determine whether or not adequate resources to reduce and eliminate homelessness are being provided. PIT counts do this by means-tested methods that count overall numbers of individuals and families, and evaluate their needs, based on their health, age, and employability, to best determine where different types of housing and services investments can be made. For example, a clear understanding of the number and needs of homeless veterans has enabled policy makers to advocate for increased funding for Veterans Affairs' Supportive Housing funds known as VASH. Increased federal funding for this program will allow Los Angeles to eliminate veteran homelessness in the very near future.

2.2. Functional Zero for Homelessness

The ultimate goal of the City's strategic plan to address homelessness is to enable Council and the Mayor to invest in a system that reduces homelessness to functional zero. Functional zero means that at any point in time, the monthly inflow of newly homeless persons in Los Angeles will be equal to the monthly available emergency shelter and housing capacity.

A goal of functional zero seeks to reduce the period of time someone is homeless in order to best manage the wellbeing of these individuals and families, while reducing costs to the social safety net and our public health system. This goal is important since long-term homelessness, like that experienced currently by many, can have detrimental long-term and cumulative effects on the physical and mental health. Long-term homelessness is also correlated with long-term unemployment. The longer an individual is out of the job market, the more difficult it is to re-enter that market. Over time, the economic, governmental, and societal costs associated with addressing long-term homelessness grow more acute. This strategic plan assumes a ten year implementation plan for the City to achieve functional zero for homelessness based on the homeless population identified in the January 2015 PIT counts.

2.3. Demographic Overview of Los Angeles Homeless

According to LAHSA's PIT count, homelessness exists throughout the City and affects all segments of society, including all ethnicities and ages. Homelessness has traditionally been associated with Downtown; however, multiple

concentrations of homeless have now emerged outside of Skid Row. This includes areas like Venice in the west, Arroyo Seco Park in the east, lower density areas in the Valley, Hollywood, and, South Los Angeles. Though a portion of LA's homeless spend time in the City and later leave, many homeless remain in areas where they were once housed. Below is the demographic breakdown of homeless Angelenos across the City provided by LAHSA:



2.4. Age, Gender & Ethnic Breakdowns

Out of nearly 26,000 homeless in the City, approximately 30 percent are provided shelter. The remaining 70 percent, however, are unsheltered, that is, living on the streets, in river drainages, under freeway overpasses, and in other similar locations. Over half are between the ages of 25 and 54, while almost a third is 55 and older. Nearly 70 percent of homeless individuals are male. African Americans make up the largest group of homeless individuals in the City, followed by nearly equal numbers of White and Hispanic individuals. 83 percent of the homeless are single.

2.5. Individuals Experiencing Trauma, Illness, Disability

A portion of homeless persons often experience multiple health issues, trauma, and disability. Nearly one fifth are physically disabled and approximately one third are experiencing a mental illness. Almost a quarter have substance abuse

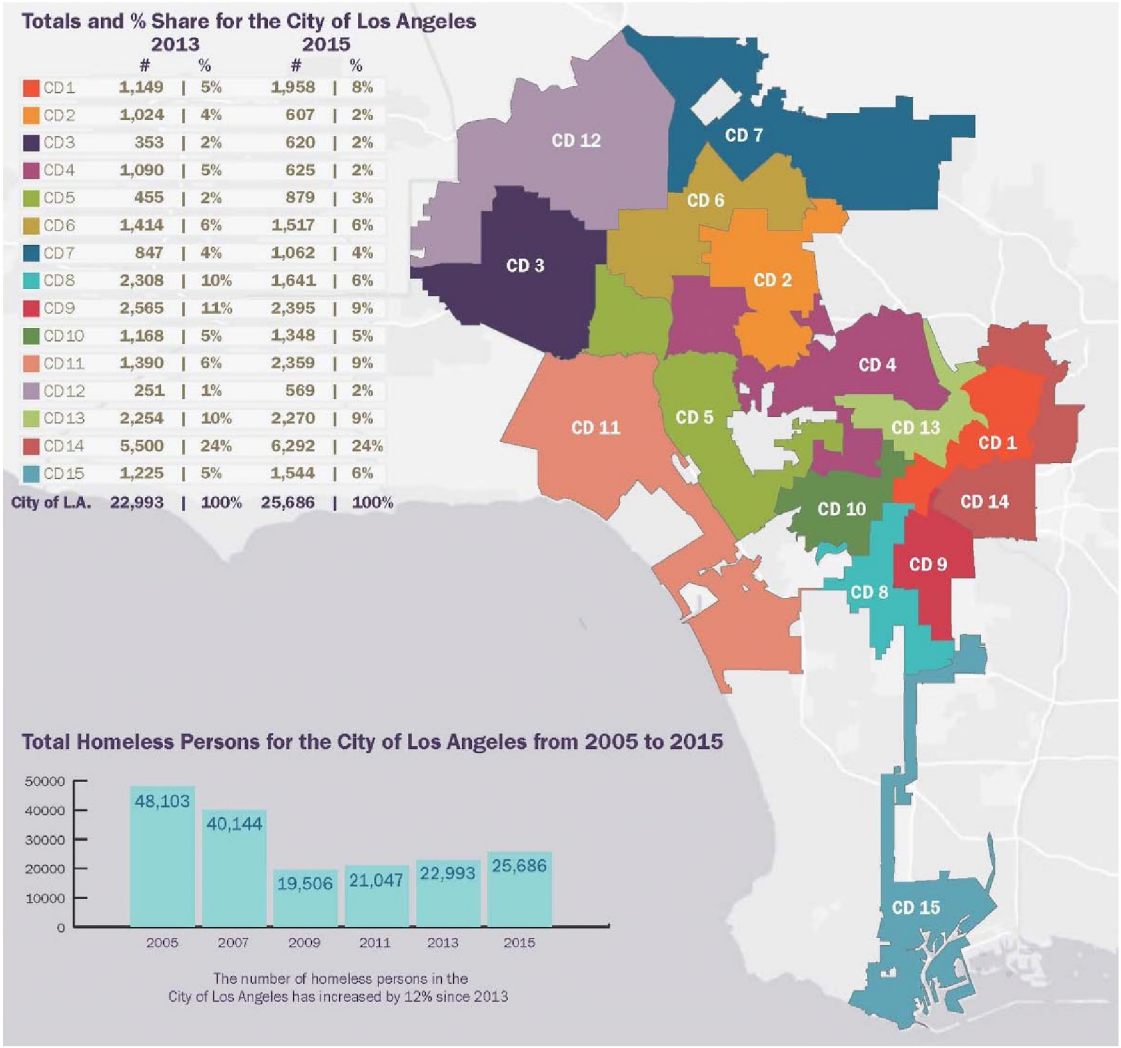
issues needing treatment. Over a fifth has experienced domestic violence. These factors complicate treatment. Recommendations to be submitted to the County Board of Supervisors as outcomes to the County-led Homeless Initiative Summits advocate for more County resources and a larger role ensuring health services are available.

2.6. Demographics by Council District

More detailed demographic information by Council District can be found in the Appendix (Item 11.2)

2.7. Citywide Homelessness

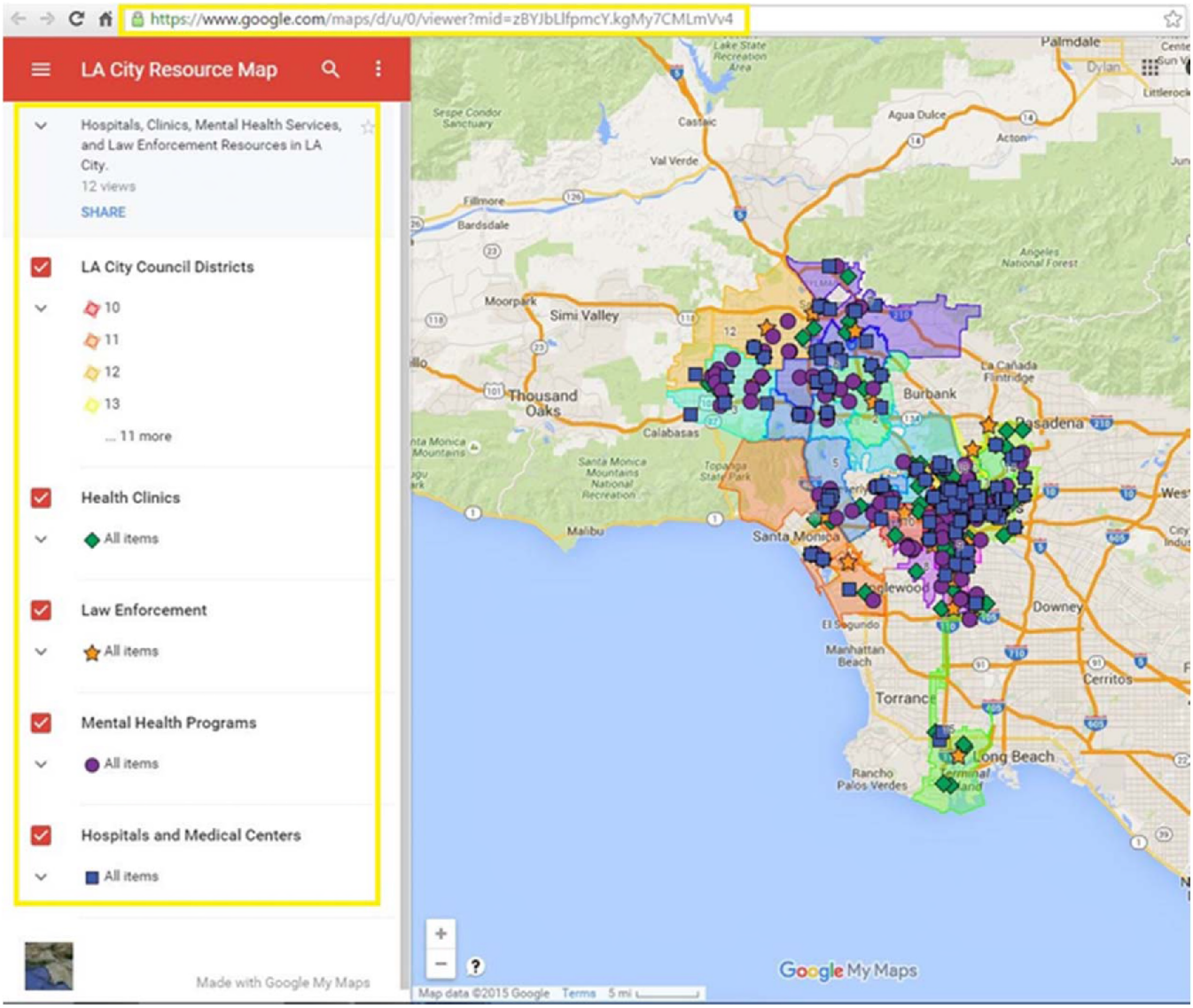
A comparison of PIT counts from 2013 to 2015 by Council District shows a rise in the total number of homeless individuals and families, and wider distribution of homelessness. Percentage disparities between Council Districts are smaller in 2015, as compared to 2013, and show that a Citywide approach will be critical to addressing this issue.



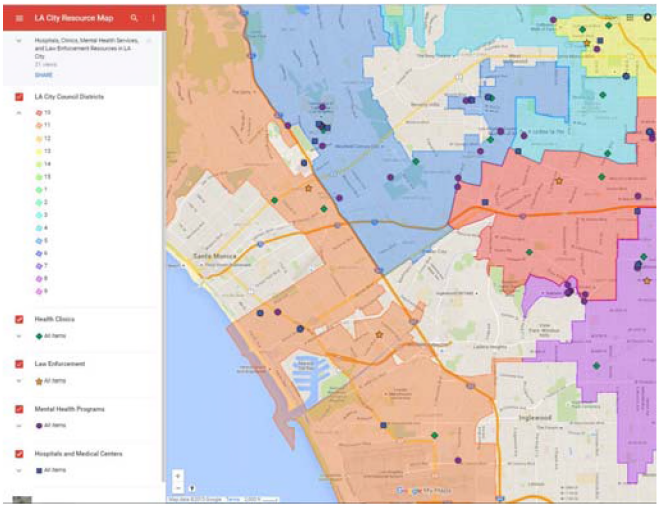
2.8. Citywide Homelessness Services Map

Below is a screenshot of the United Way of Greater Los Angeles's interactive resources map detailing services for the homeless population throughout the entire City, broken down by Council District. The map is accessible at https://www.google.com/maps/d/u/0/viewer?mid=zBYJbLlfpmcY.kgMy7CMLmVv4.

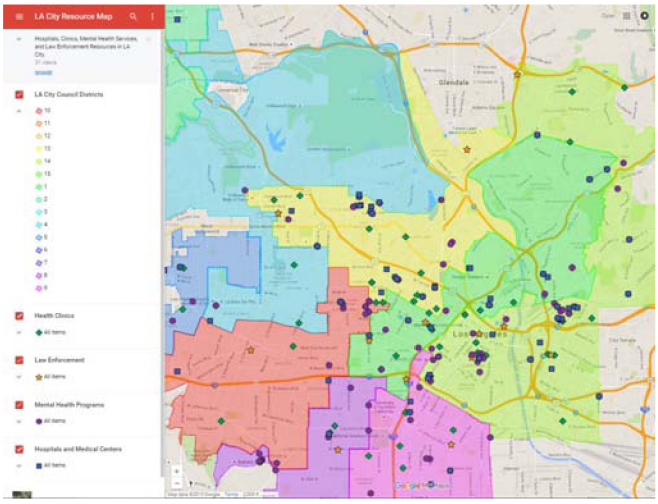
The map represents a comprehensive guide to the services offered to the homeless within Los Angeles, including health clinics, law enforcement headquarters, mental health programs, and hospitals and medical centers. The map also reinforces the Citywide nature of homelessness and the organizations already serving homeless needs in one capacity or another.



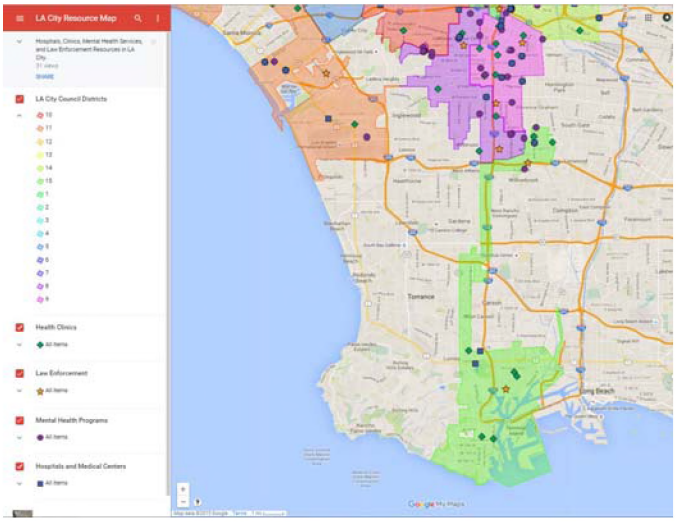
Westside



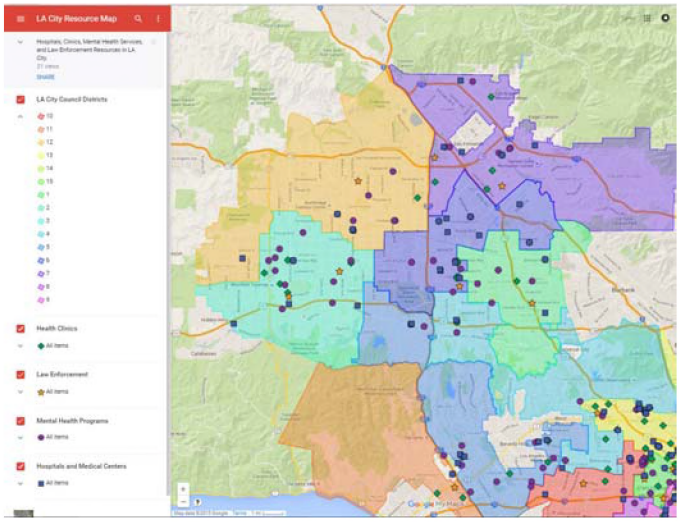
Central



South



Valley



2.9. LAHSA Dashboards (In Development)

LAHSA defines four distinct subpopulation groups within the homeless population: singles, families, youth, and veterans. Each of these subpopulations has unique service and housing needs. Services are targeted to each subpopulation in different ways to improve effectiveness. LAHSA has begun creating data "dashboards" that display real-time data for each of these subpopulations. These dashboards will be available to the public on the LAHSA website and allow decision makers and the public to track progress on how well the Los Angeles region is doing in reducing homelessness. The first dashboard expected to be released describes the homeless veteran population, as shown below. Data shown in future dashboards will reflect the most current data available, up to the most recent month posted.



Data shown here is from September 2015

2.10. Youth Homelessness

2.11. PIT Counts

As part of its PIT count of homeless individuals conducted in January 2015, LAHSA identified 1,728 homeless youth 18 to 24 years of age in the City and 2,781 throughout Los Angeles County[1]. Homeless youth are oftentimes referred to as

[1]LAHSA advises that a new methodology for counting youth will be used in the 2016 PIT count, and will result in a more accurate assessment of homeless youth throughout the Los Angeles Continuum of Care. LAHSA advises that the upcoming 2016 PIT count, scheduled to take place on January 22-28, 2016, may result in a higher percentage of youth homeless as compared to 2015

Transition Age Youth (TAY). TAY account for 6.7 percent of the City's total homeless population, and LAHSA attributes that the following characteristics generally describe the youth identified in the City:

- West LA - traveling throughout the State
- San Fernando Valley - trafficked youth
- South LA – trafficked youth, foster youth
- East LA - undocumented and immigrant youth
- Hollywood - chronically homeless street youth and lesbian, gay, bi-sexual, transgender & queer/questioning (LGBTQ)[2]

2.12. Reasons for Youth Homelessness

LAHSA and homeless youth service providers, including Safe Place for Youth (SPY), the LGBT Center, and Covenant House, have identified the following reasons for youth becoming homeless:

- Being kicked out of the home
- Abuse
- Running away
- Aging out of the foster care system
- Substance abuse
- Mental illness
- Family economic hardship
- Rejection of LGBTQ status by family

2.13. Difficulties in Tracking Youth Homelessness

Staff from LAHSA, the Los Angeles County Department of Children and Family Services (DCFS), the LGBT Center, the National Network For Youth (NNFY) and other service providers note that homeless youth do not self-identify as homeless for the following reasons:

- Do not want to stand out among their peers, youth prefer to "hide in plain sight"
- Fear of being preyed upon in adult environments, especially in Skid Row
- Unaware of targeted programs serving homeless youth
- Fear of being reported to law enforcement or child welfare
- Some youth are not ready to give up their freedom or lifestyle

2.14. Issues Affecting Youth Homeless

Exacerbating the problems leading to their homelessness, LAHSA and other homeless youth service providers indicate that homeless youth are still developing (physically, emotionally, psychologically and socially) and do not have the life skills to survive on their own. It is common for homeless youth to lack the education and job skills necessary to attain employment and sustain themselves financially. Some even lack basic skills such as cooking, money management, housekeeping and job searching. Additionally, as a consequence of homelessness, youth can experience the following issues which are further discussed in Section 9:

- Mental health issues such as depression, post-traumatic stress disorder and suicide
- Physical assault and sexual exploitation
- Involvement with the criminal justice system

[2]Queer and Questioning status means an individual is questioning their gender identity. It is advised that a person self-identifies as Queer and therefore that label should only be applied by that individual.

- High risk activities leading to pregnancy and sexually transmitted disease (STDs)
- Barriers to education and employment

2.15. Issues Specific to LGBTQ Youth

Pursuant to Motion (Wesson - O'Farrell - Bonin / Huizar) (CF 15-075), this report also includes information pertaining to LGBTQ homeless youth. LAHSA advises that 15-20 percent of homeless youth in the County self-identify as LGBTQ, and the NNFY advises that nationally LGBTQ youth may make-up approximately 40 percent of homeless youth. The percentage of LGBTQ youth in foster care is double the percentage in society.

In regards to the difficulties faced by other homeless youth as listed above, LGBTQ homeless youth experience higher rates of physical assaults, sexual exploitation, and mental health deterioration. LGBTQ homeless youth also experience rejection by their family and homophobia from society at large, including other homeless youth and individuals within the Continuum of Care.

As part of LAHSA's data collection efforts through its aforementioned dashboards, HMIS, PIT Count and the Youth CES, more information will be available in the coming months relative to the causes of youth homelessness. See Strategy Brief 4C for recommendations related to improve reporting and statistics regarding youth homelessness.

2.16. County Findings for Demographics

Below are strategies the County of Los Angeles will be considering that are related to Demographics. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

A2 – Discharge Planning Guidelines

County Recommendation: Direct the Department of Health Services to convene a workgroup consisting of the Department of Children and Family Services, Department of Mental Health, Department of Public Health, the Sheriff, the Probation Department, the Veterans Administration, the Hospital Association of Southern California, and key community agencies to develop Discharge Planning Guidelines utilizing known best practices that are specific to institutions that discharge individuals who are homeless.

NOTE: Related City Strategy 9E is noted at the end of Section – 9 Additional Strategies in this report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

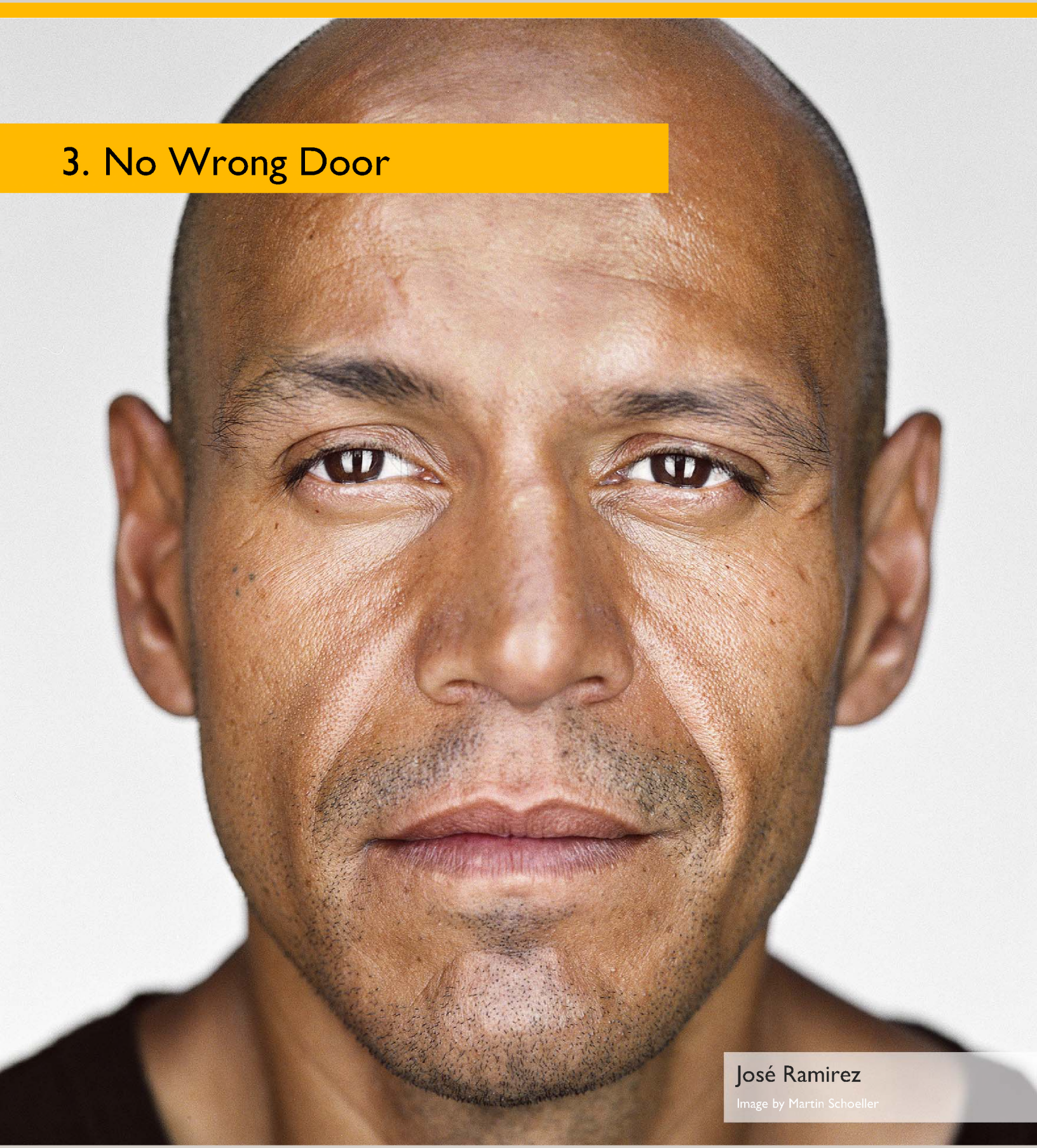
A4 – Foster Care Discharges

County Recommendation: Direct the Department of Children and Family Services, in conjunction with the Probation Department (Probation) and the LA Homeless Services Authority (LAHSA), to develop a plan to strengthen the County's Foster Care Discharge Policy.

2.17. Demographic Strategy Briefs

No Demographic-specific Strategy Briefs are included at the end of this Section. Youth, women's and domestic violence-related strategies are included in Strategy 4C, Strategy 7N - Housing and Section 9 - Additional Strategies (Strategies 9C, 9E, 9F and 9K).

3. No Wrong Door



José Ramirez

Image by Martin Schoeller

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The term "No Wrong Door" is used to describe a coordinated system where an individual can be immediately linked to supportive services regardless of their point of entry to that system. In City terms this means each department that interacts with homeless individuals would be similarly equipped to connect a homeless individual to the services they need. It does not necessarily mean staff, regardless of City department or agency, would provide direct services to homeless individuals. Instead, staff should be prepared to connect homeless individuals to homeless services case managers discussed in greater detail in Section 4 – Coordinated Entry System. For departments with high levels of homeless engagement (i.e., LAPD, LAFD, LAPL), cross-functional teams that assist the homeless may be most effective.

Existing cross-functional teams include the SMART teams comprised of LAPD and mental health professionals, or public area cleaning teams comprised of LAHSA ERT's, LAPD and Sanitation staff. Future cross-functional teams would include County Health Services (DHS), Mental Health (DMH), Social Services (DPSS) and Coordinated Entry System (CES) case managers discussed in Section 4. In City terms, No Wrong Door is fundamentally a shared approach where City employees enable a coordinated response to vulnerable individuals in need of assistance. In coordination with County strategies developed through its Homeless Initiative, City Strategy Briefs for No Wrong Door are located at the end of this section. The Coordinated Entry System (CES) is an integral part to the implementation of No Wrong Door. Strategy Briefs on the Coordinated Entry System are located at the end of Section 4 and should be considered in tandem with Strategy Briefs for No Wrong Door.

3.1. City Interactions with Homelessness

In April 2015, the CAO released a report that estimated approximately $100 million of City resources are involved in homeless-related interactions per year, across all departments. The report states that spending by Departments was not targeted toward programs to strategically assist homeless individuals, but rather, Department activities included public area cleanings by Sanitation, engagement with homeless individuals by public safety departments and hiring of security officers at two libraries. Stronger collaboration with LAHSA and among City departments and County agencies will result in a more coordinated and appropriate response to address the needs of individual homeless person interacting with the City.

3.2. Los Angeles Police Department (LAPD)

Current Initiatives

LAPD has taken actions to address the needs of the homeless, as follows:

- A Homeless Coordinator position has been designated within the Department;
- LAPD is organizing cross-functional teams with staff from other City agencies to serve the needs of homeless individuals, such as LAHSA Emergency Response Teams (ERT) that work alongside police officers interacting with the homeless;
- A 36 hour Mental Health Training Program for officers and support staff has been developed by the department;
- Training on LA. Municipal Code Section 56.11, relative to the storage of personal property in public areas, including sidewalks
- LAPD officers have also been working directly with County Mental Health professionals in a program known as SMART (System-Wide Mental Assessment Response Teams). SMART provides a more thorough response to the needs of chronically homeless and results in better law enforcement engagement with mentally ill homeless individuals. Council and the Mayor recently announced an expansion of this program.

The LAPD operates type-I jails that process about 120,000 arrestees per year for stays between 48 and 72 hours before the arrestees are moved to County jails. 25 percent are released on bail; 75 percent are transferred to County facilities for further processing. There are five type-I jails in the City, located in the Valley, South LA, the Westside, Hollywood and Downtown. The LAPD estimates a significant percentage of arrestees (30-40%) are mentally ill. Currently the LAPD hosts non-profit and religious organizations in jails as a service to inmates while they are incarcerated. Services include connection with clergy, Alcoholics Anonymous groups and donated clothing providers. Connection to general health services are provided, but not to mental health services.

Department Requests

The top three issues LAPD encounters with the homeless in Los Angeles include mental health, substance abuse and a lack of storage facilities for homeless Angelenos in areas outside of Skid Row. To address homeless mental health issues, LAPD has stated a need for more resources and closer collaboration with County Department of Mental Health workers to ensure the LAPD can proactively manage care and reduce the number of calls for service to LAPD. LAPD indicates that expanding the aforementioned SMART teams would address this request. To address substance abuse issues, Sobering Units in coordination with the Los Angeles Fire Department are being investigated, but are not yet functional (See Section 3.1.2. for additional information regarding LAFD's involvement in sobering units) LAHSA ERT teams are currently only available during standard business hours, however. LAPD advises that much of homeless-related police work occurs during off hours.

LAPD has indicated that their inability to store and process excess personal property from homeless arrestees impacts the Resources Enhancement Services and Enforcement Team (RESET) pilot that is currently in a phased roll-out that could be used as a model for addressing homeless concerns around the City. LAPD anticipates proposed changes would allow officers to return to the field, encourage better accountability, and create a replicable system that can be used in other bureaus within the City.

Strategy Briefs 3A, 3B, 3C and 3D address LAPD requests and concerns and can be found at the end of this Section.

3.3. Los Angeles Fire Department (LAFD)

Current Initiatives

The LAFD is revising its response to the homeless in several ways. The Department's Homeless Coordinator is seeking more effective and efficient ways to serve homeless persons, including investigating more effective response to the 1,200 to 1,500 calls for service LAFD receives on average per day. The LAFD estimates about 5 percent of these calls for service per day are homeless-related.

The Department is currently piloting the use of a Fast Response Vehicle, a mobile intensive care unit intended to reduce the need for multiple calls and deployment of fire trucks solely for medical treatment. This vehicle is primarily servicing the MacArthur Park area. Between 2013 and 2014 there were about 17,000 calls to the LAFD that were homeless-related. Approximately 14,000 of these instances involved a homeless person being transported by ambulance. A Fast Response Vehicle can be paired with the LAFD's Immediate Dispatch Algorithm that better determines the appropriate response.

In addition, a pilot Nurse Practitioner Unit program, which includes a Paramedic, will be providing low acuity medical services to homeless individuals experiencing health issues. The pilot is funded by the City's Innovation Fund and is deployed by Battalion 13 in South LA. The Nurse Practitioner Unit's goal is to provide quality care to those utilizing the LAFD for health care and lower level medical needs, thereby reducing the strain on the 911 system and preserving

ambulance services and transport for more critical situations. The annualized cost of the Nurse Practitioner Unit and Paramedic is roughly $245,000 per year and operates primarily between the hours of 8 am to 6 pm, Monday through Friday.

LAFD is also implementing Electronic Patient Care Records with the ability to document when a client is homeless. There is an existing MOU (Memorandum of Understanding) to mitigate HIPAA (Health Insurance Portability and Accountability Act) health information privacy concerns regarding patient data.

Sobering Units are currently under review by the LAFD. These units may reduce Police and Fire staff time to monitor individuals who need medical treatment for their addictions. LAFD Sobering Units are proposed to offer homeless individuals with drug and alcohol addictions an opportunity to gain sobriety and connect to health services. State funding for expanded addiction treatment services may be available in mid-2016.

Department Requests

As previously discussed, in practice with the No Wrong Door philosophy, LAFD advises it would prefer taking a more proactive approach to engage and assist homeless individuals. Closer collaboration with County Department of Mental Health (DMH) and Department of Health Services (DHS) resources has been requested, including standardized referral processes. In addition, response protocols for riverbed encampments that pose drowning dangers to the unsheltered homeless with closer integration with Recreation and Parks (RAP) and homeless services providers is also requested.

Strategy Briefs 3A, 3B and 3C address LAFD requests and concerns and can be found at the end of this Section.

3.4. Los Angeles Public Library (LAPL)

Current Initiatives

The Library estimates that at least 90% of branch library staff interacts with an estimated 800-900 homeless library patrons regularly throughout the City. The numbers of homeless persons with untreated mental health and substance abuse issues are on the rise in LAPL's branches. Sanitation costs have also been increasing as growing numbers of homeless patrons are using libraries for daytime shelter. This includes the increased presence of patrons with lice, tuberculosis and other communicable conditions prevalent in homeless populations. Currently, LAPL reports that there is no direct engagement with homeless patrons specific to their needs. No Wrong Door-style approaches have been used by LAPL for other initiatives, most recently the roll-out of the Affordable Care Act. LAPL recently began hosting LAHSA ERTs at an estimated 13 branches within the system. Additional support for cross-functional County teams is being planned, including DMH, DHS, DPSS and the VA. LAHSA has committed to a year's funding of ERT teams at approximately two hours per morning, five days per week. LAPL has partnered with these cross-functional teams, and offer free food and personal hygiene products to its homeless patrons. .

Department Requests

Training staff on homeless issues and protocols for engagement is an important next step. Training will allow staff to build stronger relationships and trust with homeless patrons in the hope that it will result in referral opportunities to LAHSA and connection to other resources that could provide needed health services and housing.

Strategy Briefs addressing LAPL requests and concerns and can be found at the end of the next section: 4 – Coordinated Entry System.

3.5. Recreation and Parks (RAP)

Current Initiatives

RAP operates 420 parks across the City comprising 16,000 acres of land. Currently RAP has two full-time and two half-time employees that are dedicated to encampment clean ups. Regional parks like the Arroyo Seco are particularly affected by chronic homelessness. Park ranger staffing will be expanding from 36 rangers today to 76. RAP is experiencing geographical challenges reaching populations across 16,000 acres.

Department Requests

Standardized ranger training on homeless protocol.

Strategy Brief 3B addresses RAP requests and concerns and can be found at the end of this Section.

3.6. Bureau of Sanitation

Current Initiatives

The Bureau of Sanitation regularly conducts homeless encampment clean ups and dispersals. 72 hours advance notice is given (only 48 hours is currently required) prior to clean ups. During this timeframe, LAHSA ERTs provide outreach to homeless individuals, usually over three visits. Recreational vehicles also pose challenges as septic waste discharges from RVs sometimes occur.

Department Requests

The Bureau of Sanitation is in the process of developing step by step protocols for encampment clean ups by building off the Operation Healthy Street protocol. Closer engagement with the LAPD is requested since safety issues for Sanitation employees can arise during encampment dispersals. The Bureau has also stated a need for additional homeless storage facilities in other areas of the City.

Strategy Brief 3B addresses Bureau of Sanitation concerns and can be found at the end of this Section.

3.7. 311, Information Technology Agency (ITA)

Current Initiatives

311 estimates that a very low number of calls per month (estimated 30-50 out of 125,000 calls) pertain to homelessness. Calls generally are in regards to food, clinics, temporary shelter or housing availability. 311 operators often refer individuals to LAHSA and to 211, the Countywide non-profit that provides connections to County health and social services and disaster support. Currently the 311 service hosts about 20 reference articles dealing with homelessness that require several hours of staff time each month to maintain.

Department Requests

ITA states that 311 operators require more information and better connection to referral services, homeless service providers and LAHSA. 311 operators also request that City departments provide more regular updates to 311 information.

3.8. LAHSA Emergency Response Teams (ERT)

Current Initiatives

LAHSA currently runs an emergency response line for their ERT teams. The line operates during standard business hours, but has the capacity to expand for more availability. LAHSA is also regularly engaging with 211, and has begun

real-time mappings of homeless encampments throughout the City and County. Regional homeless response teams are in development.

3.9. County Findings for No Wrong Door

Below are strategies the County of Los Angeles will be considering that are related to the No Wrong Door. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

D2 - Expansion of Jail In-Reach

County Recommendation: Direct the Sheriff's Department (Sheriff) to work with its non-profit partner agencies to expand Jail in Reach to make it available to all homeless people incarcerated in a Los Angeles County jail, subject to available funding.

NOTE: Related City Strategy 3D is included at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E4 - First Responders Training

County Recommendation: Direct the Sheriff's Department to develop: 1) a training program and implementation plan for law enforcement, fire departments and paramedics throughout Los Angeles County, including but not limited to the LA County Sheriff's Department (LASD) and the Los Angeles Police Department (LAPD); and 2) a Countywide protocol to address encampments/unsheltered homelessness.

NOTE: Related City Strategies 3A and 3B are noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

3.10. Legislation

No state or federal legislation currently requested or in progress.

3.11. No Wrong Door Strategy Briefs

No Wrong Door strategies are included in the pages immediately following. Additional No Wrong Door-related strategy is located ahead at the end of Part 4 - Coordinated Entry System (CES) and should be consulted as well.

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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:	Collaborating Departments/Agencies:
Police Department (LAPD)	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.

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Strategy **3B**

No Wrong Door
Develop Encampment Engagement Protocol
(Corresponding County Strategy E4)

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

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:	Collaborating Departments/Agencies:
Bureau of Sanitation	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.

Strategy 3C

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.

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. County Health will host these sobering facilities, but for the intents and purposes of this City strategy, LAFD and LAPD will play a lead role on the City side regarding integration with County health teams. See Strategy Brief 3E.

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:	Collaborating Departments/Agencies:
Fire Department (LAFD) Police Department (LAPD)	Department of Health Services Mental Health Community-based homeless service and housing providers Los Angeles Homeless Services Authority (LAHSA)

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.

Strategy **3D**

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:	Collaborating Departments/Agencies:
Police Department (LAPD)	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.

Strategy **3E**

No Wrong Door
Integration with County Health Sobering Centers

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

Recommendation:

Instruct the Los Angeles Fire Department and Los Angeles Police Department to report relative to utilizing the County's "Sobering Centers" which connect high frequency users of public safety resources to social services, rather than processing these individuals, including homeless individuals, through the criminal justice system.

Description:

The Los Angeles Fire Department (LAFD) advises that the County is in the process of establishing "sobering centers," including locations in the City. The County has identified one location in the Skid Row area of downtown, though this site has not yet opened. LAFD advises that sobering centers are facilities where first responders could treat individuals with substance abuse issues who would otherwise be arrested for public intoxication. Sobering centers would allow these individuals time to become sober and then connect them to social services before discharge.

The County District Attorney advises that sobering centers would help to prevent unnecessary incarcerations. The DA states the following: up to 80 percent of the mentally ill have substance abuse issues; many may be homeless; and that sobering centers that help connect individuals to services and housing would be a cost effective resource to treat heavy-users of public safety and health resources.

The County Sobering Center would be staffed by a County nurse practitioner and a County medical case worker. LAFD advises there is no City first responder cost to utilize the County's program. The Los Angeles Police Department advises they would transport any individual to the centers who have no other charges pending. Mental Health works/clinicians and integration of CES homeless Case Managers at County Sobering Centers should also be included. See City Strategy Brief 4B for reference to Sobering Centers and integration with CES Case Managers.

LAFD and LAPD should be instructed to report on progress and implementation timelines relative to partnering with the County to utilize sobering centers to provide services to individuals, including homeless persons, who would otherwise be subject to criminal charges. Best practices from San Francisco should be considered and reported on by both agencies. LAFD and LAPD reports should also address the feasibility of leveraging existing department resources for this integration. Any new resources should be provided in the context of the annual budget process.

Coordinated Response Type:

Preventive

Population(s) Targeted/Other Categorizations:

Homeless individuals with mental illness and/or substance abuse

Potential Performance Metrics:

Reduced arrests of homeless individuals
Reduced calls to 911
Number of LAFD/LAPD transports to Sobering Centers

Potential Funding Source:

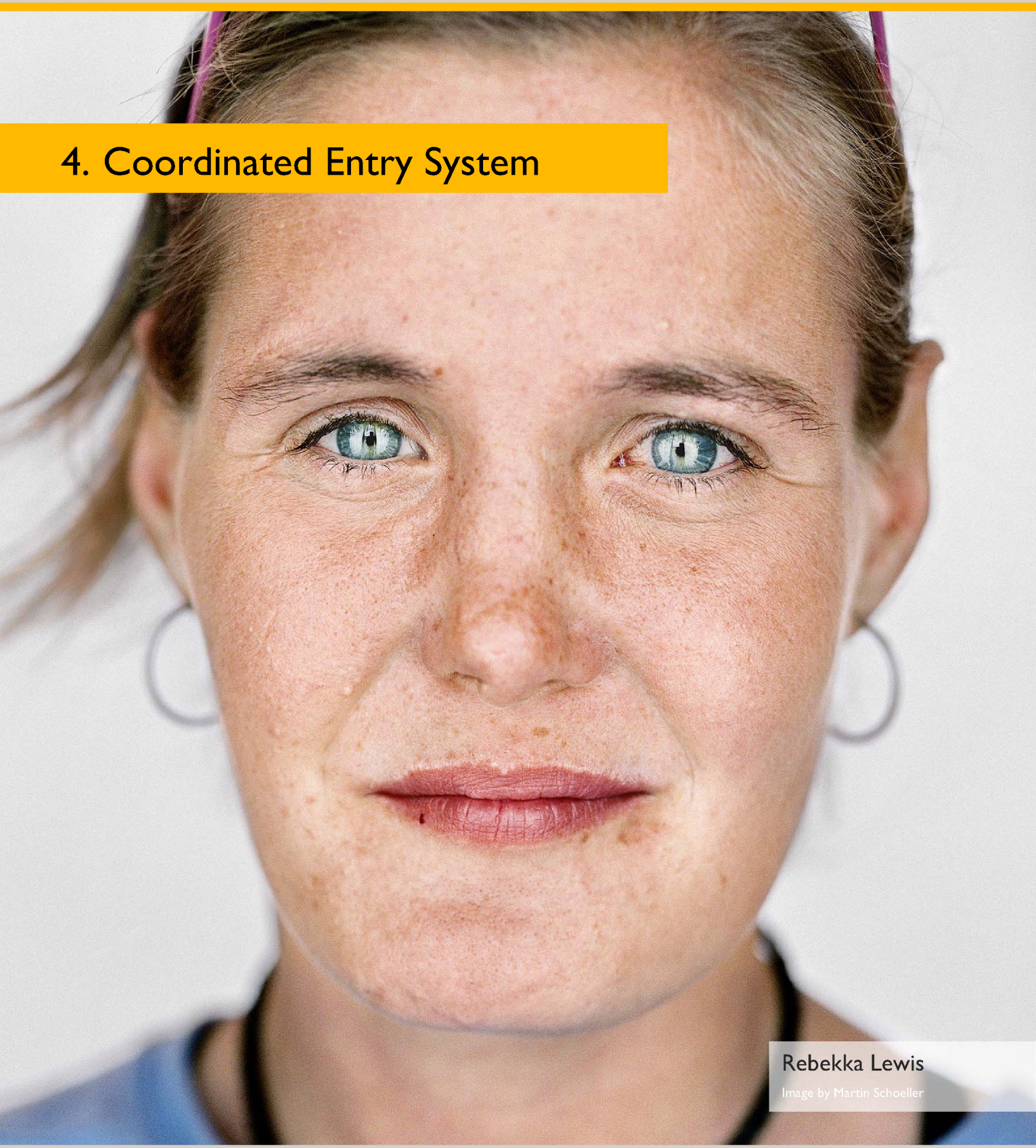
NA

Implementation Time Frame:

Short Term and Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Los Angeles Fire Department (LAFD) Los Angeles Police Department (LAPD)	County Health Los Angeles Homeless Services Authority (LAHSA)
Connection to County: ☒ Integrate	☐ Support ☐ No Relation

4. Coordinated Entry System



Rebekka Lewis

Image by Martin Schoeller

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In order to end homelessness, Los Angeles must understand the scope of the problem by taking into account the characteristics and details of the homeless, and using this information to develop a system of data that helps analyze the effectiveness of homeless-related programs. Accurate, detailed data will allow City and County of Los Angeles government and the many service providers assisting the homeless to measure outcomes and progress. This is one of the main goals of the Coordinated Entry System (CES).

4.1. Policy Context of CES

Data with regards to the characteristics and circumstances of the homeless population is currently centralized through the Homeless Management Information System (HMIS), which is a database administrated by LAHSA, the local agency responsible for a Continuum of Care (CoC) serving the homeless. HMIS is a HUD-mandated (Interim Rule 24 CFR 578) compliance tool that creates a system of accountability with regard to performance measurements for CoCs that receive federal funding. LAHSA locally administers the HMIS system, and utilizes it to store and evaluate homeless client data, services rendered, and housing data for the currently homeless or those who are at risk of homelessness. HMIS data from Los Angeles is combined with data from other local municipalities and CoCs to provide national agglomerated data on homelessness. The HMIS system is often the primary source of data populating LAHSA's homeless population dashboards referenced in Part 2 of this report.

Following the establishment of the HMIS system, HUD mandated the use of a coordinated assessment process as part of their Emergency Solutions Grant (ESG) regulations and the CoC Interim Rule from the HEARTH Act of 2009. In response, a collaborative consisting of the Los Angeles Area Chamber of Commerce and United Way of Greater Los Angeles, commonly known as "Home For Good," created the Coordinated Entry System (CES) module. As its name suggests, CES was created to streamline the navigation of the homeless-to-housing system by fostering coordination among all the entities in the Los Angeles region that serve the homeless, ranging from City and County government agencies to the 8 LAHSA-designated Los Angeles County Service Planning Areas (SPAs) Leads and service providers, which serve specific geographies and populations. CES is both a technological system and a process that supplements the HMIS system. Integral to the design of CES is the goal of removing common barriers to housing and shifting toward a needs-based approach to housing and servicing homeless individuals. CES was created to serve the single adult population, as they form the largest group of homeless in Los Angeles. In order to better serve the remainder of the homeless population, two additional systems that share the goals, processes, and framework of CES have been created; one for families, the Homeless Families Solutions System (HFSS), which was developed primarily by LAHSA, and one for Transition Age Youth (TAY), which is currently a pilot program. Longer-term, these three systems will be merged together to create a single coordinated assessment system that will serve all homeless populations. See the Strategy Briefs at the end of this section for more detail and recommendations regarding this effort. All CES systems currently integrate with the HMIS database.

Determining individuals most in need of housing is done through a standardized assessment measuring the acuity of homeless clients known as the VI-SPDAT (Vulnerability Index-Service Prioritization and Decision Assistance Tool). The VI-SPDAT is an outcome of HUD's mandate for a coordinated assessment system and the 2009 HEARTH Act to help standardize homeless evaluation and response across the country. Within Los Angeles, CES' intake process assesses homeless individuals through the VI-SPDAT and homeless families through the VI-FSPDAT (Vulnerability Index-Families Service Prioritization and Decision Assistance Tool). The outcomes from these surveys are the priority score and acuity score. Priority is assigned on a scale from 1 to 4 with 4 being the highest priority users requiring immediate placement into housing and services due to factors such as severity of mental and physical health issues. Acuity is evaluated

separately by evaluating the current needs for the homeless individual or family on a scale of 1 to 20, with 20 being the highest acuity requiring greater intensity of supportive services and types of supportive housing.

Formerly homeless individuals placed in housing from CES based on acuity levels (2014-2015):

Priority Score	Acuity Score	Number of Homeless Housed	Definition
1	0 – 4	230	Affordable Housing
2	5 – 9	715	Rapid Rehousing
3	10 – 13	528	Permanent Supportive Housing
4	14 – 20	136	Permanent Supportive Housing

4.2. CES Vision: Person, System, Philosophy

An individual's acuity score focuses the homeless housing and services system to respond to those in most need. CES ultimately connects a homeless individual with housing supply manually once housing is available. A series of steps in the CES process are recorded as they are completed and any service provider connected into CES can access an individual's timeline to acquire housing. CES was created to provide a standardized response to homelessness based on need. First, higher-need users are housed in facilities providing a higher level of care, then lower acuity users are subsequently housed in buildings with lower levels of supportive wraparound services and care. Finally, the lowest acuity users are referred to affordable housing.

The CES requires the coordination of three elements: 1) - Person, 2) - System and 3) - Philosophy. CES coordinates the process of engagement, assessment, and eventual assignment of housing for a homeless individual. In order to succeed in this goal, primary contact with a homeless individual or family must be established. Though a variety of resources exist in the Los Angeles homeless provider community, for the intent of this report, primary contact is made through a CES Case Worker (1 - Person). This case worker engages directly with a homeless person regardless of their acuity and develops trust and rapport over time to begin collecting data on the homeless individual (2 – System). This data system ensures that tasks are performed each step of the way, as sequencing response steps is important. An example of a pertinent step that needs to be performed and noted is the collection of proper identification and paperwork for the homeless person prior to their applying for federal, State and County benefits through the CoC. After placement of the individual into the appropriate level of housing, coordination of continued care when necessary maximizes the likelihood that the formerly homeless client stays in housing. Inherent in the framework of the CES is a philosophy (3 – Philosophy) that housing will always be the end goal for the engagement process with homeless individuals.

4.3. CES Success to Date

Though the CES has only been operational for 2 years, the value of the system is firmly established. With the need for homeless services and housing so great across the City and County, CES has created a platform of engagement across service providers and allowed LAHSA to establish a more structured framework to provide services. This framework prioritizes housing for those most in need and results in financial savings for the City and County by focusing on high needs users, who often absorb the greatest amount of public costs. More than just a compliance tool, CES when paired with HMIS, is creating a new national model using technology to respond to a complex societal issue. Leadership at the

United Way, the Chamber of Commerce and all the organizations comprising Home For Good should be recognized for their proactive approach taken to create this system.

However, in order to reap the maximum benefits of this system, greater investment of time, strategy, project management, technological enhancements and financial resources must be made.

4.4. Challenges Facing CES

Below are a series of challenges facing CES. These challenges help frame the Strategy Briefs that address them at the end of this Section of the report.

4.5. Thousands Not Entered

In order to best serve the homeless population, accurate and reliable data on who, where, and what level of need is experienced by each homeless individual is critical for policy makers, agencies and service providers. Currently LAHSA estimates that only about 10,000 of the County of Los Angeles' homeless are entered in CES and HMIS. Though this represents a rapid gain relative to numbers from a few months prior, three quarters of the estimated 44,000 homeless individuals Countywide have not been formally entered into CES and HMIS. This disparity between estimations of homeless individuals counted versus those recorded and tracked through CES undermines the goal of CES. Truly understanding the homeless population requires a majority of homeless individuals to be assessed and served via CES per federal HUD guidelines. The PIT counts contain valuable data that will require continual, real-time updating to ensure greater accuracy and efficiency, as well as sufficient capacity when serving the homeless population. Today, the PIT acts as an estimate and the lack of exact numbers of the homeless in the City has funding implications relative to County, State and federal sources. Los Angeles is coping with a crisis that continues to grow, even while federal sources of funding for affordable housing and social services are threatened by budget cuts.

Knowing the exact need at the City level would help direct County health and social service resources, State housing grants, and federal resources through the Affordable Care Act, Social Security, VASH, and HUD. Los Angeles is a national outlier due to the continual growth of its already above average homeless population, even as nationwide trends reflect a downward shift in overall homelessness. Stronger data would enable the City and County to call State and federal attention to the severity of Los Angeles' homeless issues.

4.6. Housing Supply Inadequate for Matching

Estimates from the November 2015 "Shelter and Housing Needs for the Homeless" CAO report reinforces the conclusion that demand for housing units for homeless Angelenos far outstrips supply year after year. This lack of housing supply undermines the primary goal of CES, which is to match the appropriate housing unit to meet the needs of the user. More detail regarding housing needs and ways to address these needs is discussed in Section 7 of this report. Lack of housing supply discourages participation in CES as this significantly increases the case managers' timeline to secure housing for a homeless individual, creating less of an incentive for the use of CES as a matching tool. If service providers know homeless housing is constrained that all they can offer lower-needs users is a shelter bed, confidence in CES as a way to match homeless individuals with housing erodes. This erosion of confidence undermines both the data capture process critical to the success of the system, and the trust a case worker has built up engaging a homeless person with an ultimate goal of finding housing.

At the local level, accurately tracking which portion of the homeless require what types of housing to ensure they remain housed provides the Housing Authority of the City of Los Angeles (HACLA), the Housing and Community

Investment Department (HCID), and the Los Angeles Department of City Planning the data necessary to appropriately respond with policy reform, city planning initiatives, and resource requests that sufficiently address this growing crisis. In the immediate term, LAHSA has estimated these housing needs relative to the current homeless population, which has been reported in the "Shelter and Housing Needs for the Homeless". This report included input from HACLA and HCID, but agency-specific estimates from both Departments and City Planning that are independent from LAHSA's estimations on the need for homeless housing, are not currently available. Aligning estimates and goals between these departments and agencies could facilitate funding and construction of more affordable and homeless housing. Strategy Brief 7E at the end of Section 7 of this report develops this strategy more fully.

4.7. Housing Supply Not Tracked Centrally

Though the supply for homeless housing currently outstrips demand across the City, having accurate numbers of units available that were developed via public or private developers is critical. When first debuted, CES contained an inventory of available housing units that aligned with various acuity levels of homelessness. This functionality was disabled due to initial technical limitations between HMIS and CES. Since the initial launch of CES, both the HMIS system and CES module have been integrated to align a proportion of the homeless population that has been evaluated via VI-SPDAT acuity level to types of housing, As CES is further enhanced and the homeless population further integrated, availability and occupancy units of housing available to the homeless population, both privately and publically, could be tracked centrally within CES.

The nonprofit community has played an invaluable role in constructing and maintaining affordable and homeless housing in the City. LAHSA maintains a master list of all homeless housing units, their addresses, and housing type provided by public and nonprofit entities County-wide. Reconciling this data, ensuring it is input in CES and matched with existing and formerly homeless individuals and families would give policymakers a central source of data on the region's homeless and how it is being addressed using a variety of funding sources. This information will allow stakeholders to evaluate data in terms of housing units as they become available, as portions of formerly homeless individuals transition out of housing assistance programs like Rapid-Rehousing (RRH).

4.8. Detailed Intake Processes, Long Timelines for Housing

Ensuring all relevant data is captured for a homeless individual via CES intake is critical, but has proven to be time consuming due to the volume of pertinent information needed. Given the various funding sources for which a homeless person can qualify, from Social Security Income (SSI) to programs like the Flexible Housing Subsidy Pool (FHSP) administered through the County, questionnaires can be lengthy and challenging to complete. This is especially true for clients with more acute mental and physical health needs or clients with substance abuse issues. This lengthy intake process also limits the number of people homeless service providers can enter into CES. Time is a valuable commodity for staff at the front line of this crisis and different service providers from LAHSA to non-profits plan to further improve timelines to housing with a more efficient intake process of CES through technological enhancements and increased resources.

4.9. Interactions Not Being Captured

In Section 3 of this report, the concept of "No Wrong Door" was discussed as a way to frame the interactions various public agencies have with the homeless. Public agencies are a common point-of-entry for the homeless population as they look towards these institutions to connect them to housing and services when homelessness providers are not accessible. However, interactions between public agencies and the homeless population are not captured due to a lack

of standardization. This leads to inaccurate data and makes it more difficult for both policymakers, and housing and service providers to effectively serve the homeless population. In that context, CES will become more and more valuable in resolving this issue for public agencies, policymakers, and service providers as it will give them detailed data to address this issue.

A holistic, strategic response to homelessness from public agencies requires resources interacting with the homeless across a variety of agencies be equipped with relevant information regarding homeless Angelenos who utilize their services. As mentioned earlier, interactions between municipal employees and homeless individuals are not fully captured within the context of the department where the interaction is occurring. More fully capturing this data would enable agencies to understand where they could potentially play a more constructive role in engaging the homeless and directing them to the services they need. Gathering this data would better inform agencies during the annual budget process, enabling data-driven estimations of which portion of their budgets serve homeless Angelenos. Capturing more interactions with government in CES would also help prevent homeless individuals from falling out of the system if they move to different encampments or areas in the public space. Strategy Brief 4C further expands on these concepts and outlines actions that will enhance interactions between public agencies and the homeless population.

4.10. Homeless Resources Not Fully Tracked

Homeless individuals and families are often eligible for county, state and federal programs that act as a de-facto income source to offset the cost of housing. Pooling of resources ensures a shared stake across all levels of government to address the basic needs of individuals. Though the process of acquiring this funding occurs at the level of the individual, often via a case manager or housing navigator, detailed capturing of the dates applied, amount of funds secured or denied, and the length of time the funds are provided for are not captured in a single record associated to the individual. Informally, general notes on the client can provide a portion of this data, but no standardized procedures for the tracking of this data have been planned for within CES. Little federal guidance is available since HUD only has a handful of prescriptive policies regarding HMIS systems and even fewer for CES-type systems. Therefore, the City has an opportunity to track pooled sources of funding leading to housing within CES since having information on specific amounts of federal, state, county, city, and philanthropic subsidies each homeless person receives would give policymakers valuable insight when assessing the financial needs of each homeless individual. Accurately tracking this information also provides an opportunity for public agencies and service providers to advocate for increases in state and federal sources and working with the nonprofit community to address homelessness. Strategy Brief 4A presents an opportunity for the integration of this funding information into CES as the system continues to be strengthened to better resolve the homelessness issue.

4.11. CES Case Managers Needed

Since CES is a person, a system and a philosophy, it is critical that the person portion of CES is staffed adequately via case managers to ensure homeless individuals receive the repeated engagement needed to get them off the street and into housing. LAHSA and the homeless service providers they work with are organized by County SPA (Service Planning Area), with the SPA Lead contractually defined as the CES Lead. There are also CES subject matter experts LAHSA employs to ensure the goals of the system are met and enhancements to the system are made.

Case managers within CES would also prove to be useful when supported by City departments. Extending this engagement within City departments or facilities would provide opportunities for homeless individuals to engage with City departments who will be able to connect them with housing and service providers. Utilizing case managers and service providers that are supported by City departments further reinforces the concept of "No Wrong Door," giving

homeless individuals the opportunity to access resources regardless of where they are being engaged (See Section 3). Strategy Brief 4B outlines actions that will help departments support CES case managers when engaging with homeless individuals.

Though these case managers are essential components to the success of CES, both LAHSA and the SPA leads do not currently have enough case managers to manage optimal caseloads. As CES continues to be enhanced, increased staffing of case managers will follow, as LAHSA and service providers will be able to better assess the need for case managers relative to the overall needs of the homeless population (See Strategy 4A).

4.12. Care Providers & CES

With over 160 non-profit service providers participating in CES across the City and County and operating in different SPAs, providers vary in scale, location and primary demographic served. CES is the first step in getting all these care providers into the same system to reduce duplication of effort and to best direct public and private monies toward homeless initiatives. In order for CES to work most effectively, it requires collaboration within the system of homeless providers. This strategy is conducive to the current system in that it forces fragmented service providers, all with their own strategies for serving a niche in the homeless community, to adapt a more collaborative approach.

LAHSA designates a lead homeless service provider in each of the eight County SPAs. The City and County both have a strong interest in ensuring these SPA leads prioritize higher acuity users, and can enforce this interest via funding. Smaller service providers, however, might not receive public contracts, leaving an absence of incentive for them to utilize CES. Other than for contracted CES providers, financial incentives or penalties do not exist for service providers that are not publically funded to use the system to organize their resources and outreach. While the initiative that homeless service providers in Los Angeles have taken to support CES should be recognized, it is in the best interest of the public that local City and County governments enable CES to expand this strategy to include as many service providers as possible via expanding the role of non-profits play to enable coordinated case management through the tool.

4.13. No Single Standard for Case Management

Regular engagement from initial outreach to housing navigation, through housing retention, is essential to ensuring the homeless do not return to the street. This process can have each of these roles blended into one person administering services or split among people. Between eight County SPAs and the wide variety of service providers in each of those SPAs, there is an inconsistent model of homeless case management.



This has implications when determining the right number of homeless case workers needed to staff CES properly to ensure consistently positive outcomes. If all three (Outreach, Housing Navigation, Retention) of these roles are blended, a case manager's case load, or the number of individuals they see regularly decreases. If the roles are separated and handed off during each part of the process, there is a risk that someone may slip through the cracks. However, the case

load in this type of framework would be higher and the case workers can specialize on building a more specialized skillset if they are focused on one or two of these steps. Longer term, as the City and County seek stronger collaboration for staffing CES, case management models should be standardized so that common staffing models and skill sets help homeless individuals stay housed is achieved. Future CES funding requests should be based on models that take these staffing and skill set needs into account. Strategy Brief 4E outlines actions with regards to defining types of supportive services and subsidized housing that are integral to the standardization of case management.

4.14. Council Direction and CES

Youth Mental Health Needs

Youth service providers, including the LGBT Center advises that mental health issues are a major issue for homeless youth, including LGBTQ youth. LAHSA staff advises that housing acts as a stabilizer for youth and allows them to begin to address their underlying causes of homelessness. As such, LAHSA should ensure that the CES system under development addresses mental health issues for homeless youth and youth at-risk of homelessness. (Item in Strategy Brief 4C)

Youth Homelessness Data

Section 2 of this report addresses youth homelessness. As part of LAHSA's data collection efforts through the following databases, HMIS, PIT Count, data Dashboards and the Youth CES, more information will be available in the coming months relative to the causes of youth homelessness. (Item in Strategy Brief 4C)

Track Homeless Individuals with Pets

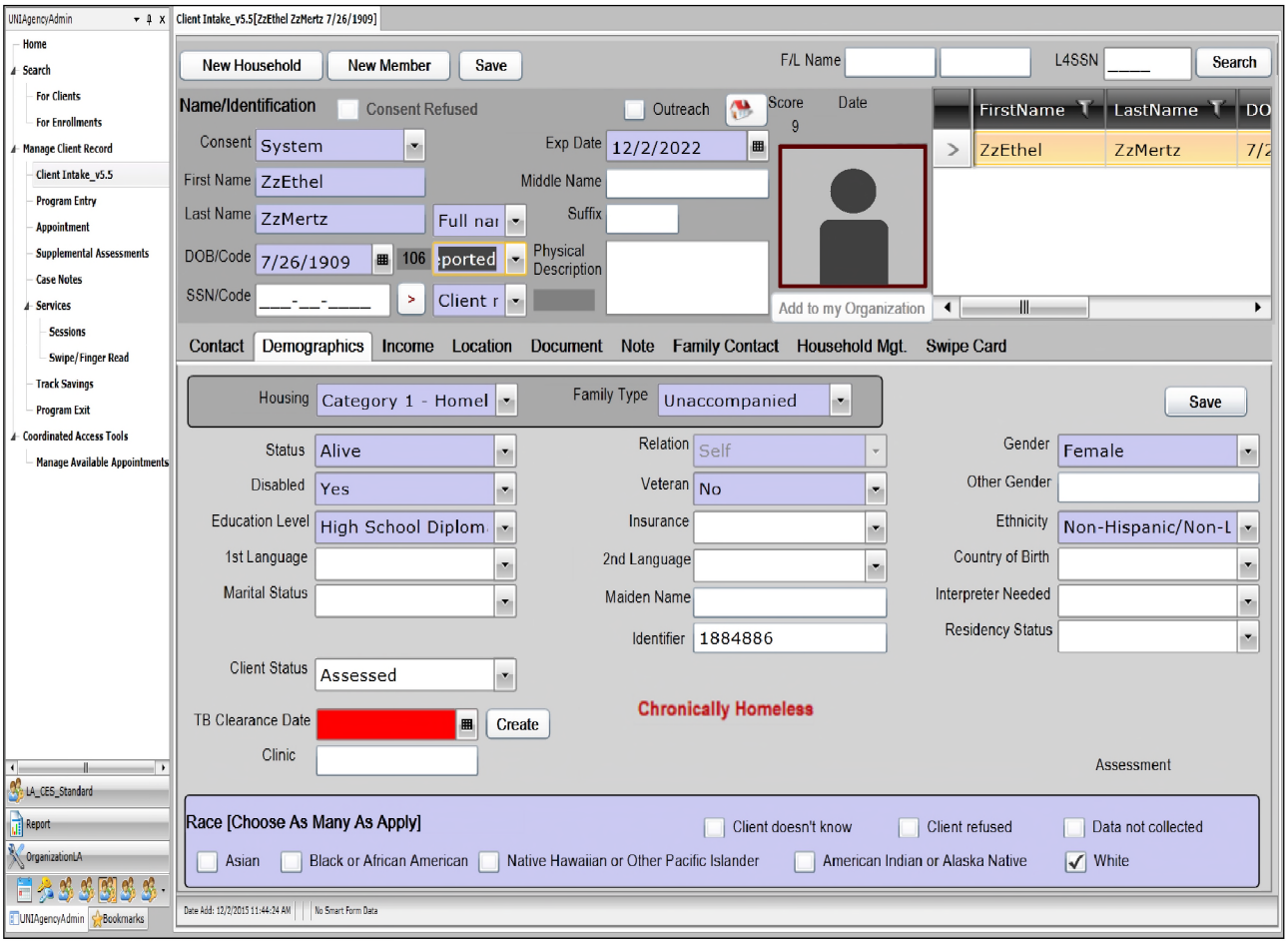
Motion (Wesson - Koretz / Huizar) introduced on August 28, 2015, directs the Department of Animal Services (Animal Services) and the Chief Legislative Analyst to report relative to providing assistance to homeless individuals with pets so that the pets are provided proper health care such as spay or neuter surgery, vaccinations, and licenses, and to ensure homeless persons are separated from their pets when the individuals seek services. (Item in Strategy Brief 4C)

3 CES Systems, Long Term Effort to Merge

There are currently three CES systems based on different populations of homeless individuals in Los Angeles. As mentioned earlier, the Home For Good collaborative took the lead in establishing the first version of CES that targeted the single adult population. This system is regularly reconciled with HMIS to ensure accurate data and compliance reporting to HUD. LAHSA took the lead on creating a CES system for families. Since housing needs for families are often different than they are for singles, housing stock and services in the families' system of CES differs accordingly. Finally, there is a new system of CES created to address the TAY population with another mix of preferred housing for that group. Efforts to merge these three systems are underway.

4.15. CES System & Interface

In order to facilitate greater understanding of CES, we have included screen captures of the intake screens that service providers use to determine levels of acuity for clients.



4.16. Tech Enhancements to CES & HMIS

Technological enhancements are continually being made to CES & HMIS, including CES support for tablets and geotagging of interaction points with homeless clients, as well as HMIS database upgrades to ensure system efficiency. Technological enhancements have impacts to end users of the system including the service providers who work in CES everyday to coordinate care and structure their case workload. Enhancements can reduce this workload by digitizing paper forms and streamlining graphical user interfaces for the system.

Enhancements like these have positive downstream impacts and require a robust project management infrastructure in order to ensure project rollout timelines are met. Impacted users must continually be trained on enhancements and a mechanism for user feedback must be in place to ensure that the system adds value and is worth the time and resources it takes to maintain it. Challenges to the CES and HMIS platforms, like ones mentioned earlier, have management and resource costs that policymakers should be aware of when making funding decisions. Proper funding of project management is critical to achieve the aforementioned benefits of coordinated entry. Strategy Brief 4A addresses this.

4.17. Best Practices

Before HUD mandated coordinated assessment, Los Angeles was already developing a coordinated entry system, rolling out pilot programs and reviewing best practices, including essential database revisions to HMIS to better coordinate services among and within communities. This implementation provided critical information that helped shape the future of coordinated assessment within HMIS. There is no clear model nationally for a CES-type system, so Los Angeles may be perceived as a place where best practices exist. The following list articulates some of those lessons learned:

- Strength of Existing Systems - There is a strong foundation of CES provider relationships and infrastructure that can be improved and built upon rather than simply imagined or starting from scratch.
- Common Providers - Many of the regional leads for the family and single adult systems are the same, providing ample opportunity to begin testing integration concepts. Additionally, the 2-1-1 phone system is regularly used by the general public and a wide range of service providers as an entry point to the shelter provider network.
- Common Funders - Public and private funders are increasingly interested in broad-based systems change versus simple programmatic improvements. There are several funders that also have interests in multiple populations and regions. The Home for Good Funders Collaborative has been exploring how CES can be strengthened and expanded. LAHSA's funding of single adult, family, and youth services provides a vehicle for consolidation and coordination as well.
- Technology - The single, family, and youth entry tracks are primarily located in the LAHSA HMIS system. While in separate modules at the moment, developing a core set of assessment tools could result in one system that provides resource matching and care coordination across populations and regions. The County's Enterprise Linkages Project (ELP) system, which organizes County agency data, also provides a potent source of information
- SPDAT Family of Tools - The single adult, family and youth entry tracks use the SPDAT family of assessment tools. Each tool has population-specific supplements, but includes the ability for standardized scoring across groups. Additionally, Justice and Discharge SPDATs are being developed for use by populations that have been institutionalized or are coming out of the prison system.
- CES Survey - The broader CES survey, of which the VI-SPDAT is a part, contains questions about a variety of services and needs that would allow for referrals and screening to resources beyond housing like health or social services.

4.18. County Findings for CES

Below are strategies the County of Los Angeles will be considering that are related to the CES. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

A2 - Discharge Planning Guidelines

County Recommendation: Direct the Department of Health Services to convene a workgroup consisting of the Department of Children and Family Services, Department of Mental Health, Department of Public Health, the Sheriff, the Probation Department, the Veterans Administration, the Hospital Association of Southern California, and key community agencies to develop Discharge Planning Guidelines utilizing known best practices that are specific to institutions that discharge individuals who are homeless.

NOTE: Related City Strategy 4D is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

D5 - Supportive Services Standards for Subsidized Housing

County Recommendation: Instruct the LAHSA in collaboration with the Departments of Mental Health, Public Health, Health Services, and Public Social Services, to draft and adopt a definition of supportive services and establish a set of standards for high-quality supportive services for persons in subsidized housing who have recently experienced homeless.

NOTE: Related City Strategy 4E is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

D5 - Support for Homeless Case Managers

County Recommendation: Direct the Chief Executive Officer to work with each department identified below as a collaborating department to develop and implement a plan for each department to support homeless case managers, which reflects the extent and nature of each department's interaction with homeless families/individuals.

NOTE: Related City Strategy 4B is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E6 - Countywide Outreach System

County Recommendation: Direct the LAHSA, in conjunction with relevant County agencies and community based organizations, to develop a plan to create multidisciplinary, integrated street-based teams to identify, engage and connect, or re-connect, homeless individuals to interim and/or permanent housing and supportive services.

NOTE: Related City Strategy Brief 4A is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E7 - Strengthen the Coordinated Entry System

County Recommendation: Direct the LAHSA, in collaboration with the departments/agencies listed below, to assess the adult CES and the Homeless Families Solutions System (HFSS), develop a recommended plan to strengthen CES and HFSS, and submit the plan for consideration.

NOTE: Related City Strategy 4A is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E9 - Discharge Data Tracking System

County Recommendation: Direct the LAHSA, in collaboration with DHS, LASD, DPH, DMH, and DCFS, to develop a consistent, systemic approach to tracking and identifying people in an institution or residential setting who were homeless upon entry or who are at risk of being homeless upon discharge.

NOTE: Related City Strategy 4D is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E13 - Enhanced Data Sharing and Tracking

County Recommendation: Direct the Chief Executive Office and the LAHSA to develop and implement a plan to enhance data sharing and tracking, as described below.

NOTE: Related City Strategy 4C is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

4.19. Legislation

No state or federal legislation currently requested or in progress.

4.20. CES Strategy Briefs

Strategy Briefs with regards to CES are included in the pages immediately following. Additional Coordinated Entry System-related strategies are located at the end of the previous Part 3 – No Wrong Door and should be consulted as well.

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Strategy **4A**

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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA)	Community-based homeless service and housing providers Community Development Commission (County) Children and Family Services (County) Health Services (County) Mental Health (County) Public Health (County) Public Social Services (County) 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.	

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Strategy **4B**

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/single adults/transition age youth.

Description:

Homeless case managers play a key role in combating homelessness, by engaging homeless families/single adults/transition age youth, 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/single adults/transition age youth connect to a homeless case manager; and (2) responding effectively to homeless case managers assisting homeless families/single adults/transition age youth 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/transition age youth.

To assist families/single adults/transition age youth connect to a homeless case manager, individual City departments could:

1. Provide space for homeless case managers to co-locate at their facilities and conduct in-reach services with homeless families/single adults/transition age youth who go to the department for services. This would only be applicable to departments that serve a very high volume of homeless families/individuals/transition age youth.
2. Implement a standardized protocol to contact a homeless case manager to come to the department's facility to engage a homeless families/single adults/transition age youth.
3. Transport a homeless families/single adults/transition age youth to a location where they could meet with a homeless case manager. A few departments will have this capacity.
4. Provide a referral to a local homeless case manager to the homeless families/single adults/transition age youth.
5. Establish a protocol for homeless case managers to address 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.
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/single adults/transition age youth, 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.
10. Potentially fund Emergency Response Teams through the Police Department's LAPD Innovation Grant program.
11. Include case management support in County Sobering Centers (Strategy Brief 3E).

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:	Collaborating Departments/Agencies:
Homeless Strategy Committee Los Angeles Homeless Services Authority (LAHSA)	Fire Department (LAFD) Police Department (LAPD) Public Library (LAPL) Recreation and Parks (RAP) Bureau of Sanitation (BOS) Housing Authority of the City of Los Angeles (HACLA) Economic and Workforce Development (EWDD) 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/transition age youth to develop a plan to support homeless case managers.

Strategy **4C**

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:	Collaborating Departments/Agencies:
Homeless Strategy Committee (City) Chief Executive Office (County) Los Angeles Homeless Services Authority	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.

Strategy **4D**

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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA)	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.

Strategy **4E**

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 homeless.

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:	Collaborating Departments/Agencies:
Housing Authority of the City of Los Angeles	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.

Strategy 4F	Coordinated Entry System Integration and Strengthening of the Family and Transition Age Youth CES Systems

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

Recommendation:

Direct the Los Angeles Homeless Services Authority (LAHSA) to report on the progress of fully integrating the coordinated assessment systems that serve the homeless populations, which are inclusive of, but not limited to, single adults, families, and transition age youth integration into a comprehensive CES. Direct LAHSA to report on the potential outcomes that are associated with the integration of the coordinated assessment systems. Direct LAHSA to report on the current obstacles surrounding the data systems that serve single adults (CES), families (HFSS), and transition age youth (TAY pilot), as well as the progress of improving these individual systems.

Description:

The goal of CES is to streamline the navigation of the homelessness-to-housing process by bringing together all the stakeholders that interact with the homeless and consolidating their interactions and resources in order to create a coordinated process that better serves the homeless. CES was created with the idea that navigation of the housing and services systems would be seamless and able to reach across all subpopulations of the homeless. Since the introduction of the concept and process behind CES, however, three separate coordinated assessment systems have been created that address three distinct subpopulations of the homeless: single adults (CES), families (HFSS), and transition age youth (TAY pilot).

Each of the three coordinated assessment systems were created as a response to better serve the needs of each homeless subpopulation. The assessment systems for single adults, families, and TAY are unique, and often times distinct from one another, as they are dependent on the unique needs and circumstances that surround the homeless individuals. Although these three systems are distinct, they share common challenges that hinder them from assisting the homeless population. Prominent challenges that are associated with the overall processes of the coordinated assessment systems are restrictive funding for supportive services and housing, housing supply and options, and capacity of supportive services providers. These three systems were all designed with a common vision that will allow for their integration into a single and consolidated CES that will help alleviate these issues. A robust plan for how the three systems will be integrated is currently being developed and will be completed over the next several months. The plan will speak to the greater vision of CES and will provide timelines for the integration of the three systems, as well as with other systems and mainstream resources. The plan to integrate the three coordinated assessment systems should include, but not be limited to, the following:

1. Development and implementation of a single coordinated assessment survey that is able to evaluate the acuities of all populations of the homeless
2. Development and implementation of a standardized training protocol that would allow outreach workers, case managers, and CES-associated staff to assist all populations of the homeless with regards to connecting them to the most appropriate services and housing placements
3. Collaboration between all the Service Planning Area-CES leads toward the development of a single coordinated assessment system
4. Enhancement of current intake sites that act as CES points-of-access for certain populations of the homeless to allow for consolidated intake of all populations of the homeless
5. Evaluation and implementation of improvements to the HMIS database platform that would allow for more efficient housing and supportive services placement

As protocols are being developed for the consolidation and integration of the coordinated assessment systems, LAHSA should, in parallel, continue to enhance the coordinated assessment systems that are currently in place. As LAHSA and its collaborators continue to enhance and invest in the CES for single adults, in conjunction, they should also develop lessons learned for the continual improvement of the HFSS for families and the TAY system for youth. The plan to enhance the

HFSS for families should include, but not be limited to, the following:

1. Development and implementation of a process for engagement with families who have disengaged from homeless services due to high barriers in reaching these services
2. Utilization of standardized forms and processes across the region during the engagement, intake, and housing placement process for homeless families
3. Connection to effective and stable employment programs upon placement into housing programs that would help families mitigate their current state of poverty
4. Enhancement of homelessness prevention and diversion programs, and development of protocol that would proactively engage with these families to prevent them from falling into homelessness

The plan to develop and enhance the TAY system should include, but not be limited to, the following:

1. Annual reports into the housing gap for TAY
2. Increased capacity for service providers who administer supportive services that assist TAY in maintaining housing following placement
3. Development and implementation of a standardized process that provides for continual, needs-based access to supportive services and housing for TAY who have recently transitioned into the adult system

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
Number of Persons Integrated into the Consolidated CES system
Number of Housing and Service Placements of Individual Systems vs. Consolidated CES System

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

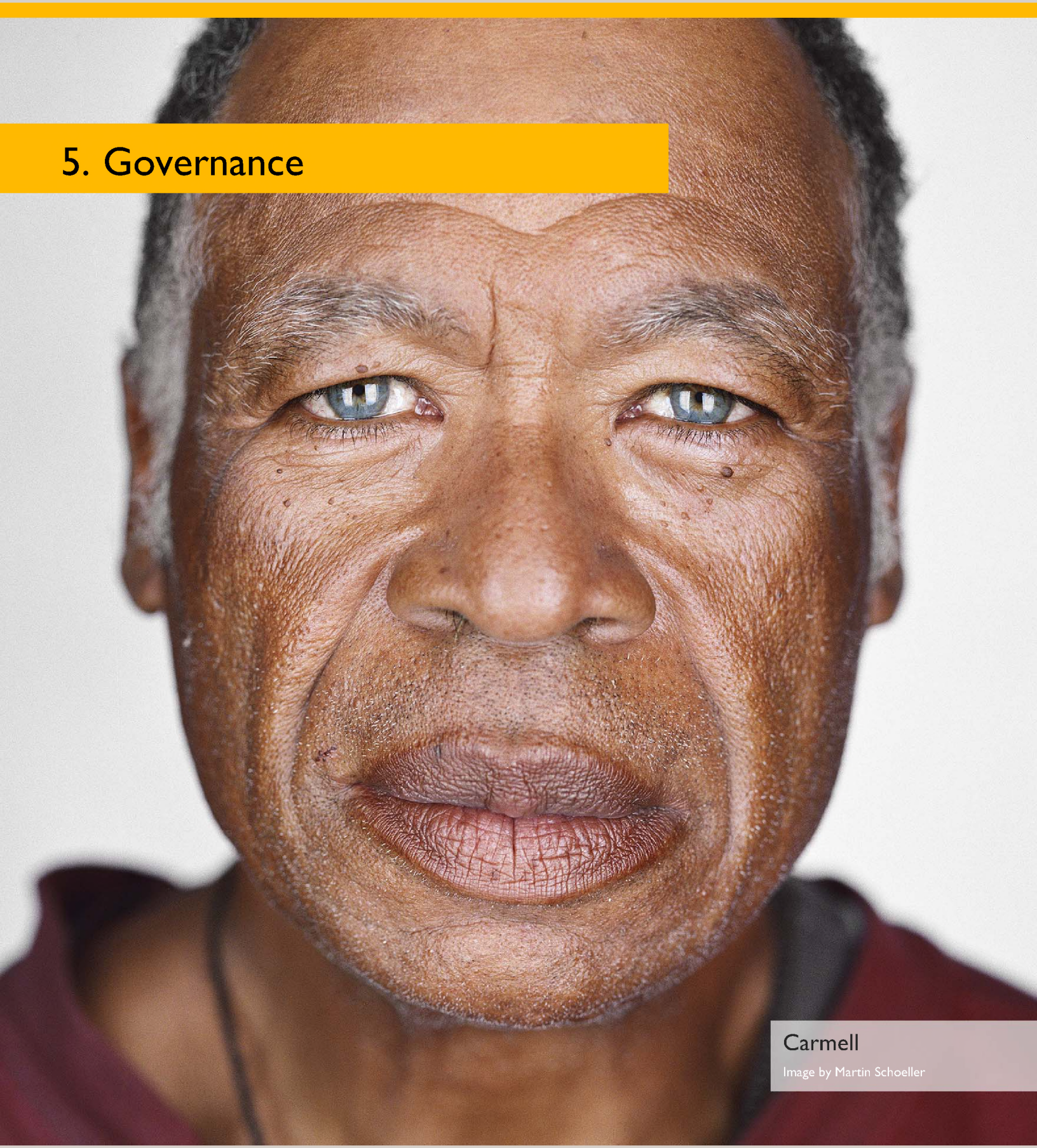
Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA)	Community-based homeless service and housing providers

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.

5. Governance



Carmell

Image by Martin Schoeller

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In 1993, the City's programs and services related to the homeless were transferred to LAHSA, which was formed to coordinate and manage homeless programs in the City as well as the County. The Housing and Community Investment Department (HCID) was designated as the lead agency within the City to manage the LAHSA contract, as well as other policies related to homelessness.

As indicated in the CAO report concerning City engagement with homelessness (CF# 15-0211), many City departments are involved with homelessness even though their responsibilities are not primarily or directly associated with homelessness. The report found that interactions among departments were not coordinated or tracked. These findings suggest that greater interdepartmental coordination of homelessness policies, issues, and services could ensure greater responsiveness to the needs of the homeless (pursuant to Strategy Brief recommendations Parts 3 and 4 of this report). Reform to the City's governance over homeless program and policy is needed to address this concern, as well as to ensure that long-term oversight is provided to implement the goals and objectives of this strategy.

5.1. LAHSA Commission & Joint Powers Authority

The County and City established LAHSA through a joint powers authority (JPA) in 1993, with amendments in 2001. The term of the agreement is indefinite until terminated by either or both of the parties. LAHSA has powers common to the City and County to provide homeless programs and services and other related social services to assist those persons in the community who are eligible. LAHSA effectively serves as the City's department for homeless services.

LAHSA is governed by a Commission of ten members, five appointed by the County and five appointed by the City. An Executive Director manages implementation of services and programs provided by LAHSA and serves at the will of the Commission.

The JPA does not provide details concerning LAHSA's relationship with the City, other than a requirement that LAHSA's Chief Financial Officer provide a report on the organization's finances to the City within 180 days of the end of each fiscal year. The purpose of the JPA is to ensure that LAHSA operates as a fully independent organization, capable of setting its own policy and budgetary priorities. The LAHSA Commission was established to ensure public oversight and accountability.

Principal coordination with LAHSA is currently managed by HCID, which administers all contract obligations between the City and LAHSA. HCID also serves as the conduit between LAHSA and the Council with regard to all reporting requirements.

Recent efforts by the City, as well as the County's Homeless Initiative policy summits, concerning solutions to address homelessness, have shown that improved communication, coordination, and reporting are necessary components of any strategy that seeks to relieve the homeless crisis. Concurrently, recent discussions at LAHSA concerning the Continuum of Care seek to create new governance structures to continue that dialogue. At the same time, additional consideration of the JPA with regard to the relationship between the City and LAHSA may be warranted. As such, it may be appropriate to amend the JPA to reflect revised governance structures within the City and LAHSA in order to strengthen service delivery and program accountability. Strategy 5D addresses periodic review of the LAHSA JPA, with the intent to ensure the provision of efficient service delivery, transparency, and accountability.

5.2. LAHSA Governance and HUD

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (the HEARTH Act) amended federal laws related to various federal homeless assistance programs, consolidating them into a single grant program known as

the Continuum of Care (CoC). Among the provisions of the HEARTH Act is a requirement that local delivery of services receiving federal funding be coordinated through a chartered group of representatives from across the spectrum of organizations and institutions that are involved with homeless services. The composition of the Continuum is to be tailored to the circumstances of the local community, and should include representatives from government, service providers, health care, universities, law enforcement, housing developers, and homeless or formerly homeless individuals. Geographic representation is also a key factor.

Continuums are expected to hold regular meetings, add new members each year, establish governing documents that address board selection and operations, and appoint committees and subcommittees. The Continuum would monitor the performance of recipients of funds, evaluate performance, and other actions to ensure the quality of service.

LAHSA currently receives advisory assistance from a Coordinating Council comprised primarily of service providers, but the organizational requirements of the HEARTH Act have not been fully implemented. As such, LAHSA is currently exploring options related to the development of a Continuum Board. The planning process for this new Continuum Board was initiated in October 2015 and is on-going. Proposals for the Continuum Board structure will be coming forward to the LAHSA Commission for consideration.

The Continuum applies to a significant portion of the LAHSA work program, though the City and County provide additional support. HUD expects that the local homelessness program is fully integrated and that the Continuum should be positioned to coordinate all homeless program areas. Strategy 5D concerning the LAHSA JPA would address any amendments to the JPA that may be required to further implementation of HUD requirements for regional oversight of the Continuum.

5.3. City Governance: Homelessness Coordinator

Motion (Huizar-Bonin, CF# 14-1101) recommended that a single individual be appointed to coordinate City homeless services. Upon consideration of a CLA/CAO report dated November 10, 2015 (CF#14-1101) on this matter, the Homelessness and Poverty Committee recommended that a Coordinator be incorporated into the City's governance solution. Strategy 5A recommends that a Coordinator be appointed to the CAO and that this individual serve as the City's point-person on homelessness issues. The Coordinator would support the Homeless Strategy Committee and provide day-to-day support and attention on implementation of the Comprehensive Homelessness Strategy and all other matters related to homeless services and policies.

5.4. City Governance: Homeless Strategy Committee

The City has used several models to coordinate efforts among City departments when addressing significant Citywide issues. These range from very informal technical groups to oversight designated by law, and are discussed in detail in the CLA/CAO report. In that report, staff recommended formation of the Homeless Strategy Committee, comprised of the CLA, CAO, and Mayor, to coordinate all City departmental efforts related to homelessness.

Of the interdepartmental models, formation of a Committee provides the strongest oversight without additional budgetary commitments. This model ensures that the Council and Mayor provide regular, focused attention on the issue of homelessness and that responsible departments remain accountable to them. A Strategy Committee comprised of the CLA, CAO, and Mayor would provide focused attention on departmental work products and report regularly to the Council and Mayor on the results of those efforts. These offices do not deliver the services that impact the homeless

directly, providing independence in evaluating service delivery. Further, these offices would report to the Council and Mayor concerning any budgetary, staffing, or policy adjustments necessary to improve services.

Whereas several of the models can be highly effective, such as technical groups, they require staff to remain engaged over the long-term and departmental management to provide support to that staff. Likewise, departmental oversight is dependent upon management maintaining long-term support and focus for the issue. Should departmental budgets or staffing come under pressure, the focus on homelessness could falter.

Another key concern is that without the force of law, such as an ordinance or Charter requirement, a lead department may have difficulty receiving support from another department. Each department is responsible for managing its budget, resources and priorities. Although departments are generally cooperative with one another, in times of difficulty related to budgets or staffing, it may be difficult for one department to sustain and direct work efforts by another department.

A commission would be an effective choice under other circumstances. With regard to homelessness, though, significant participation by appointed constituent and institutional groups is provided through the LAHSA Commission and the Continuum, which may be expanded. It may not be efficient to create another commission to provide oversight and advice to the Council and Mayor when existing public forums are currently in place and being enhanced. It should also be noted that the Council recognizes homelessness as a significant issue and assigns review of homelessness issues, policies, and programs to one of its committees, currently the Homelessness and Poverty Committee.

The Committee model has proven to be successful. It provides focus on the issue at hand, no extended process is required to establish such a board, and costs to operate the board are limited. Committees report regularly to Council and the Mayor, who can provide direction expediently as needed. Strategy 5B addresses formation of the Homeless Strategy Committee.

5.5. Joint City-County Implementation Group

Beginning in September 2015, the County initiated a series of policy summits on issues related to homelessness. Leaders in local government, service providers, and other stakeholders participated in these summits, exploring in-depth the causes and possible solutions to address homelessness in Los Angeles. Many participants in these summits expressed an interest in establishing a forum to continue the conversation and ensure that all parties remain committed to this matter. To that end, Strategy 5E recommends that the City and County jointly convene a Regional Homelessness Advisory Council. This group would provide a forum for broad-based, collaborative and strategic leadership on homelessness in cooperation with Home for Good.

Strategy 5E also recommends that the City and County establish a Homeless Strategy Implementation Group, comprised of governmental agencies. The intent of this Group is to ensure that governmental agencies, with LAHSA support, would coordinate their administrative and policy actions, and to maintain alignment of homeless services strategies. Improved government coordination is expected to streamline services to the homeless.

5.6. Best Practices

The November 10, 2015, CLA/CAO report provides information concerning the governance structures for homeless services in New York, San Francisco, Chicago, and Salt Lake City. In summary, all local governments are faced with the challenge of coordinating the efforts of multiple local, state, and federal government agencies and nonprofit and private service providers. Some cities appoint a single person to oversee their multi-departmental efforts, but all are reliant on

coordinating committees to steer policy and decision-making responsibilities for some or all of their policy and resource decisions and actions.

The LAHSA effort to enhance the Continuum is consistent with federal requirements, as well as best practices in cities across the nation. Local governments with integrated county-city services, such as New York and San Francisco, are able to designate a single coordinator, while Chicago, Los Angeles, and Salt Lake coordinate services among multiple governmental and community stake-holders.

5.7. County Findings for Governance

The County of Los Angeles is considering support of a strategy identical to Strategy Brief 5E at the end of this Section. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

5.8. Legislation

No legislation is recommended at this time. No consideration by the State or federal governments is necessary to align governance over homelessness in the City. The JPA that created LAHSA is an agreement between the City and County that can be revised as needed. Further, the City can structure its oversight of homelessness at the will of the Council and Mayor. Likewise, LAHSA is fully empowered to establish the internal governance structures necessary to comply with federal regulations regarding the Continuum.

If the Council and Mayor seek additional regional coordination, it may be appropriate to request that the Southern California Association of Governments (SCAG) initiate a dialogue concerning homelessness. SCAG has significant planning and coordination responsibilities with regard to housing resources in the region. For example, SCAG generates the Regional Housing Needs Assessment (RHNA) which quantifies the amount of housing needed in each city and county in the region. A dedicated focus on homelessness at SCAG may be another opportunity to improve coordination on the response to homelessness. In addition, the several Councils of Government operating in the County could be engaged on homelessness issues as well.

Further, the League of California Cities is evaluating opportunities to improve regional collaboration and expand regional solutions to coordinate and address homeless services and needs. The City could participate in these efforts to encourage statewide homelessness solutions. Strategy 5C recommends greater intergovernmental coordination in Los Angeles County, southern California, and across the State.

5.9. Governance Strategy Briefs

Included in the pages immediately following.

Strategy **5A**

Governance
Establish Homelessness Coordinator

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

Recommendation:

Direct the City Administrative Officer (CAO) to establish a Homelessness Coordinator position housed in the CAO to report to the Homeless Strategy Committee and implement the strategies approved by City Council.

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.

One new position shall serve as the City Homelessness Coordinator and administrative coordinator to the Homeless Strategy Committee (See Strategy 5B) and shall be housed in the office of the CAO. This position shall be the primary point-of-contact for homelessness issues and in coordination with the Homeless Strategy Committee be responsible for monitoring and oversight of departmental implementation of the recommendations approved by the Mayor and Council.

Coordinated Response Type:

Governance

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:

General Fund and future Homeless Services Trust Fund

Implementation Time Line:

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

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Strategy **5B**

Governance
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:

Governance

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:	Collaborating Departments/Agencies:
City Administrative Officer	Chief Legislative Analyst Office of the Mayor Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

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Strategy **5C**

Governance
Establish Regional Intergovernmental Coordination

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

Recommendation:

Establish regional intergovernmental relationships with Councils of Government, the Southern California Association of Governments, and the League of California Cities to coordinate homeless services, resources and strategies across multiple jurisdictions.

Description:

The City is not the only governmental entity seeking to address issues related to homelessness. The County and the other 87 cities in the County are similarly impacted by homelessness, as are local jurisdictions across California. The City would be best served by improving communications and coordination among jurisdictions across California to identify best practices, coordinate resources and responses, and to further legislative and administrative actions that would help improve services and resources to help the homeless.

One opportunity may be to request that the Southern California Association of Governments (SCAG) initiate a dialogue concerning homelessness. SCAG has significant planning and coordination responsibilities with regard to housing resources in the southern California region. For example, SCAG generates the Regional Housing Needs Assessment (RHNA) which quantifies the amount of housing needed in each city and county in the region. SCAG also has a role in the review of applications to receive housing funds under the Cap-and-Trade program. A dedicated focus on homelessness at SCAG may be another opportunity to improve coordination on the response to homelessness. Likewise, the various Councils of Government in Los Angeles County provide another venue to develop cooperative programs and policies to assist the homeless.

Further, the Councils of Government and League of California Cities is evaluating opportunities to improve regional collaboration and expand regional solutions to coordinate and address homeless services and needs. The City could participate in these efforts to encourage statewide homelessness solutions.

Coordinated Response Type:

Governance

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:

Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Office of the Mayor City Council Adjacent City Executive and Legislative Bodies Los Angeles Council of Governments	Chief Legislative Analyst (CLA) City Administrative Officer (CAO) County of Los Angeles Other cities and counties Southern California Association of Governments (SCAG) League of California Cities Los Angeles Homeless Services Authority (LAHSA)

Connection to County:	☐ Integrate	☐ Support	☒ No Relation

Strategy **5D**

Governance
Evaluate LAHSA JPA & Composition of Commission

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:

Governance

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:	Collaborating Departments/Agencies:
Homeless Strategy Committee	County of Los Angeles

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

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Strategy 5E	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:

Governance

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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority	Community Development Commission (County) Children and Family Services (County) Health Services (County) Mental Health (County) Office of Education (County) Public Health (County) Public Social Services (County) Probation (County) Sheriff (County) Housing Authority of the City of Los Angeles (HACLA) Housing Authority of the County of Los Angeles (HACoLA) Housing & Community Investment Dept (HCID) 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 Philanthropic 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:

Governance

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:	Collaborating Departments/Agencies:
City Administrative Officer Chief Legislative Analyst	Office of the Mayor Los Angeles Homeless Services Authority

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

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6. Facilities

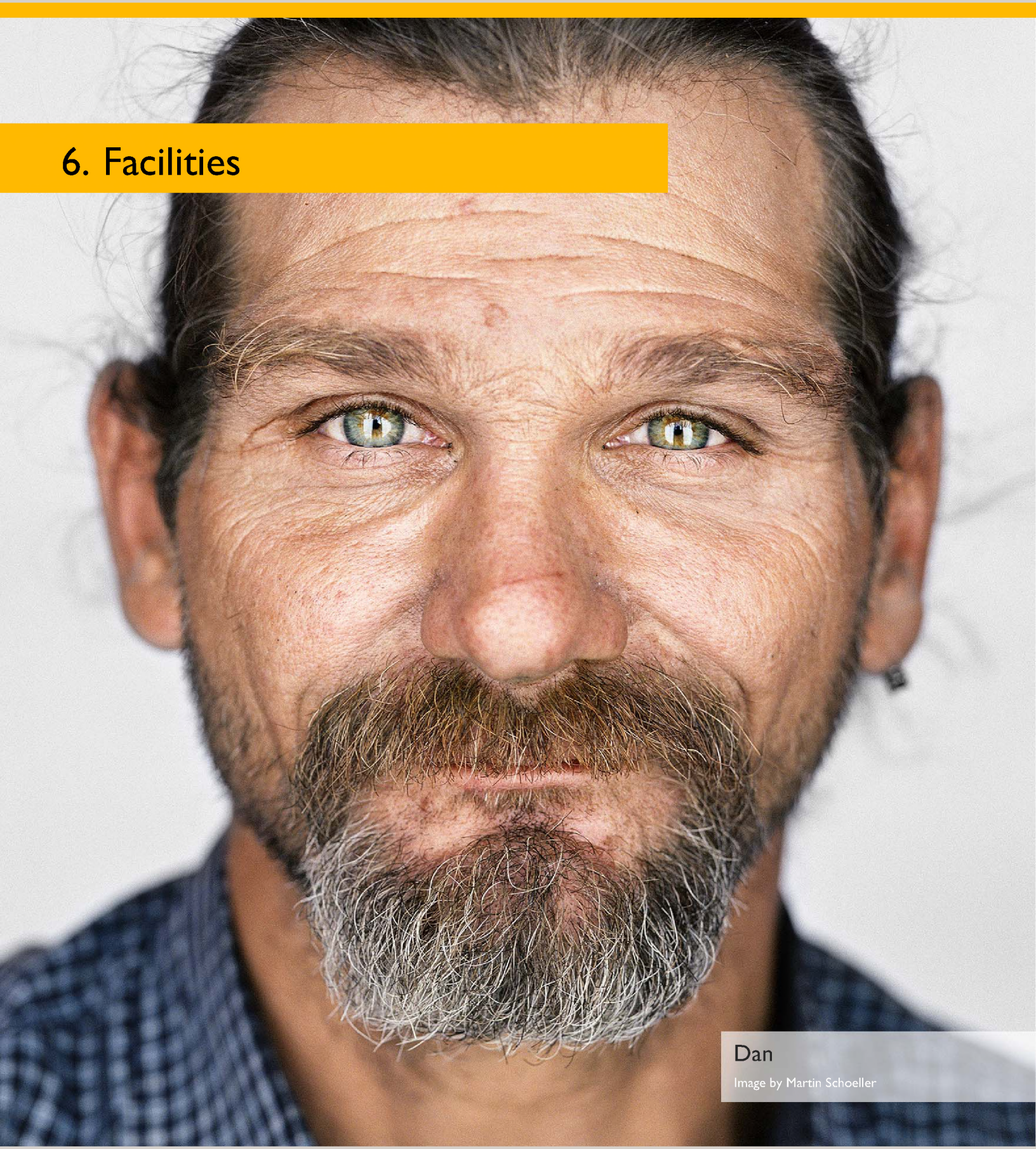

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Image by Martin Schoeller

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Facilities for the homeless, including public hygiene and storage facilities, are an important part of an integrated and strategic approach to homelessness. The availability of facilities can mitigate the effects of homelessness in the short term while temporary or permanent housing options are identified. They also offer an opportunity to engage with homeless individuals and connect them to the supportive services they need through No Wrong Door and the Coordinated Entry System (CES).

6.1. Prior Action on Homeless Facilities

In August 2015, the CAO and CLA reported to the Homelessness and Poverty Committee on the preliminary steps and resources required to provide storage facilities and services, including but not limited to public restrooms and showers, for unhoused and unsheltered homeless individuals Citywide (C.F. 15-0727). This report recommended a set of goals for potential storage facilities, the framework for short- and long-term storage options, and criteria for their strategic implementation. Additionally, the recommendations of the report identified LAHSA as the implementing agency for the Citywide expansion of storage and services. The report was adopted by the Mayor and Council on November 18, 2015.

6.2. Proposed Goals

The following goals were adopted as guiding principles for the expansion of storage and services and state that the intention of the expansion of storage and services for the homeless is to:

1. Integrate storage and service facilities into a larger plan to provide long term supportive housing and promote a healthier environment for individuals living on the street;
2. Maintain clean and sanitary streets and public areas that are free of debris and human waste and are safely accessible for their intended use by the public;
3. Reduce the volume of abandoned property and hazardous materials left in public areas; and,
4. Reduce the need for street cleanings by facilitating the utilization of voluntary storage and services.

6.3. Location Criteria

The location criteria outlined in the August report were designed with guidance from the above goals and with the objective to maximize the efficacy of resources allocated to storage and service facilities by the Mayor and Council. Shown below is a truncated version of these criteria; a complete version of the criteria can be found in the attached report (Appendix Item 11.8). Potential locations for expanded storage and services will be evaluated based on the following:

1. Data from the most recent homeless Point-in-Time (PIT) Count;
2. Multi-stage evaluation of demand in conjunction with an analysis of anticipated regional demand and the cumulative storage capacity of nearby sites to determine the size of potential facilities;
3. Impact on residential and high-traffic commercial areas;
4. Start-up and operations costs compared to other sites and delivery models that could be implemented in the area;
5. Where traditional sites cannot be found, LAHSA will analyze the feasibility of mobile options for storage;
6. Prioritize City owned properties as potential sites; and,
7. Prioritize sites that have the potential to accommodate hygiene and outreach services in addition to storage services.

6.4. Integrated Role of Homeless Storage & Service Centers

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 long-term housing solutions for all, or even most of the homeless in the City in the immediate future. In the interim, new storage and service centers could be used to improve the quality of life for those still on the street by providing a place to store their property, utilize sanitary services, and connect to service providers. Additionally, these centers would promote a safe and sanitary environment on the streets and public areas of the City and allow for their intended use by all members of the public. The co-location of services within new storage facilities will be contingent upon facility size, funding, and the availability of service providers. As stipulated in the August report the following services could be added to these facilities:

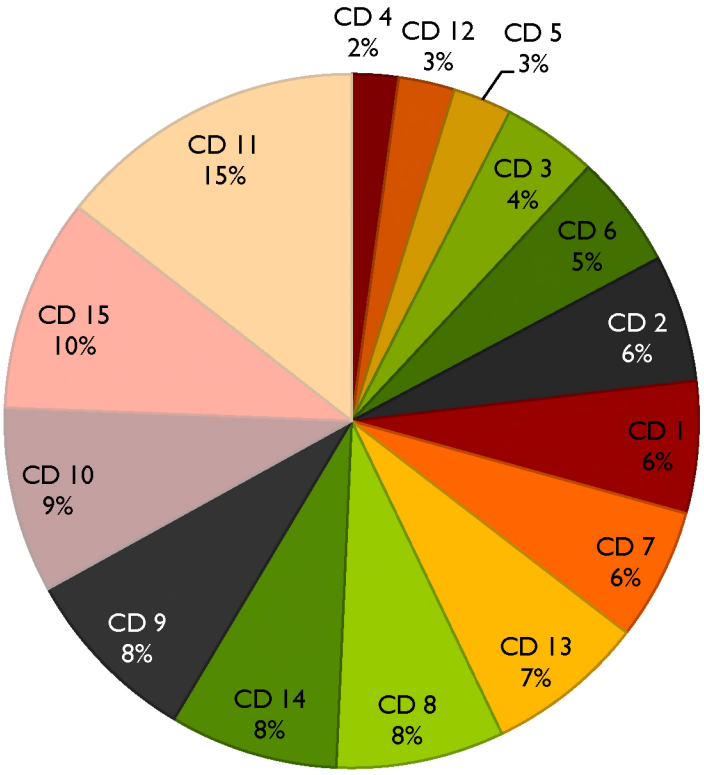
1. Hygiene services: showers, laundry, bathrooms and water fountains.
2. Entry into integrated data management systems (CES/HMIS) for services and housing.
3. Case management, counseling services and housing navigators to guide homeless individuals on their path to permanent housing and resolution of any issues that contributed to their state of homelessness.
4. Space for a storage facility to serve as an outreach hub for LAHSA ERTs or other homeless outreach workers.
5. Lots for safe parking during specified hours.

6.5. Safe Parking

Throughout the City, thousands of homeless individuals are living in their vehicles. According to the last PIT count from January 2015, there are approximately 3,366 vehicles occupied by homeless Angelenos. Although vehicle dwelling by the homeless population is scattered across the City, vehicle density is more prevalent in some Council Districts than others. This is demonstrated by the chart to the right.

Vehicles provide a sense of security for homeless individuals, alleviating the fears normally associated with living on the streets at night. However, overnight dwelling within vehicles means homeless individuals often must move their vehicles to avoid violating ordinances that regulate overnight parking. Additionally, there are concerns from residents within neighborhoods where vehicles are parked regarding safety, sanitation and street parking availability. This leads to a continued lack of stability for homeless individuals living in vehicles and added challenges for homeless service providers to connect with

Homeless Vehicle Occupancy by Council District
City Total = 3,366



individuals residing in their cars. In order to alleviate this issue, a Safe Parking Program should be established that provides homeless individuals a stable location to park overnight connected with homeless case management to help ensure they find housing in the long term.

Several cities have implemented a Safe Parking program within their jurisdictions to meet the needs of rising homeless populations. Participants in these programs are often required to undergo background checks and enroll in programs that will help lead to stable housing. Models of Safe Parking programs are described below.

- The New Beginnings Counseling Center in Santa Barbara has partnered with local churches, the City and County of Santa Barbara, businesses, and non-profit agencies to provide approximately 115 overnight spaces spread across 19 separate lots for homeless individuals. Participants in the program typically receive social services and case management that helps transition them into permanent housing programs.
- The Safe Sleep Program in Ventura has partnered with local churches to provide approximately 20 overnight spaces with access to bathrooms. Participants are required to pass a background check and have photo indentification to enroll in the program. In addition, participants must also work with a case manager from the Salvation Army to find permanent housing.
- The Road to Housing program in Seattle has established a public-private partnership between the City and faith-based organizations to provide overnight spaces that have access to restrooms, meals, and other essential services. The program currently administers 52 overnight spaces. Participants are required to enroll in case management services that will help them find permanent, self-sustaining housing.

The City can establish a Safe Parking program that is framed by the lessons learned from other cities and include City Planning (DCP), Building and Safety (DBS), Fire, CAO, CLA, City Attorney, LAHSA, nonprofits, and faith-based organizations. See Strategy Brief 6B at the end of this Section.

6.6. Long vs. Short-Term Funding for Facilities

As the City implements a comprehensive strategy to address homelessness, and a number of homeless individuals gain housing, the facilities that provide homeless storage and hygiene services will experience reduced demand for these services. As demand decreases, facilities and the staff needed to maintain them will also decline. Standardized metrics regarding the usage of facilities will be critical in gauging demand over time and enable City operations teams to determine which facilities can be decommissioned. In the short term, funding for these services will need to expand before they contract. Section 10 – Budget of this report will reflect an assumption that facilities costs will decline over time as the City houses increasing numbers of homeless individuals.

6.7. Best Practices

Lava Mae (Mobile Shower Program) in San Francisco

Non-profit organizations and service providers that serve the homeless population have 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, 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 public shower facilities within the City. Lack of personal hygiene for a homeless individual is often a major barrier toward their sense of stability, as their inability to maintain hygiene obstructs their goals of attaining independence and self-sufficiency.

Although Skid Row is currently home to the greatest density of the homeless population, the majority of homeless Angelenos are scattered across the entire City and have limited to no access to hygiene facilities.

One approach to providing hygiene facilities has been piloted in the City of San Francisco by the non-profit organization Lava Mae. Lava Mae utilizes decommissioned transportation buses that are re-purposed to include showers, toilets, sinks, and changing areas. When in operation, buses are connected to fire hydrants for water and are located near city sewers to dispose of wastewater. With two buses working on a rotating schedule, Lava Mae has been able to provide approximately 500 showers a week in the City of San Francisco. A similar program inspired by Lava Mae is currently being piloted in Hawaii.

Several service providers provide these amenities within the City and County, but are hampered by their limited capacity at their available facilities compared to the high volume of clients. Implementation of a mobile program could prove useful for the homeless population within the City, as public shower facilities are scarce and in fixed locations. A mobile shower program would help alleviate the issues mentioned above for both the City and service providers, while at the same time maximizing the reach and efficiency with which the City serves the homeless population.

Multi-Service Centers (Navigation Centers) – Various Cities

Several cities across the country have implemented multi-service centers to provide assistance to homeless individuals. Services range from laundry facilities and showers to substance abuse and mental health treatment, and employment services. Some of these facilities, like the City of San Francisco's Navigation Center, are no-barrier centers, meaning no individual is denied assistance. The San Francisco center also provides temporary housing on site so the homeless individuals being served have immediate access to the services they need to become self-sufficient.

In September 2015, San Francisco's Mayor announced a $3 million expansion of the City's pilot Navigation Center for homeless individuals, which was established in March 2015. The Executive Director of the center advises that the center is different from traditional emergency shelters because the center allows people to bring their possessions, partners and pets to the facility. San Francisco's Homeless Coordinator stated that the center would not have barriers to service. It would be aimed at serving the needs of homeless individuals who have resisted services in the past and are the most committed to living on the streets. The Center's goal was to allow its clients 10 days of temporary housing until more permanent housing is secured. In September, City officials estimated that the center would bring 400 people off the streets for the year, and an expanded program could double the number of homeless individuals served.

The Navigation Center is located on a former high school campus and was initially funded with a $3 million donation from the San Francisco Interfaith Council. The Navigation Center includes temporary housing for 75 individuals and offers a variety of services including the following: counselors to connect to services and benefits, laundry, showers, meals, a pet area, and reunification services. San Francisco's family reunification program, Homeward Bound, has reunited at least 8,000 individuals with their families. If a homeless person can confirm that they have secured housing with their out-of-town family, the City will pay the cost of bus fare.

Other municipalities have instituted multi-purpose centers to serve homeless individuals, including Miami, Glendale, Long Beach, and Orange County. Miami established two homeless assistance centers with a private partner, which assisted the City in siting, construction and operation of the Centers. HUD recognized the partnership as a national model for its ability to raise $8.5 million in donations. Long Beach's multi-purpose center serves 26,000 individuals annually, has 12 public/private organizations on-site to link clients to services. Orange County recently purchased a warehouse for approximately $4 million to convert it into a multi-purpose center for homeless individuals.

It is recommended that staff be instructed to report relative to the establishment of a Navigation Center that serves homeless individuals, and the report should consider, but not be limited to including the following services to be provided to homeless individuals: enrollment into CES; case management; domestic violence services; temporary housing; health clinic, including HIV services; computers/email; safe parking; substance abuse treatment; child care; pet services; LGBTQ services; meals; employment services; laundry; storage; and transportation. Corresponding Strategy Brief 6E is located at the end of this Section.

Public Portable Restrooms in Miami

Downtown Miami experienced sanitation issues related to a lack of public toilets that forced homeless individuals to relieve themselves in public places. From May to November in 2015, instances of public defecation dropped by 57 percent after establishing the "Pit Stop Program" that installed four portable restrooms overseen by two attendants. Toilets are open from 2 p.m to 9 p.m.

6.8. County Findings for Facilities

The County of Los Angeles is not currently considering any strategies related to facilities. The County Homeless Initiatives Summits were primarily focused on services the County provides, and not capital investments in facilities for homeless property storage or hygiene services. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

6.9. Legislation

No state or federal legislation currently requested or in progress.

6.10. Facilities Strategy Briefs

Included in the pages immediately following.

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Strategy **6A**

Facilities

Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities (Related to City Strategies 6D and 6E)

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

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA) under the oversight of the Municipal Facilities Committee, with the assistance of the Economic Workforce Development Department, the Bureau of Sanitation and Department of General Services to create additional homeless storage facilities. Direct the Planning Department to assist as necessary with zoning and land-use information for identified properties. Instruct the Los Angeles Homeless Services Authority to work with Coordinated Entry System (CES) Leads in the County's 8 Service Planning Areas that include the City of Los Angeles to ensure homeless outreach and engagement case managers are available in homeless storage facilities on a regular basis to assist homeless clients with housing navigation and other case management activities. Instruct LAHSA to integrate facilities providing for personal hygiene within homeless storage facilities.

Description:

Until additional homeless housing stock can adequately meet demand, additional homeless storage facilities are needed throughout the City to augment the capacity offered at the sole storage facility currently located in Skid Row. These storage facilities would provide homeless individuals with the ability to store their property, a standard process to access those belongings on a daily basis if needed, and procedures for disposing of belongings that go unclaimed for more than 90 days.

Utilization of the location criteria for storage facilities adopted by the Mayor and Council (C.F. 15-0727) will optimize distribution of these facilities across the city, this strategy will include construction of homeless storage facilities at locations identified by strategy 6D.

Supportive services will be co-located within new storage facilities where possible to improve the quality of life for those living on the street while waiting to be housed. Supportive services that could be offered include:

1. Hygiene services: showers, laundry, bathrooms and water fountains.
2. Entry into integrated data management systems (CES/HMIS) for services and housing.
3. Case management, counseling services and housing navigators to guide homeless individuals on their path to permanent housing and resolution of any issues that contributed to their state of homelessness.
4. Space for a storage facility to serve as an outreach hub for LAHSA ERTs or other homeless outreach workers.
5. Lots for safe parking during specified hours.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless populations utilizing City-provided homeless storage facilities

Potential Performance Metrics:

Case management interactions tracked to homeless storage facilities via the Coordinated Entry System
Number of services provided at storage facilities
Case manager utilization rates at storage facilities

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:	
Medium-Term	
Lead Agency:	**Collaborating Departments/Agencies:**
Los Angeles Homeless Services Authority	Municipal Facilities Committee Economic Workforce Development Bureau of Sanitation Los Angeles Department of City Planning Community-based homeless service and housing providers County Department of Health Services County Department of Mental Health County Department of Public Health County Department of Public Social Services

Connection to County:	☐ Integrate	☒ Support	☐ No Relation

Strategy **6B**

Facilities
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:	Collaborating Departments/Agencies:
Homeless Strategy Committee	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

Strategy **6C**

Facilities
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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority	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 (LADOT) 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.

Strategy **6D**

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 public restrooms, 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:	Collaborating Departments/Agencies:
City Administrative Officer (CAO)	Economic Workforce Development Bureau of Sanitation

	Department of City Planning Municipal Facilities Committee Housing and Community Investment Department (HCID) Department of General Services Operation Innovation Team (OIT) Department of Water and Power (DWP)
Connection to County: ☐ **Integrate**	☒ **Support** ☐ **No Relation**

Strategy **6E**

Facilities

Evaluate Homeless Navigation Centers

(Related to City Strategy 6A)

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 (EWDD), 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 for all family members, including transition age youth (TAY);
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 and Workforce Development (EWDD) Los Angeles Department of City Planning (DCP) Department of General Services Bureau of Sanitation

Connection to County:	☐ Integrate	☒ Support	☐ No Relation

Strategy **6F**

Facilities

Expand Access to Public Restrooms

(Related City Strategy 6C and 6D)

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

Recommendation:

Instruct the Los Angeles Homeless Services Authority, the Bureau of Sanitation, Recreation and Parks Department and General Services Department to identify a Citywide inventory of existing public restrooms, including those in City park facilities, that can be made available to homeless individuals on a 24-hour basis. The Departments, in coordination with the Municipal Facilities Committee, should also report relative to identifying locations suitable for establishing temporary and permanent public restrooms throughout the City on City property or via homeless service providers. Capital and staffing costs associated with both establishing and operating publically owned and service provider facilities should be developed. To the extent possible, the report should include, but not be limited to, providing the following amenities in restroom facilities to address personal hygiene and grooming needs of homeless individuals: expanded hours of access; drinking fountains; trash bins; storage lockers; showers; sink facilities; and, security and maintenance needs.

Description:

While homelessness often involves overcoming large-scale life changing events such as loss of a job, episodes of mental illness, or disconnection from a social support network, homeless individuals also struggle to attend to daily tasks such as locating a place to sleep, storing their belongings or even accessing bathroom facilities to address personal hygiene needs. Some homeless individuals are able to secure shelter to address these daily needs, but others surviving alone on the streets or as part of camps of homeless individuals scattered throughout the City are simply left without options. While public bathrooms are important to individuals experiencing homelessness, they also serve the broader public, including visitors to Los Angeles.

In the Skid Row area of downtown the City has taken action to install public toilets; however, these facilities are not prevalent enough to meet demand downtown or Citywide. Additionally, lack of restrooms can lead to other sanitation related problems. For example, as part of its Operation Healthy Streets (OHS) activities, the Bureau of Sanitation (Sanitation) power washes and sanitizes public areas including the streets and sidewalks of feces, urine and trash. Sanitation states that they perform routine clean-ups relative to OHS as well as additional cleanings throughout the City. But, the Bureau does not have enough resources to keep up with the demand Citywide, and as a result the complete sanitation needs of that community, as well as the rest of the City, remain unmet.

City Strategies 6A (Expanded Storage), 6B (Safe Parking), 6C (Mobile Showers & Restrooms), 6D (Public Land for Homeless Facilities) and 6E (Navigation Centers) have each addressed providing restroom access for homeless individuals at select locations; however, there is still a need to provide access on a Citywide level at permanent locations, including at existing City facilities such as those maintained by the Department of Recreation and Parks (RAP). As part of a Citywide restroom plan, analysis of homeless service provider restroom expansion should also be included.

LAHSA, Sanitation, RAP and the General Services Department should be instructed to report relative to identifying locations in the City to establish temporary and permanent public restrooms. The Departments should also identify existing public restroom facilities, including those in City park facilities that can be made available to homeless individuals, and if possible, could include the following amenities: expanded hours up to 24 hour access; drinking fountains; trash bins; storage lockers; sinks; and, showers.

Coordinated Response Type:

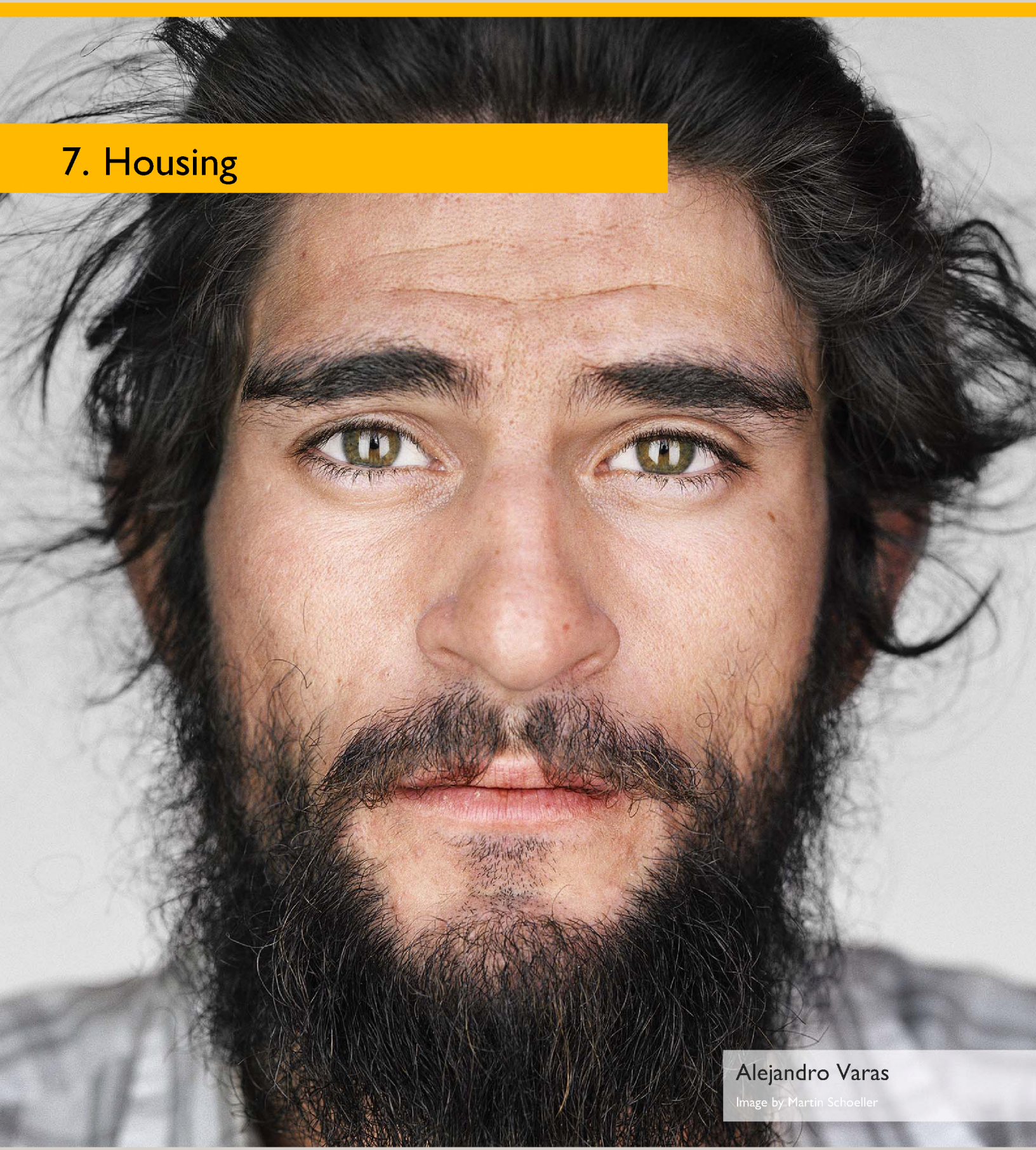
Supportive Services

Population(s) Targeted/Other Categorizations:

Homeless individuals

Potential Performance Metrics:	
Reduced number of cleanings performed by Bureau of Sanitation Expanded hours of City restroom facilities	
Potential Funding Source:	
NA	
Implementation Time Frame:	
Short Term and Medium-Term	
Lead Agency:	**Collaborating Departments/Agencies:**
Recreation and Parks Department (RAP) Los Angeles Homeless Services Authority (LAHSA)	Bureau of Sanitation Municipal Facilities Committee General Services Department
Connection to County: ☐ Integrate	☐ Support ☒ No Relation

7. Housing



Alejandro Varas

Image by Martin Schoeller

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Fundamental to any comprehensive strategy to end homelessness is a strong commitment to provide homeless individuals with housing. Designing a system that best addresses the diverse needs of the homeless population is the ultimate housing goal under the City's efforts. This Strategic Plan will establish a framework in which to make future decisions concerning program priorities, including a diverse pool of housing types and funding allocations.

7.1. Shelter Types & Strategy

Before providing an overview of housing geared to the formerly homeless, it is important to distinguish between shelters and housing. Shelters provide temporary refuge and safety for those living in public space, while housing is permanent. Shelters are a temporary option to begin the process of securing permanent housing, and providing a shelter space is not as a solution in and of itself. Below are some descriptions of the types of shelters the City and County fund.

Emergency Shelter

Emergency Shelter (ES) provides a space, most commonly overnight, when one becomes homeless or otherwise experiences a housing crisis and has no place to go. This is a time-limited intervention that federal HUD guidelines are de-prioritizing in favor of permanent housing.

Winter Shelter

Winter Shelter (WS) provides a place to stay or bed to sleep in overnight if one becomes homeless or otherwise experiences a housing crisis and has no place to go. This type of shelter is typically limited to winter months for 90 days, usually from November 1 to February 28/29 in the City and County.

Short-Term Expansion, Long-Term Contraction

As the City systematically addresses the needs of the homeless, temporary expansions in the shelter supply will be needed. When shelters are paired with standardized CES engagement via a Bridge Housing model (discussed below), supportive services and housing navigators help reduce the chance that homeless individuals fall back into street homelessness. Funding for shelters at the federal level is no longer prioritized by HUD in the Super-Notice of Funding Availability (NOFA). Local and State resources for shelters will be required to fill this gap in the interim, with the assumption that federal dollars will target housing for placements from shelters. As Los Angeles works to reduce street homelessness over time, shelter need will contract accordingly.

7.2. Between Shelter & Housing - Bridge Housing

When providing an overview of the homeless shelter and housing systems, there is an important intermediary that straddles both, with the ultimate goal of a permanent housing placement. Most often referred to as Bridge Housing, aspects of both temporary shelter and permanent housing are combined in this model to form a connection between the two.

Bridge Housing

Like shelter, Bridge Housing provides an interim facility to homeless individuals or families to ensure they are not sleeping in the public space while they await permanent housing. Bridge Housing offers a stronger value proposition to homeless Angelenos through a one-on-one case management relationship that leverages personal trust and expertise to help a homeless person into permanent housing. Shelter alone does not offer this added level of assistance. 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 Section 4 - Coordinated Entry System of this report, homeless client to caseworker ratios have been fairly consistently reported by providers as around 20 to one. Funding caseworkers from public dollars will be critical to the success of Bridge Housing. This aspect of care is currently underfunded and understaffed through the CES. Funding a higher level of care and converting existing emergency and winter shelter space to Bridge Housing creates a stronger incentive for homeless individuals to remain in interim housing until permanent housing is provided. Unlike Transitional Housing, Bridge Housing is provided with an almost foolproof expectation of moving the client into a permanent housing outcome. Strategy Brief 7A at the end of this Section, more fully develops strategy around Bridge Housing.

7.3. Housing Types & Programs

Shelters are not the solution in every situation and access to a shelter does not always lead to housing. Homeless individuals require various types of housing and services. Regardless, proper analysis of a client's housing needs via CES and the VI-SPDAT mentioned in Section 4 of this report is essential to matching the user with the right type of permanent housing no matter the path they take to housing.

Permanent Supportive Housing (PSH)

PSH is non time-limited housing with supportive services provided to assist homeless persons with higher levels of acuity based on their VI-SPDAT score. People experiencing chronic homelessness often incur significant public costs – through emergency room visits, run-ins with law enforcement, incarceration, and access to existing poverty and homeless programs. PSH has high retention rates of 90% and above, according to the Los Angeles Homeless Services Authority and the Conrad N. Hilton Foundation Chronic Homelessness Initiative, effectively ending chronic homelessness in a cost-efficient manner. PSH units of housing can be located in project-based buildings owned by public or nonprofit entities, or can be integrated into private housing stock supported by tenant-based leasing strategies. PSH has been prioritized by HUD in Super-NOFA funding.

Rapid Rehousing (RRH)

RRH is time-limited housing provided to assist homeless persons with moderate to lower levels of priority based on their VI-SPDAT score. RRH is individualized and flexible. Services prevalent in PSH such as integrated mental health often involve employment assistance and other programs that reinforce financial independence for the individual or family once the RRH rental assistance ends. While it can be used for any homeless person, preliminary indications show that it can be particularly effective for households with children. Generally the time-limited amount of assistance averages around six months. RRH clients enter into lease agreements with landlords upon move-in. Once time-limited subsidies end, a formerly homeless tenant pays the full rate of the housing unit agreed upon in the lease. The tenant can continue living at the unit pursuant to agreement with the landlord, just like a standard rental contract.

Transitional Housing

Transitional Housing (TH) is time-limited with a wide variety of housing periods lasting up to 24 months as defined by HUD, with LAHSA defined averages of six to 13 months. Many TH programs place conditions on potential residents prior to move in. Requirements often involve mental counseling or sobriety. Though TH offers an important next step for many in their journey to housing, retention rates tend to be lower than RRH and PSH programs. HUD has de-prioritized this type of housing in their Super-NOFA funding.

7.4. Diversion & Prevention

LAHSA has also pursued strategies that do not offer housing assistance, but instead help prevent individuals and families at risk of becoming homeless from getting to that point. They are as follows:

Diversion

Diversion is a case management approach that focuses on helping clients utilize other housing options within their personal network rather than enter the shelter system. This generally involves mediation among friends or family to locate an alternate to entering the homeless system.

Prevention

Prevention involves programs that offer assistance that leverage other income and provide support to keep clients at risk in their current housing situation or move them rapidly to alternate housing. The assistance is temporary and may take the form of rental housing assistance or utilities assistance.

7.5. Housing Strategy and Voucher Costs

Housing Strategy Costs - LAHSA

As a way of comparing the various housing interventions in use by LAHSA, the table below details a rough estimate of the costs of five housing services commonly employed in the City:

Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing	Prevention
$18,250 per bed (annually)	$29,200 per bed (annually)	$15,000 per household (annually)	$11,500 per household	$3,500 per household

Because each strategy revolves around a different timeframe, the cost basis differs for each. Furthermore, the first three strategies are based on the total budget amount and not solely what LAHSA funds. RRH costs are based on research that estimates the costs to house individuals as well as actual reports of the costs to families from the Homeless Family Solutions System. For RRH, the average estimate of $11,500 per household is the one-time cost to move someone who has resided in a shelter for three months into an apartment for a six-month stay. Finally, the $3,500 average cost per household of Prevention is best thought of as a cost avoidance figure; for instance, paying $3,500 in Prevention services is a way to help ensure that the client being served minimizes costs in the future by avoiding a more expensive housing intervention, such as shelter or TH. Prevention cost estimates are provided by the Corporation for Supportive Housing. More detailed information on the cost estimates for PSH, RRH and Diversion is detailed in the table below.

		Permanent Supportive Housing			Rapid Re-Housing		Diversion	
Unit Size	Capital Costs Per Unit	Annual Operations Cost Per Unit	Annual Services Cost Per Unit	Annual PSH Leased	Rental Assistance	Annual Services Costs per Household	Rental Assistance	Services
Studio/1 BR	$350,761	$6,576	$5,322	$12,096	$6,451	$729	$2,016	$600
2 BR +	$413,921	$7,975	$5,677	$20,100	$11,893	$907	$3,350	$672

Voucher Costs - HACLA

The Housing Authority of the City of Los Angeles (HACLA) has established seven initiatives through its Housing Choice Voucher Program (Section 8) designed to assist the homeless in obtaining and keeping housing. Funding from HUD is used to pay for the various voucher programs. Each initiative offers services and housing based on the homeless subpopulation it was designed to target (more detail can be found in the Appendix, Item 11.1); because of these differences, the average cost of a unit under each initiative varies to some degree. The table below, provided by HACLA, provides a summary of the unit costs for each initiative.

Per Unit Cost	Waiting List Limited Preference: Homeless	Waiting List Limited Preference: Tenant Based Supportive Housing	Permanent Supportive Housing Project-Based Voucher	HUD-VASH	Waiting List Limited Preference: Homeless Veterans Initiative	Shelter Plus Care (Continuum of Care Rental Assistance)	Moderate Rehabilitation Single Room Occupancy (SRO)
Monthly	$868	$868	$868	$785	$868	$783	$561
Annually	$10,416	$10,416	$10,416	$9,424	$10,416	$9,400	$6,736

Detailed definitions of these programs can found in Section 11 - Glossary

7.6. Housing Success Findings

Timelines to Housing

A formal and regularly updated set of metrics is needed to ensure that housing needs are being met. As a baseline for understanding what needs to place the homeless population in permanent housing, the following table provided by LAHSA depicts the average length of time it takes to place the homeless in certain housing interventions as well as the average length of time the homeless remain in the same interventions.

Program	Length of Shelter Stay (days)	Length of Program Stay (months)
Prevention	N/A[3]	1
Shelter Only	N/A	1
Transitional Housing	60	6-13
Rapid Re-Housing	90	6
Permanent Supportive Housing (from shelter)	90	N/A[4]

[3] Prevention and Shelter Only programs do not include shelter stays prior to program entrance. If an individual or family is enrolled in Prevention, the services they receive are meant to prevent them from ever having to enter shelter. If an individual or family is enrolled in a Shelter Only program, then no shelter stay prior to enrollment exists because they are coming from a situation where they were either previously housed or living on the streets.

[4] Permanent Supportive Housing, on average, includes a 90 day stay in shelter before an individual or family is enrolled. The reason there is no applicable length of program stay in PSH is that it is a permanent and, therefore, on-going housing outcome.

The second column depicts the average length of time a homeless individual or family stays in a shelter before moving on to a different form of housing assistance. While those who are moved into TH face a shelter stay of approximately 60 days before move-in, research on TH shows that after their six to 13 month residence, clients are less likely to achieve a permanent housing outcome and, as a result, remain in a state of homelessness. Although it takes an average of 90 days to move the homeless from shelter to PSH or RRH, the long term housing outcomes they face are much more positive. The average six month stay in RRH upon placement is different from the six to 13 month stay in TH in that the subpopulation served tends to be of moderate acuity and is thus much more likely to find permanent housing upon exit. Prevention, as a strategy, does not entail a shelter stay because its aim is to offer assistance that keeps the potentially homeless housed in their current dwellings; this assistance tends to last for a month before the client is able to stabilize their housing situation. The homeless who experience shelter initially are likely to stay there for a period of one month before returning to the streets. Finally, the homeless who are moved from the streets into PSH immediately, without an interim stay in shelter, are those with the highest acuity and are therefore placed in permanent housing at the earliest point of intervention.

Chronically Homeless Retention of Permanent Supportive Housing

As a subpopulation, the chronically homeless tend to show the greatest need and therefore use a disproportionately large amount of resources when compared to other homeless subgroups. The high acuity the chronically homeless display is the result of protracted stays within homelessness (at least one year, or four separate homeless events equaling 12 months over three years), often coupled with one or more debilitating medical conditions or disabilities. Taken together, these attributes lead to cyclical stays in a wide range of institutional facilities, from emergency rooms to jails, and result in large expenditures of public funds. At last count, the City was home to 8,060 chronically homeless individuals and 945 family members, figures that amount to approximately 30 percent of the City's total homeless population.

Long term solutions to homelessness in the City should make housing the chronically homeless a high priority, a goal that LAHSA and homeless service providers have sought to address by fast-tracking the subpopulation for entry into PSH. PSH has been shown to be the most appropriate and effective housing intervention for the chronically homeless, not only because of its provision of affordable housing, but also because it includes wraparound services tailored to the needs of the individual or family services that lead them to stabilize their housing and improve health outcomes, according to the United States Interagency Council on Homelessness. In the past, other housing strategies, such as emergency shelter and TH, have fallen short of effectively serving the chronically homeless, as their limited time horizons hamper these individuals from gaining a permanent foothold in housing and alleviating the medical and social problems they face. As a result, the chronically homeless have not retained spots in permanent housing upon exiting shelter or TH. The key difference in PSH is that if the client served is not ready to exit to permanent housing without services, they simply remain in PSH and still register as permanently housed. This difference has proven essential to keeping the chronically homeless off the streets, as they can function knowing that they do not face a prescribed exit date. In shelter and TH, this exit date sometimes discourages the chronically homeless from entering in the first place, or results in the individual leaving before their stay is up. The table below, provided by LAHSA, shows the proportion of families and individuals remaining permanently housed both six months and one year after having entered into a Permanent Supportive Housing program.

Retention Rates for Chronically Homeless (CH) in Permanent Housing								
Metrics	2011 Households		2012 Households		2013 Households		2014 Households	
	with children	without children	with children	without children	with children	without children	with children	without children
Total CH served by PSH	8	596	38	839	37	944	44	1033
6 month Retention Rate in PH/PSH	88%	90%	100%	92%	100%	95%	100%	96%
One Year retention rate in PH/PSH	88%	84%	100%	86%	92%	89%	100%	90%

With most years showing retention rates of 85 percent or higher for individuals and families, the data supports the conclusion that PSH is the best avenue for ending chronic homelessness. Although individuals are less likely to retain permanent housing (permanent or PSH) at each time interval, they are more likely to exit PSH for traditional permanent housing than households with children. Furthermore, the small percentage of those not retaining a permanent housing outcome does not necessarily mean that they have returned to the streets or shelter. Some may find a permanent living situation with a friend or family; however, most of the time, members of this group are shown as not retaining permanent housing because they leave without communicating where they are going or because the PSH provider is unable to confirm that they moved on to other housing. According to the Los Angeles Homeless Services Authority and the Conrad N. Hilton Foundation Chronic Homelessness Initiative,, the increasing number of chronically homeless in PSH from year to year shows that the strategy has been strongly embraced as the best practice for serving this subpopulation. Perhaps most significantly, this increase in entries into PSH has not resulted in a lower rate of housing retention from year to year; instead, the increase has actually correlated with a higher retention rate in most instances.

Prevention Service Activities and Outcomes

During LAHSA's HUD-mandated reporting period of September 2009 to October 2011, 4,218 people at risk of becoming homeless were served through a Prevention strategy. Of this total, 2,475 were adults and 1,743 were children; rolled into these numbers were 1,366 families. The brief table below breaks down the data:

	Total	Adults Without Children	With Children and Adults
Adults	2475	1109	1366
Children	1743	0	1743
Total	4218	1109	3109

The data below, compiled by LAHSA and its support services contractor, Adsystech, details the kind of services offered to those at risk of becoming homeless over the same two-year period. The data also offers a fuller picture of the kind of services offered under a Prevention intervention.

Financial Assistance

Activities	Persons	Households
Rental Assistance	2,971	1,196
Security/Utility Deposits	1,065	445
Utility Payments	1,035	381
Moving Cost Assistance	214	86
Motel & Hotel Vouchers	83	27
Total	3,756	1,532

Housing Relocation and Stabilization Services

Activities	Persons	Households
Case Management	4,218	1,724
Outreach & Engagement	350	147
Housing Search/Placement	905	380
Legal Services	2,712	1,096
Credit Repair	0	0
Total	4,218	1,724

	Destination for Leavers with Length of Stay 90 Days or Greater	Destination for Leavers with Length of Stay 90 Days or Less
Outcome	Clients Served	
Permanent Destination	1,831	551
Temporary Destination	62	40
Institutional Destination	0	1
Other Destination	477	74
Subtotal	2,370	666
Total (Greater/Less Than 90 Days)	3,036	

The figures show that under the Prevention strategy used by LAHSA, most individuals and families on the brink of homelessness require rental assistance and case management in order to remain successfully housed. All 4,218 people served by Prevention required some form of housing relocation and stabilization services, while a smaller group (3,756) required financial assistance. An expanded version of the table below, found in the appendix of this report, shows the different housing outcomes associated with Prevention services; most outcomes are positive, with the client residing in some form of permanent rental housing with or without an ongoing subsidy.

Rapid Re-Housing Success

According to LAHSA, RRH interventions, intended primarily for families, have shown great levels of effectiveness since their introduction to regionally based Family Solutions Centers (FSC) located throughout Los Angeles. Since 2013, when the FSCs first began offering RRH, 93.5 percent of clients served by the strategy have remained stably housed, with only 6.5 percent returning to a homeless program tracked in LAHSA's database. From 2013 to 2014, RRH programs tracked by LAHSA successfully housed 727 families. While still in its early stages, RRH is already proving to be effective at serving its target populations in Los Angeles and supports the Housing First approach (see Glossary). In order to remain effective, however, regularly updated numbers on both the number of clients housed under RRH and their ability to remain in housing in the long term are needed.

7.7. Housing Needs for the Homeless

In the fourth quarter of 2015, both the Homeless & Poverty and Housing Committees heard a detailed report from the CAO regarding the number of units needed to house the City's homeless. The report (dated October 27, 2015) presented the numbers of units of housing needed to bring current levels of city homelessness down to functional zero. The report also presented potential options the City could take to address the gap in the short and long terms, including lease/tenant-based strategies and owned/project-based strategies. That report is attached as part of the Appendix, item 11.7. The following are the homeless needs across the City:

Program Types - SINGLES	Current System for Indiv (Beds)	Proposed System for Indiv (Beds)	Difference (Current Housing Gap)	
Emergency Shelter (ES)	2,401	2,952	(551)	
Prevention/Diversion	0	600	(600)	
Rapid Re-Housing (RRH)	156	3,480	(3,324)	(6,648) annualized
Transitional Housing (TH)	2,209	583	1,626	
Permanent Supportive Housing (PSH)	7,960	17,010	(9,050)	
TOTAL	**12,726**	**24,625**	**(11,899)**	
Program Types - FAMILIES	**Current System for Fam (Units)**	**Proposed System for Fam (Units)**	**Difference (Current Housing Gap)**	
Emergency Shelter (ES)	643	463	180	
Prevention/Diversion	0	630	(630)	
Rapid Re-Housing (RRH)	184	294	(110)	(220) annualized
Transitional Housing (TH)	445	227	218	
Permanent Supportive Housing (PSH)	1,110	1,954	(845)	
TOTAL	**2,382**	**3,568**	**(1,187)**	

Data presented in these tables was prepared by LAHSA in tandem with Abt Associates, a national provider regularly contracted by HUD for their expertise in the field of housing research and their track record with Home For Good. The CES helped inform these estimates as well.

Numbers presented in Tables 1 and 2 are based on population counts from 2015 PIT with no adjustment in the years ahead. They do not include projections or estimates reflecting growing or declining numbers of homeless in the City, but show the amount of housing units that would be needed as of today in order to house the City's homeless. Future studies will be needed in the years ahead to track progress on the reductions in homeless housing demand as the City and County implement programs to reduce homelessness.

Based on these numbers, with a 9,049 bed deficit, PSH for single individuals represents the highest need the City is facing relative to the housing gap for LA's homeless. RRH for singles comes in second at a 6,648 deficit of beds when annualized and assuming six months of RRH vouchers. Housing current numbers of Los Angeles homeless singles will require nearly doubling the current housing supply. This involves a significant, sustained commitment by the City and County over a period of years to fully address. The strategies to address this commitment will also need to adapt and adjust to future changes.

7.8. Youth Housing

A variety of shelter and housing programs such as Emergency Shelter (ES), Transitional Housing (TH), Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH) provided by government institutions and private organizations are available to homeless youth. In addition, there are crisis housing, interim/bridge housing, shared housing, and transition-in-place housing. LAHSA advises that throughout the County there are 929 beds for homeless youth, which includes the following: 153 emergency shelter beds; 671 transitional living program beds; and 148 supportive housing beds.

Local homeless youth service providers state that additional housing is needed for youth in all types ranging from shelter to permanent supportive housing. For example, members of the Hollywood Homeless Youth Partnership (HHYP) which includes Children's Hospital Los Angeles, LGBT Center, Los Angeles Youth Network, Step Up on Second, My Friend's Place and Covenant House, advise that Transitional Housing (TH) plays a key role as a stepping stone for youth to learn the life skills needed to succeed in a more permanent housing environment. LAHSA states that not all youth thrive in TH. For example, as transitional housing is not permanent, the pending move-out date can be felt as ominous, causing anxiety, and can distract some vulnerable youth from focusing on attaining essential life skills.

County departments advise that additional shelter beds available for the youth in excess of 90 days would be a key resource. DCFS and many youth-oriented service providers indicate that additional shelter space is needed to accommodate those youth that are asserting their independence and are not yet ready for a structured lifestyle, but would still have a place to go when ready. However, despite the existence of these various housing types to serve homeless youth, LAHSA advises that the specific numbers of each housing type needed to accommodate the housing needs of all homeless youth is unknown. See Strategy Youth Housing to Instruct LAHSA to conduct a youth specific housing gap analysis and report with the housing intervention most appropriate for the homeless youth in the City.

DCFS staff advises that there are vacancies amongst the County's foster care beds system as a result of the beds not being located in areas where the youth want to reside. Therefore, in order to help ensure youth do not become homeless because of the location of youth housing, LAHSA should determine where homeless youth are concentrated and the vacancy rate of housing in those areas. See Strategy 7N Youth Housing to instruct LAHSA to determine strategic locations for foster youth housing.

One study of chronically homeless individuals determined that approximately 47 percent of chronically homeless individuals were also homeless youth. LAHSA advises that a goal of the Youth CES is to prevent homeless youth from becoming chronically homeless adults. The Los Angeles Coalition to End Youth Homelessness advises that youth and young adults experiencing homelessness face significant barriers to stability, wellness and self-sufficiency, and are highly vulnerable to becoming chronically homeless. The California Homeless Youth Project advises that housing authorities in the State should prioritize housing for youth because youth housing also provides opportunities to learn how to be independent and self-sufficient. As stated above, a variety of housing options are needed for homeless youth. HCID advises that approximately 300 units of PSH are developed every year. The HHYP advises that doubling-up may be an appropriate housing option for youth, including in Section 8 housing. HACLA, which manages Section 8 housing vouchers in the City, advises that it may be possible for youth, but further study is required See Strategy Brief 7N relative to developing PSH and housing voucher options for Youth.

The LGBT Center advises it will be adding 24 units of youth housing within the next couple of years, and that the Center is considering developing mini-units for the youth. See Strategy 7L relative to developing micro units in the City.

LAHSA advises that personal growth can only occur for homeless youth after the youth is placed into housing. LAHSA advises that because many homeless youth have experienced significant trauma and disruption to their lives such as rejection by their family, abuse, or financial hardship, housing acts as a stabilizer and allows the youth to begin to address the underlying causes of their continued homelessness, such as substance abuse or lack of education and employment all of which can be made more difficult by mental illness. Strategy 7N requests LAHSA to ensure the housing gap analysis for youth includes mental health housing needs.

Local service providers have indicated that the federal government's focus on ending veterans' homelessness has proven effective and can serve as a model to eliminate homelessness for other subpopulations, including homeless youth. The HHYP advises that the State of California only provides $1 million to specifically address youth homelessness. On December 11, 2015 the West Coast Conference of Mayors, which includes the Mayor of the Cities of Seattle, Washington, Portland and Eugene Oregon, San Francisco, and Los Angeles, released a letter asking the federal government to provide funding assistance to address homelessness. The needs of youth homelessness were also addressed in the letter. Strategy 7N instructs the CLA to report relative to sponsoring/supporting State and federal legislation to increase funding to address youth homelessness.

7.9. Short-Term Homeless Housing Strategy

Lease-Based Approach

Los Angeles faces a shortage of housing stock that is pushing up rents as vacancy rates decline Citywide and price increases continue to outpace inflation. For homeless individuals, project-based strategies that bring thousands of units of supply online over the next few years will be critical to ensuring thousands of Angelenos on the streets can be housed. Tightening of the rental market increases the cost of tenant or lease-based strategies as rents rise and makes finding affordable units more difficult.

Before such time and resources can be identified and neighborhood-level approvals for project-based affordable and homeless housing projects can be made, lease-based housing strategy must be pursued in order to house homeless Angelenos in the short to medium term over the next 3 years. The City could, in partnership with the County fund this short term strategy by committing funds to housing subsidy pool programs currently in existence or in development.

FHSP-Type Programs

Flexible Housing Subsidy Pools (FHSP) administers and distributes rental vouchers to homeless individuals. Federal or state funded voucher programs, such as VASH and Section 8, can be very effective tools to house the homeless but have limitations which make it difficult to utilize them in a tight housing market. Specifically, VASH and Section 8 vouchers cannot be used to hold a unit vacant while a homeless individual is preparing to move from temporary housing to a rent subsidized unit. Weeks can pass by while the move in process and coordination of vouchers is secured. In a tightening rental market, this makes it more difficult to find landlords willing keep a unit vacant without being paid rent. Additionally, federally-funded vouchers provide limited financial support for wrap-around services including on-call caseworkers to manage issues that may occur with a formerly homeless tenant that is adjusting to new realities. The County Department of Health Services (DHS) Housing for Health (HFH) Flexible Housing Subsidy Pool (FHSP) has overcome these issues using County General Funds to supplement federally funded voucher programs and allow for more flexibility to quickly house its clients. The FHSP pays for a contractor to provide Housing Location services and on-call supportive services for program participants. One of the keys to the contractor's success is the employment of

real estate experts with knowledge and skill building relationships with a network of landlords that accept FHSP-financed tenants. The contractor provides an on-call service to landlords who agree to house clients, whereby a case manager will travel on-site to resolve issues that may arise between tenant and landlord. This gives landlords peace of mind that any issues that the formerly homeless tenant has will not affect the landlord's business and become their responsibility. The combination of services and flexible funding has allowed the FHSP program to quickly house its clients and to avoid many of the impediments facing other voucher housing programs.

> FHSP has housed about 1500 people since its creation in 2013, with plans to house thousands more. Though the existing housing profile for the majority of FHSP clients to date has been PHS, RRH housing offerings are under development.

LAHSA is also working on a flexible voucher program that will be integrated into LAHSA's current housing program utilizing the CES. This program will be implemented by contracts with regional agencies in addition to a master contract with an organization that will provide Citywide housing location services for LAHSA's housing efforts. The CES SPA Coordinators are proposed by LAHSA to serve as the regional implementing agencies because they would provide a regional nexus between the CES and the new flexible housing vouchers administered by LAHSA. The LAHSA flexible housing program would potentially use General Funds received from the County or City where needed, to pay landlords to hold units vacant while a homeless tenant moves in, pay for supportive services that will vary based on individual need and on-call services for landlords/clients. The focus of this program is to supplement housing vouchers traditionally used to house the homeless and to focus on landlord wants and needs to incentivize them to rent to homeless individuals. This flexible housing program will function similarly to the FHSP with a few key differences listed as shown below:

	Housing for Health Flexible Housing Subsidy Pool	LAHSA Flexible Housing Program
Program Implementation Structure	County DHS-HFH implements the program with programmatic help from non-profit contractors to provide housing location and supportive services for clients. Additional financial support has been provided to the program by the County Departments of Mental Health, Public Social Services and Probation to pay to house additional sub populations of homeless individuals	LAHSA will administer a master contract with a nonprofit contractor to provide housing location services Citywide and individual contracts with other non-profits for the administration of the program at the SPA level. This program will serve as part of a larger program to house the homeless.
Project Based Vouchers	Funds project based vouchers through master lease agreements signed with landlords for a set of units within a building	Will not finance project based vouchers through master lease agreements.
Potential Savings	Housing for Health clients generally incur large medical costs borne by County DHS and savings are realized by housing them and stabilizing their condition to avoid high medical bills. Cost savings from DMH, DPSS, and Probation clients are not clear	May provide cost savings compared to other housing models but these are not anticipated to be significant.

The City could make use of either or both of the flexible housing programs run by County DHS and LAHSA. The County DMH, DPSS, and Probation Department employ contracts with HFH-FSHP to house target homeless

populations funded by County General Funds received as part of their operating budgets. Funds provided by these departments are tracked to ensure that they are only used to pay housing and service costs for the sub-population(s) that the originating department would like to target. The LAHSA flexible housing program has not yet been implemented; however it could be supported in a similar manner through the existing contract between LAHSA and the HCID.

The current average annual cost to house an individual through the FHSP is approximately $16,800. However, DHS staff has indicated that rental costs for the program continue to trend upward and based on their expectations for cost increases the figures in the table below are used for budgetary purposes.

Cost Type	Average Cost ($)	
	Monthly	Annual
Rent Subsidy	925	11,100
Supportive Services	450	5,400
Admin Costs	125	1,500
Total	1,500	18,000

There is currently no cost data for LAHSA flexible housing program as it has not yet been fully implemented.

7.10. Best Practices

Housing Trust Funds

Many large cities with comparable homelessness issues have found ways to commit sustainable funding to their local housing trust funds. Take for instance the City of San Francisco, which in 2012 passed a local ballot measure recapturing funding streams that their city's dissolved redevelopment agency generated. The San Francisco Redevelopment Agency provided a significant part of its affordable housing funding, but with the abolishment of the redevelopment agencies the city needed to ensure that revenue stream for future funding was not lost.

7.11. County Findings for Housing

Below are strategies the County of Los Angeles will be considering that are related to the Housing Section. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

B3 - Partner with Cities to Expand Rapid Re-Housing

County Recommendation: Direct the Department of Health Services and the Los Angeles Homeless Services Authority to partner with cities and expand the availability of rapid rehousing, as described below.

NOTE: Related City Strategy 7B is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

B4 - Facilitate Utilization of Federal Housing Subsidies

County Recommendation: Direct the Community Development Commission (CDC) to develop the following temporary, two-year programs to encourage landlord acceptance of subsidized tenants with a HUD voucher issued by CDC: (1) Damage Mitigation/Property Compliance Fund; and (2) Vacancy payments to hold units.

NOTE: Related City Strategy 7H is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

B7 - Interim/Bridge Housing for those Exiting Institutions

County Recommendation: Direct the Department of Health Services, in collaboration with the Department of Mental Health (DMH), Probation Department, Department of Children and Family Services (DCFS), Sheriff (LASD), and the Los Angeles Homeless Services Authority (LAHSA), to develop a plan to increase the interim/bridge housing stock across the County, including identification of funding that can be used to support the increase.

NOTE: Related City Strategy 7A is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

B8 - Housing Choice Vouchers for Permanent Supportive Housing

County Recommendation: Direct the Housing Authority of the County of Los Angeles (HACoLA) to dedicate a percentage of Housing Choice Vouchers which become available through routine turnover to permanent supportive housing for chronically homeless individuals.

NOTE: Related City Strategy 7J is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

E10 - Regional Coordination of Los Angeles County Housing Authorities

County Recommendation: Direct the Housing Authority of the County of Los Angeles, in collaboration with the Housing Authority of the City of Los Angeles, 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 Departments of Health Services and Mental Health, and community providers with subject matter expertise in housing to participate in the Roundtable.

NOTE: Related City Strategy 7I is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

F2 - Linkage Fee Nexus Study

County Recommendation: Direct the Department of Regional Planning to conduct a nexus study for the development of an Affordable Housing Benefit Fee program ordinance.

NOTE: Related City Strategy 7F is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

F4 - Development of Second Dwelling Units Pilot Program

County Recommendation: Direct the Community Development Commission and the Department of Regional Planning to work with the Chief Executive Office and Department of Public Works to develop and recommend for Board approval a Second Dwelling Unit Pilot Program that: 1) simplifies the review and approval processes to facilitate the development of second units on single-family lots in the unincorporated areas of the County; and 2) provides County incentives to assist homeowners in constructing second units in exchange for providing long-term affordability covenants or requiring recipients to accept Section 8 vouchers, such as: (a) waiving or reducing permit fees and/or utility/sewer hookup charges; and/or (b) easy-to-access low-interest loans and/or grants that could use a mix of conventional home improvement loans, loan guarantees and CDBG or other funds.

NOTE: Related City Strategy 7K is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

F6 - Using Public Land for Homeless Housing

County Recommendation: Instruct the Community Development Commission, in collaboration with the Chief Executive Office, Internal Services Department and Departments of Health Services, Regional Planning, and Public Works, to assess the feasibility of making County-owned property available for the development of housing for homeless families/individuals, and develop a public land development strategy/program that shall include: 1) a comprehensive list of available County land suitable for housing; 2) governing structure options, such as an agency authorized to own, hold, prepare, and dispose of public land for affordable housing; 3) identification of funds that can be used for pre-development of properties, and 4) policies to: a) identify and protect publicly owned sites that are good for affordable housing; b) define affordability levels on public land, e.g., homeless, very-low income, low-income, etc.; c) engage communities in the development process; d) link publicly owned land to other housing subsidies; and e) reduce the cost of development through public investment in public land set aside for housing.

NOTE: Related City Strategy 7D is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

7.12. Legislation

The California State Senate declared that combatting homelessness is a policy priority for 2016. The legislative proposal, which was unveiled January, 4, 2016 at news conferences in Los Angeles and Sacramento, aims to address the rising numbers of chronically homeless in California, and specifically within the City, by building housing and increasing cash aid.

Under the plan, provided by Senate leader Kevin De León's office, the State would issue a $2 billion bond to build permanent supportive housing for chronically homeless people who have mental illness. The bond would be paid for by re-purposing money generated by the Mental Health Services Act that voters approved in 2004 (Proposition 63).

It also would include approximately $225 million in new spending to provide temporary rent subsidies while the permanent housing is being built and increase grants to the elderly, blind, and disabled and fund other specialized housing programs.

7.13. List of Existing Homeless Housing in the City

Please refer to Appendix item 11.3 for a consolidated list of all homeless housing providers in the City of Los Angeles.

7.14. Housing Strategy Briefs

Included in the pages immediately following.

Strategy **7A**

Housing

Shelter System Personnel Need For Bridge Housing Conversion

(Corresponding County Strategy B7, Related City Strategy 7O)

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 acuities 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 will 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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority	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.

Strategy **7B**

Housing

Expand Rapid Re-Housing

(Corresponding County Strategy B3)

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

Recommendation:

Direct the Housing and Community Investment Department along with the Housing Authority of the City of Los Angeles (HACLA) to work with the County Department of Health Services and the Los Angeles Homeless Services Authority to expand the availability of Rapid Re-Housing, as described below.

Description:

Rapid Rehousing (RRH) is time-limited housing provided to assist homeless persons with moderate to lower levels of priority based on their VI-SPDAT. RRH is individualized and flexible. Services like integrated mental health that tend to be more prevalent in PSH, often take the form of employment assistance and other programs that reinforce financial independence for the individual or family once the time-limited period of RRH rental assistance ends. While it can be used for any homeless person, preliminary evidence indicates that it can be particularly effective for households with children. Generally the time-limited amount of assistance averages around 6 months. RRH clients enter into lease agreements with landlords upon move in. Once time-limited subsidies end, a formerly homeless tenant pays the full rate of the housing unit agreed upon in the lease. The tenant can continue living at the unit pursuant to continued agreement with the landlord, just like a standard rental contract. RRH units are most often integrated in private housing stock supported by tenant-based leasing strategies. RRH has high retention rates, has been prioritized by HUD in Super-NOFA funding, and includes the following supports:

- Financial assistance includes short-term and medium-term rental assistance and move-in assistance, such as payment for rental application fees, security deposits, and utility deposits. Financial assistance can come in the form of a full subsidy, covering the full rent for a period of time, or a shallow subsidy, covering a portion of the rent with gradual decreases in the subsidy over time.
- Case management and targeted supportive services can include, but are not limited to: money management; life skills; job training; education; assistance securing/retaining employment; child care and early education; benefits advocacy; legal advice; health; mental health; community integration; and recreation.
- Housing Identification/navigation supports address barriers for individuals and families to return to housing, which includes identifying a range of safe and affordable rental units, as well as recruiting landlords willing to rent to homeless individuals and families. Landlord incentives can include items such as a repair fund and/or recognition at relevant landlord events. Housing navigation staff should assist clients in housing search, assistance with completing and submitting rental applications, and understanding the terms of the lease.

RRH is the most effective and efficient intervention for more than 50 percent of homeless individuals and families based on available data. The success rate for permanent placement is higher and recidivism rates are lower than other forms of housing interventions. However, it is not the best intervention for those who have been chronically homeless and/or face high barriers that impact housing placement.

RRH is generally categorized as a short-term housing resource lasting 6-12 months, but in some cases up to 24 months, if steady, but slow improvements are made by recipients in making the transition to permanent housing and self-sufficiency.

Coordinated Response Type:

Medium-Term

Population(s) Targeted/Other Categorizations:

Homeless families, single adults and youth who are not chronically homeless and would benefit from a short to intermediate housing intervention and supportive services to regain housing stability

Potential Performance Metrics:

- Number/percent of families/individuals who can sustain unsubsidized housing upon program exit
- Number/percent of individuals and families with permanent housing placement within 90 days
- Number/percent of returns to homelessness within 24 months of placement in permanent housing
- Number/percent with increased income from all potential sources at program exit

Potential Funding Sources:

$8 million from County requesting $8 million match from City.

The City will be asked to contribute $500/month (approximately 50% of the total rental subsidy) per family/individual that it wants to receive access to the County's program. The County will fund the remainder of the rental subsidy and the full cost of the associated services. The average duration of rapid re-housing is 6-12 months per family/individual, so the total city cost would be $3,000-$6,000 per family/individual who is permanently housed. Cities that choose to partner with the County would have the opportunity to collaborate with the County in selecting the families/individuals that would be offered a slot in the program

Implementation Time Frame:

Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Housing and Community Investment Department (HCID)	Los Angeles Homeless Services Authority (LAHSA) Housing Authority of the City of Los Angeles (HACLA) Department of Health Services (County)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

City of Los Angeles to contribute funding for rapid re-housing to address short-term/intermediate housing interventions for homeless populations (families, singles, youth) within the City who are likely to succeed through RRH.

Strategy **7C**

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:	Collaborating Departments/Agencies:
Housing and Community Investment Department (HCID)	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

Strategy **7D**

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:	Collaborating Departments/Agencies:
City Administrative Officer	Municipal Facilities Committee Department of General Services 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

Strategy **7E**

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:	**Collaborating Departments/Agencies:**
Homeless Strategy Committee Los Angeles Homeless Services Authority (LAHSA)	Housing Authority of the City of Los Angeles (HACLA) Housing and Community Investment Department (HCID) Los Angeles Department of City Planning (DCP)
Connection to County: ☐ Integrate	☐ Support ☒ No Relation

Strategy **7F**

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 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-rehousing, 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:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning (DCP)	Housing and Community Investment Department (HCID) City Administrative Officer (CAO)
Connection to County: ☒ Integrate	☐ Support ☐ No Relation
County is conducting its own nexus study	

Strategy **7G**

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:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning	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.			

Strategy **7H**

Housing

Facilitate Utilization of Federal Housing Subsidies

(Corresponding County Strategy B4)

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

Recommendation:

Direct the Housing Authority of the City of Los Angeles (HACLA) to develop a budget recommendation for the following temporary, two-year programs to encourage landlord acceptance of subsidized tenants with a HUD voucher issued by HACLA: (1) Property Compliance/Damage Mitigation Fund; and (2) Vacancy payments to hold units.

Description:

Federal housing subsidies play a critical role in combatting homelessness; however, the current very low vacancy rate in the rental housing market makes it very difficult for families and individuals with a federal subsidy to secure housing. To mitigate this problem, for two years, the City could provide the following incentives for landlords to accept subsidized tenants:

- Property Compliance/Damage Mitigation Fund. This program should be similar to Oregon's Housing Choice Landlord Guarantee Program, which provides financial assistance to landlords to mitigate damage caused by tenants during their occupancy under the Housing and Urban Development (HUD) Housing Choice Voucher Program. In addition, the program should provide landlords with modest financial assistance to repair and/or modify their property to comply with HUD Quality Housing Standards, if property non-compliance is the only barrier to accepting a subsidized tenant.

- Vacancy payments to hold units. Develop a program to provide landlords vacancy payments to hold a rental unit for 1-2 months once a tenant with a subsidy has been accepted by the landlord, while the landlord is going through the HUD approval process. This program is needed on a temporary basis, due to the current, exceptionally low rental housing vacancy rate in Los Angeles.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Increased number of landlords willing to accept housing subsidies
Landlord retention rates
Property Compliance funds distributed annually
Damage Mitigation funds distributed annually
Top landlords receiving funds
Vacancy payments distributed annually

Potential Funding Source:	
General Fund and future Homeless Services Trust Fund	
Implementation Time Frame:	
Short-Term	
Lead Agency:	**Collaborating Departments/Agencies:**
Housing Authority of the City of Los Angeles (HACLA)	Housing Authority of the County of Los Angeles (HACoLA) Other Public Housing Authorities Los Angeles Homeless Services Authority Department of Housing and Community Investment (HCID) Community Development Commission (County)
Connection to County: ☐ Integrate	☒ Support ☐ No Relation
The County is implementing the same program. Cities which operate their own public housing authorities could implement the same or similar programs to facilitate utilization of the housing subsidies which they issue.	

Strategy **71**

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:	Collaborating Departments/Agencies:
Housing Authority of the City of Los Angeles (HACLA)	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.

Strategy **7J**

Housing

Housing Choice Vouchers for Permanent Supportive Housing

(Corresponding County Strategy B8)

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

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:	Collaborating Departments/Agencies:
Housing Authority of the City of Los Angeles (HACLA)	Housing Authority of the County of Los Angeles (HACoLA) Other Public Housing Authorities

Connection to County: ☒ Integrate ☐ Support ☐ 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.

Strategy **7K**

Housing

Development of Second Dwelling Units Pilot Program

(Corresponding County Strategy F4)

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

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:	Collaborating Departments/Agencies:
Housing and Community Investment Department (HCID)	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.

Strategy **7L**

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. 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:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning (DCP)	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			

Strategy **7M**

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

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Strategy **7N**

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.

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.

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:	
NA	
Implementation Time Frame:	
Medium-Term	
Lead Agency:	**Collaborating Departments/Agencies:**
Los Angeles Homeless Services Authority Housing and Community Investment Department (HCID) Housing Authority of the City of Los Angeles (HACLA)	Homeless Strategy Committee Commission on Community and Family Services
Connection to County: ☐ Integrate	☐ Support ☒ No Relation

Strategy **7O**

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 7O 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.

Coordinated Response Type:

Housing

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

Implementation Time Frame:

Medium-Term

Lead Agency:

Los Angeles Homeless Services Authority (LAHSA)

Collaborating Departments/Agencies:

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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

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Strategy **7P**

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), Housing Authority of the City of Los Angeles (HACLA), and the Department of Aging to report relative to the feasibility of establishing or participating in a shared housing program in the City that connects homeless individuals or individuals at-risk of homelessness to housing that is shared with other individuals, including homeowners.

Description:

The National Shared Housing Resource Center (NSHRC) advises that shared housing is a practice that connects individuals who need housing with homeowners who have housing vacancies. NSHRC is an all-volunteer organization that provides information on shared housing programs. NSHRC states that shared housing programs exist across the country and typically involve a homeowner who is seeking a roommate(s) to help pay the cost of housing. Affordable Living for the Aging (ALA), discussed below, advises there are approximately 60 shared housing programs nationwide. According to the New York Times, the Executive Director of HomeShare Vermont advises that shared housing has been used by people who need additional rental income as a result of the recession.

Many shared housing programs complete background checks and have staff conduct personality screening to help make successful matches. NSHRC and other shared housing organizations state that the individuals seeking a home can be students, single-mothers, unemployed persons, domestic violence victims or homeless individuals or individuals at-risk of homelessness.

NSHRC advises that shared housing has many benefits, including the following: stabilizes the neighborhood by keeping residents in their homes; utilizes the existing housing stock; and, can lessen the need for costly in-home or institutional care by providing companionship, as many shared housing participants, both homeowners and those seeking housing, are senior citizens.

Local Shared Housing Programs

ALA is a Los Angeles based organization that provides supportive services and housing for seniors, including homeless seniors. As part of its housing program, ALA operates a shared housing program for its clients. ALA states that it brings together seniors with individuals who can offer assistance in exchange for lower rent. Staff screen applicants, assist clients through the matching process, and conduct sites visits.

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.

Shared housing can provide housing to individuals that could not afford to live in on their own given income limitations. According to SHARE!, potentially up to 40 percent of homeless individuals in the County that receive or are eligible for Supplemental Security Income (SSI) could live in shared housing. 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. SHARE! informs that many participants are housed within hours of their request.

As the City explores various options to ensure all homeless individuals secure housing, staff should be instructed to report on the feasibility of partnering with or establishing a shared housing program that connects homeless individuals to housing

vacancies. As part of the report, staff should review a variety of shared housing programs including SHARE! and ALA that serve the acute housing needs of its homeless clients, including seniors.

Coordinated Response Type:

Housing, Supportive 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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA)	Housing and Community Investment Department (HCID) Housing Authority of the City of Los Angeles (HACLA) Department of Aging

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Strategy **7Q**

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:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning (DCP)	Operation Innovation Team (OIT) 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

Strategy **7R**

Housing
Expand Access to Flexible Housing Programs

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

Recommendation:

Direct the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA), with the assistance of the Housing and Community Investment Department (HCID), to report with recommendations on a process for the City and philanthropies to participate in and expand access to flexible housing subsidy programs.

Description:

Sections 7 (Housing) and 10 (Budget) of this report outline the need to create more lease-based programs as part of a comprehensive housing plan to house the unsheltered. Section 7.9 describes the importance of flexible housing programs that offer rental subsidies, vouchers, and an array of housing location and supportive services. The County currently has a Flexible Housing Subsidy Program (FHSP) and LAHSA is using flexible subsides as part of its expansion of Rapid Re-Housing Programs.

The CAO/CLA report should make recommendations on how the City can participate in the County's and LAHSA's flexible housing voucher programs, and provide information on the following:

- A process on how the City and philanthropists can participate in these programs as soon as funding is available
- 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 under flexible housing programs

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Number of persons receiving housing location and supportive services
Number of persons housed with a rental subsidy or voucher
Number of persons that transition out of the rental subsidy program and make the subsidy available to another participant

Potential Funding Source:

N/A

Implementation Time Frame:

Short Term

Lead Agency:	Collaborating Departments/Agencies:
City Administrative Officer (CAO) Chief Legislative Analyst (CLA)	Housing and Community Investment Department (HCID)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **7S**

Housing
Preservation of Affordability Covenants

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

Recommendation:

Direct Housing and Community Investment Department (HCID) to report with recommendations and goals for preserving covenants on affordable and permanent supportive housing units.

Description:

Motion #15-0011 (Cedillo/Harris-Dawson) estimates that the City is at risk of losing 15,737 affordable housing units within the next five years due to expiring affordability covenants. Many of these units are subject to local, State or Federal affordability covenants. As part of this Comprehensive Homeless Strategy, there are a number of recommendations to create new housing opportunities, including new construction and lease-based strategies. However, it is also critical that the City work to preserve its existing affordable housing stock so as to not create new housing hardships that could result in homelessness.

The HCID report should make recommendations on how the City can increase its affordable housing preservation efforts and create annual preservation goals. The report should also provide information on the following:

- The number of affordable and permanent supportive housing units that are at risk of converting to market rate
- The type and remaining restricted period of the covenant on the property
- Establishing an annual goal of units to be preserved as affordable
- Plan for the preservation of the at risk units

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

All homeless populations

Potential Performance Metrics:

Number of affordability covenants renewed or preserved, by housing type, including permanent supportive housing
Meeting an annual goal of covenants preserved

Potential Funding Source:

N/A

Implementation Time Frame:

Short Term

Lead Agency:	Collaborating Departments/Agencies:
Housing and Community Investment Department (HCID)	City Administrative Officer (CAO) Chief Legislative Analyst (CLA) Homeless Strategy Committee

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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8. Land Use



Nicole

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Land use policies ultimately determine where, how much, and what type of housing can be built in the City. Land use restrictions that prevent change can also prevent future growth in the City. With increasingly strong housing demand driven by population growth and migration, restrictive land use policies and regulations limit the supply of housing available for City residents.

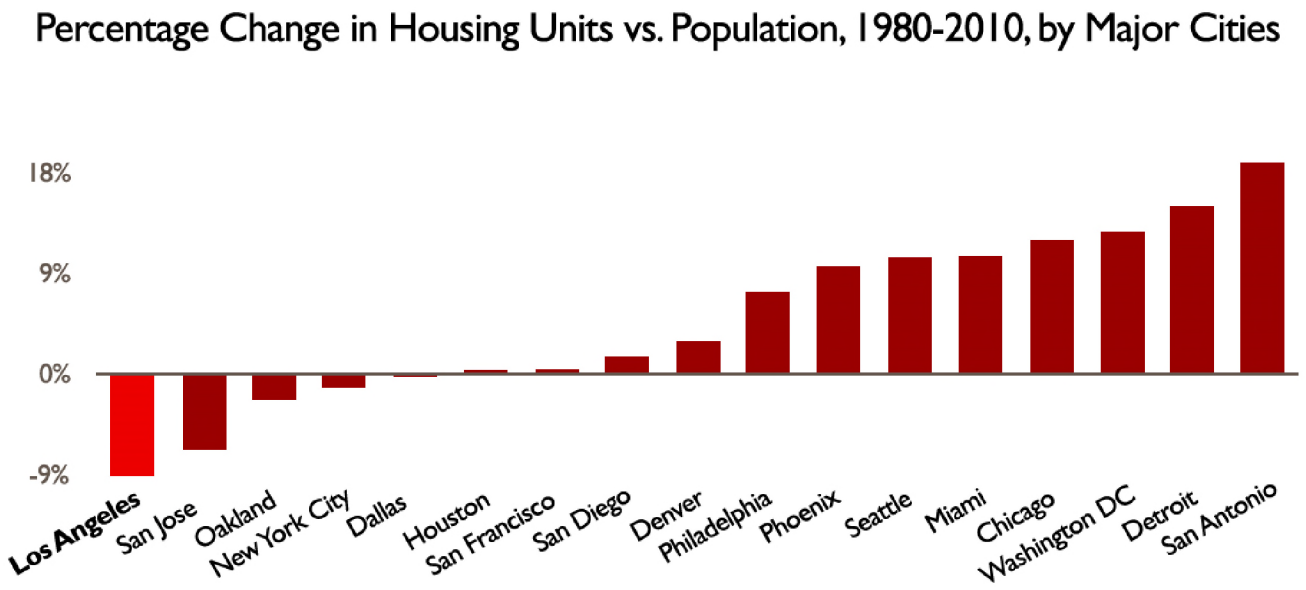
To rebuild housing capacity, the Department of City Planning (DCP) has developed a two-pronged approach that focuses on expanding capacity at strategic transit-rich locations and making adjustments to the zoning code. Additionally, the re:codeLA zoning code revision and the City-wide Development Reform processes offer opportunities to improve zoning/permit regulations and procedures that currently constrain housing development. The strategy briefs that accompany this Section focus on City-wide zoning modifications to structurally address the City's housing stock deficit (8A), potential revisions to the Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), and the Density Bonus programs to better achieve the City-wide objectives of providing affordable and homeless housing (8B), lowering parking requirements for affordable and homeless housing profiles where lower car ownership is common (8C), and a permanent Mello Act implementation ordinance for the City that results in replacement of lost affordable housing (8D). Additionally, the DCP in their November 17, 2015 report to Council (C.F. 14-1325) proposed a number of areas that should be evaluated to identify opportunities to facilitate the development of housing through entitlement reforms which could reduce the incidence of homelessness. As part of an interim budget request, the DCP is currently working with the Office of the City Administrative Officer (CAO) to identify funding for four positions to establish a Housing Unit to address the strategies identified in this Section. A list of these strategies is provided in Section 8.2 below.

The State-mandated element of the City's General Plan that evaluates housing conditions and identifies goals to meet future housing demands was most recently revised in 2013 to address housing needs in the City from 2013 through 2021. A critical component of the Housing Element is an evaluation of the housing unit development capacity in the City. The DCP conducted a parcel-by-parcel review to determine the number of sites available for housing construction and the number of units that could be built at those locations. The DCP (C.F. 13-1624) has indicated concern that the City may not be able to produce the number of housing units identified in the Housing Element without targeted zone changes and General Plan amendments that create additional housing capacity. Although much of the City's downzoning over time was required by a voter-approved measure (Proposition U in 1986) and State Law (AB 283 in 1978), the City must be cognizant of pending land use regulations which could result in a reduction in the number of housing units that may be built by-right.

Since 1980, the difference between new housing and population growth has resulted in a deficit of approximately 105,000 units in the City. This is the number of housing units that would have been required to house the new population without leading to increased overcrowding, "doubling up", and reducing vacancy rates below where they were in 1980. The City's Housing Element projects the need for an additional 82,000 units from 2013 through 2021. Therefore, the Mayor has set a goal of building 100,000 units from 2013 to 2021 to structurally address the City's housing stock deficit. Addressing the supply question means creating enough housing for future demand and chipping away at the historic deficit.

In no other major city in the United States is the cost of housing so out of proportion to the income of its residents as it is in our City. While many factors contribute to the situation, the basic mismatch between housing supply and demand is a central cause. Over time, the supply of new housing has been insufficient to meet rising demand due to growth.

From 1980 to 2010, the rate of population growth was nearly 50 percent higher than the rate of housing unit production in the City. This mismatch between new housing and population is the highest of any other major city in the United States. See the chart below.



Several recent Council motions have highlighted the need for additional policies to address the City's mounting housing crisis. The first motion (C.F. 13-1624) called for the development of policy initiatives to encourage the development of affordable housing in close proximity to transit stops. The second motion (C.F. 13-1389) requested an analysis of major policy options for the increased production of affordable housing overall. The DCP and the Housing and Community Investment Department (HCIDLA) have both issued reports responding to these motions; planning and land use tools are discussed in a report prepared by the DCP while financial and legislative approaches are discussed in a report prepared by HCIDLA. Although separate reports were issued, discussion, analysis and recommendations on these issues were vetted by both departments. Budget instructions adopted as part of last year's budget process called for an analysis of options to fund the City's Affordable Housing Trust Fund to compensate for the loss of housing funding (C.F 14-0600-S34 and C.F. 14-0600-S123). The City also recently released the Sustainability City pLAn, which calls for rebuilding the City's Affordable Housing Trust Fund, reducing the number of rent burdened households and increasing housing production near transit. The Sections below pull from the reports prepared by both departments and detail the housing tools that are currently being employed, as well as those that could be developed to alleviate the City's housing and homeless crises.

8.1. Housing Factors Driving Homelessness

For most of the last 25 years the City of Los Angeles, like much of coastal California, has struggled with the lack of housing affordability. The City has the dubious distinction of being the most unaffordable rental market in the nation, when comparing rents to incomes. The average household within our City now pays close to half their income in housing costs, a level far beyond the federal recommended standard of 30 percent of income. The problem has also spread to middle-income earners. While only 11 percent of middle-income households were rent burdened in 2000,

today the figure is roughly 50 percent. Given the disparity in housing costs and incomes, the City also leads the country with the highest percentage of overcrowded units and has the highest number of unsheltered homeless persons.

The root cause of the affordability crisis has been identified as a mismatch in the supply and demand for housing, particularly for those with lesser means. Recently, severe cuts to federal, state and local housing funding has decimated the amount of funding available for affordable housing development. The limited supply of multi-family zoned housing sites and the difficulty in entitling multi-family housing projects throughout the City limits the creation of affordable housing units. A constrained affordable housing supply coupled with high rent burdens increases the likelihood low wage earners will fall into homelessness if their hours are reduced or if they encounter unavoidable/unforeseen costs. Angelenos on the lowest end of the wage scale have the greatest difficulty in finding and paying for housing. However, they are important to community stability and economic growth, as they are typically workers in the service and retail sectors with earnings at or just above the minimum wage. On one end of homelessness spectrum we have an increasingly constrained supply of affordable housing trailing demand which results in low income individuals spending a higher percentage of their income on housing. This constrained supply also makes finding affordable replacement housing more difficult and opens the door to homelessness. Once homeless, neighborhood opposition to affordable and homeless housing projects becomes a barrier to much-needed construction that can bring homeless Angelenos back into housing. One primary factor is a localized planning process where housing projects are subject to discretionary approvals and appeals, where local neighborhood opposition prevents new construction.

8.2. City-Controlled Housing Reform Measures

The City regulates the development of new housing largely through the zoning code, building code and land use regulations established in local community plans and specific plans. In these efforts, the DCP works with local communities to respond to specific conditions and plan comprehensively for local needs, of which housing is a critical piece. The amount and type of residential development permitted by these plans is referred to as "residential capacity." Increasing or lowering the residential capacity can significantly impact the amount of new housing production.

In the 1960s, the City shifted from a top-down City-wide planning process to a bottom-up community planning process. The Land Use Element of the City's General Plan is comprised of 35 community plans which are designed to address the needs of local communities, while at the same time incorporating Citywide planning objectives. The City has been slow, however, to amend the Community Plans due to a lack of funding, staffing, and legal action. The General Plan is also in need of update to increase residential capacity and best direct this future growth around transit infrastructure. Since the early 1970s, the residential capacity in the City has declined significantly. In 1970, the City had a theoretical maximum build-out capacity of roughly four times its population level (10 million person capacity vs. 2.5 million population). Today, the capacity figure is less than one and one-half times our current population level (5.5 million person capacity vs. 4 million population). Using more realistic estimates of residential zoning capacity, the City is believed to have capacity for about 300,000 additional housing units; however, much of it is located in areas where the market has shown little interest in building or where other development constraints exist.

Another factor that impacts the ability to add to housing supply is the dominance of single-family zoning. Eighty-six percent of all of residentially zoned land in the City is zoned only for single-family or two-family use. Combined with the significant down-zonings described above, the remaining areas where multiple-family housing can be built have become very desirable. This has significantly increased the price of this land, making new housing very expensive to build.

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 for a developer. This discourages many would-be developers and 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.

Planning processes that empower local residents and organizations to have a voice in drafting policies that shape their neighborhoods is critically important. But, it is important to balance local and City-wide planning objectives. Addressing City-wide issues, such as homelessness and housing growth, is critical to the long-term sustainability of our City.

To rebuild housing capacity in a way that is compatible with community character, the DCP has developed a two-pronged approach that focuses first on expanding capacity at strategic transit-rich locations and second on making adjustments to the zoning code. The re:codeLA zoning code revision and the City-wide Development Reform processes offer opportunities to improve zoning/permit regulations and procedures that currently constrain housing development. re:codeLA is moving towards creating a new zoning code that will unbundle building form from land use and will contain enhanced development standards to enable more projects that comply with the applicable standards to be built by-right. In addition, re:codeLA will create new and expanded residential typologies to accommodate new housing types, such as micro units and accessory dwelling units, to increase opportunities for providing additional housing that is more affordable. The re:codeLA effort will also reexamine ways to expand, improve, or integrate current provisions, such as adaptive re-use and transfer of floor area, to encourage increased production of affordable housing.

The items on the list below are specific housing strategies that could facilitate the development of more housing through entitlement reforms which will reduce the incidence of homelessness in the City. Some of these strategies could also provide funding to support the production of more affordable housing. Many of these strategies will require significant preparatory work to develop ordinance changes and implement effectively. These land use and planning strategies were identified by the DCP in their November 17, 2015 report to Council. Their full report provides a summary of each strategy and is attached to C.F. 14-1325. The DCP is currently working with the CAO to identify funding to establish a Housing Unit to develop strategies on the following:

- Affordable Housing Linkage Fee, as well as, additional Mitigation Impact Fees
- Inclusionary Zoning
- Project-Based Value Capture/Plan-Based Value Capture
- Traffic Impact Fee Standardizations, Modifications, and Trip Credits
- Housing Incentive Area Reform
- Density Bonus Program
- Review Transfer of Floor Area Rights and Greater Downtown Housing Incentive Area Programs
- Transitional Height Requirements
- Adaptive Reuse
- Streamline the Zoning Variance Process for New Housing Construction
- Streamline Site Plan Reviews
- Streamline the Zoning Entitlement Process
- Parking Minimums and Car Usage Assumptions

- Accessory Dwelling Units (Granny Flats) and Micro Units
- Preservation of Unpermitted Dwelling Units
- Expand AB 2222's Replacement Housing Provisions
- Develop a Citywide Strategy for Mello Act
- CEQA Appeals Procedures

Many of the aforementioned Housing strategies and solutions that could enhance the production of housing and reduce the incidence of Angelenos falling into homelessness were requested under several Motions (C.F. 15-1001, -1002, -1003, -1004, -1005, and -1007) introduced by Councilmember Cedillo under the House LA Initiative also recommend consideration of these land use reforms.

8.3. Housing Reform: Environmental

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. CEQA reviews have contributed to reduced residential density and increased the costs to develop new housing in Los Angeles and throughout the State. 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.

Other qualifying projects may be exempt 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.

8.4. County Findings for Land Use

The County will be considering a strategy to develop incentive zoning. More detail can be found below. All detailed County strategies can also be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

F5 – Incentive Zoning / Value Capture Strategies

County Recommendation: Instruct the Department of Regional Planning (DRP) to secure a consultant to assess the feasibility of implementing various Incentive Zoning/Value Capture strategies, including those outlined in DRP's Equity Development Tools report provided to the Board on June 24, 2015. The consultant, with the direction of DRP, would be tasked with: - Coordinating with jurisdictions and stakeholders in the County to develop an inventory of best practices on Incentive Zoning/Value Capture strategies; - Assessing the market conditions of the various unincorporated areas to determine where and which Inventive Zoning/Value Capture strategies would be most practical and effective; and - Identifying potential uses of the generated funds.

NOTE: Details regarding similar potential strategies for the City are presented in Section 10 - Budget of this report.

8.5. Legislation

Strategy Brief 8D refers to state policy for land use.

8.6. Citations Used in the Land Use Section

In addition to the Council Files and other reports identified within this Section, the following resources were utilized:

1. Department of City Planning, 2013 Annual Progress Report for the Housing Element.
2. Joint Center for Housing Studies of Harvard University (2014) The State of the Nation's Housing 2014 Cambridge, MA: Joint Center for Housing Studies of Harvard University
3. US Department of Housing and Urban Development (2013). The 2013 Homeless Assessment Report to Congress. https://www.hudexchange.info/resources/documents/ahar-2013-part1.pdf
4. Ray, Rosalie; Paul Ong and Silvia Jimenez (2014) Impacts of the Widening Divide: Los Angeles at the Forefront of the Rent Burden Crisis. Center for the Study of Inequality UCLA Luskin School of Public Affairs

8.7. Land Use Strategy Briefs

Included in the pages immediately following.

Strategy **8A**

Land Use
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

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Strategy **8B**

Land Use

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

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

Recommendation:

Direct the Department of City Planning to report on potential revisions to the Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), and the Density Bonus programs to better complement each other and to better achieve City-wide objectives of providing affordable and homeless housing.

Description:

The State of California's Density Bonus Program allows for certain zoning incentives like adjustments to building height and floor area ratio (FAR) for residential developments that include affordable housing. To align local procedures with the State legislation, the City adopted its own density bonus program in 2008. Though not mandatory like inclusionary zoning, the program has proven popular. However, some issues have arisen since 2008 with regards to interpretation and implementation of the program, particularly as recent changes to the state law have not been incorporated into the City's ordinance. New, more tailored incentives can also be developed as part of the program, including those to increase more affordable housing near high quality transit via a coordinated transit oriented development (TOD) strategy with Metro.

The Greater Downtown Housing Incentive Area (GDHIA) was established in 2007 to encourage the construction of housing in the downtown area. It removed density limits and modified parking, yard and open space requirements as incentives to build housing downtown. Similar to the State's Density Bonus Program encouraging affordable housing, the GDHIA allows for, up to, a 35% increase in FAR in exchange for the provision of affordable units. Since its inception, the GDHIA has helped spur housing development; however, it has not led to any significant amount of affordable housing in mixed-income projects. Only a couple of projects have requested the additional floor area in exchange for affordable housing. Applicants needing additional floor area tend to utilize the Transfer of Floor Area Rights (TFAR) program, which does not require the provision of affordable housing. The net effect of the "competition" between the TFAR and GDHIA program is that the housing boom downtown has yielded relatively little affordable housing in market rate developments.

Additional fees generated could be utilized to generate additional affordable housing programs.

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 under a modified Density Bonus Program, GDHIA and TFAR

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Department of City Planning (DCP)	Housing and Community Investment Department (HCID)

Connection to County:	☐ Integrate	☐ Support	☒ No Relation

Strategy **8C**

Land Use
Revise Parking and Trip Credit Guidelines for Homeless Housing

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:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning (DCP)	Housing and Community Investment Department (HCID) Los Angeles Department of Transportation (LADOT)

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Strategy **8D**

Land Use
Reestablish Mello Act Guidance

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

Recommendation:

Instruct the Department of City Planning, with the assistance of the Office of the City Attorney, to prepare a permanent Mello Act implementation ordinance for the City that results in replacement of lost affordable housing, inclusive of a potential required in-lieu payment option into the City's Affordable Housing Trust Fund. The ordinance may include potential additional reforms to the California Coastal Commission oversight that would enable greater residential density and height by-right for projects containing affordable and homeless housing.

Description:

The Mello Act is a state law that went into effect in January 1982 to help protect and increase the supply of affordable housing along California's Coastal Zone. The Mello Act consists of two primary rules, 1) if existing housing units occupied by low or moderate income households are converted or demolished, they must be replaced one-for-one with new affordable units, and 2) new housing developments must provide affordable units. Exceptions are allowed based on feasibility.

As a result of a settlement agreement that resolved a lawsuit filed against the City in 1993, the City has been operating under a set of interim administrative procedures since 2000. The agreement planned for the interim procedures to be replaced with a permanent implementation ordinance. A permanent ordinance would address various policy questions that are not settled by the current procedures, such as whether to include an in-lieu payment option and whether to allow the conversion of market-rate units to affordable units to meet the affordability requirements.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Development community building for affordable and homeless housing.

Potential Performance Metrics:

Additional units capable of being built or replaced based off of Mello Act
Reduction in building costs for homeless housing providers

Potential Funding Source:

General Fund and future Homeless Services Trust Fund

Implementation Time Frame:

Medium-Term

Lead Agency:	Collaborating Departments/Agencies:
Los Angeles Department of City Planning (DCP)	Housing and Community Investment Department (HCID) Office of the City Attorney

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

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9. Additional Strategies



Steven Adkinson

Image by Martin Schoeller

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This Section consolidates strategies that cross multiple subjects. Some strategies were in response to Council direction, while others were informed from the County's Homeless Initiative Summits conducted in late 2015.

9.1. Employment

Social Enterprise

Social Enterprises are mission-driven businesses focused on hiring and assisting people who face the greatest barriers to human and environmental well-being. Those focused on employment earn and reinvest their revenue to provide more people with services or transitional jobs to become job ready with the basic skills necessary to compete and succeed in the mainstream workforce. They help people who are willing and able to work, but have the hardest time getting jobs, including individuals with a history of homelessness and/or incarceration, and youth who are out of school and out of work.

Many services procured by local government could be provided, in whole or in part, by Social Enterprises/Alternate Staffing Organizations (ASOs) which, help employers attract and retain reliable, motivated workers and link job seekers to competitive employment, and provide opportunities for skills development and pathways to hire by employer customers.

The City could utilize Social Enterprises/ASOs to help homeless/formerly homeless adults increase their employment opportunities and income through cooperation with Social Enterprises/ASOs, including engagement with City WorkSource Centers; supporting the creation of Alternative Staffing Organizations (ASOs); developing and distributing a comprehensive inventory of the services currently being provided by Social Enterprises and ASOs to City Contractors/Sub Contractors and City Departments; and exploring options to adopt a Social Enterprise Agency Utilization Ordinance, modeled on the County's current Expanded Preference Program.

Strategy Brief 9A instructs EWDD to report on increasing employment opportunities for homeless adults by promoting Social Enterprises/Alternate Staffing Organizations.

Civil Service Employment for Formerly Homeless Individuals

Civil Service Employment includes the following three features:

1. examinations for certain civil service positions which are public, competitive and open to all
2. testing methodologies to establish rank ordered lists for hiring opportunities
3. stringent background standards

Given the formal requirements of the civil service process, a targeted recruitment 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 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. Strategy Brief 9B instructs Personnel and

EWDD to report on specific strategies promoting targeted recruitment opportunities for the homeless or recently homeless.

Youth Employment Development

As stated in Section 2.6.4, exacerbating the problems leading to homelessness for TAY, LAHSA and other homeless youth service providers indicate that homeless youth are still developing (physically, emotionally, psychologically and socially) and do not have the life skills to survive on their own. It is common for homeless youth to lack the education and job skills necessary to attain employment and sustain themselves financially. Some even lack basic skills such as cooking, money management, housekeeping and job searching. LAHSA advises that the longer a youth is on the street, the more susceptible that individual becomes to pregnancy, STDs (including HIV), arrest, and drug abuse. The NNFY advises that up to 28% of homeless youth trade sex for basic needs such as food and shelter.

Many programs such as Safe Place for Youth and the LGBT Center offer GED and employment assistance. LGBT Center staff advise that they were provided City funding for 40 summer jobs through the City's Hire LA: Summer Youth Employment Program, but that it is difficult for LGBTQ youth to find continuing employment and that they would consider prioritizing these programs if more funding was available.

In December 2015, EWDD was authorized to accept a $700,000 federal Performance Partnership Pilots grant to provide employment assistance to disconnected youth, building off the work of the Department's 16 Youth Source Centers. EWDD also operates the Los Angeles Regional Initiative for Social Enterprise (LA RISE) program to stimulate job acquisition and retention for the hardest-to-serve populations, including those with a history of homelessness and incarceration. EWDD has submitted a 2016-17 budget request to double the number of individuals served. EWDD advises that the budget request was designed, in part, to provide employment opportunities to various homeless youth and youth at-risk of homelessness. The requested expansion of LA RISE may include employment and related services for LGBTQ youth. Strategy 9C instructs EWDD to report relative to expanding employment opportunities for homeless youth or youth at-risk of homelessness.

The Los Angeles County Sheriff's Department advises that programs serving youth such as the Sheriff's Explorer program are effective at engaging youth and providing positive experiences by assisting young adults to become more responsible, compassionate, independent and self-confident. The LAPD Cadets program for youth age 13-20 helps to instill discipline, leadership, academic excellence and life-skills. The LAPD Cadet Program also seeks to empower students to maximize their personal, scholastic and life potential by building positive relationships between the police and the youth. The program also provides law enforcement-based community service and improved physical fitness. LAPD indicates that the greatest reward of this program may be the social interaction that cadets have with like-minded peers who are driven to succeed**.** The Sheriff's LGBT liaison advises that a Sheriff's Explorer Program or City Cadet program would be beneficial to LGBTQ youth. Neither the Sheriff's Office nor LAPD has such a program specifically for LGBTQ youth. Strategy 9C directs LAPD to report on the feasibility of expanding the LAPD Cadet program to include homeless transition age youth up to 24 years of age, including LGBTQ youth and LGBTQ youth at-risk of homelessness.

9.2. Discharges into Youth Homelessness

Currently, it is unknown how many individuals, including youth, are discharged into homelessness in Los Angeles. Discharges occur from institutions such as hospitals, jails, prisons and the foster care system. According to national data, between 31 and 46 percent of youth who exit foster care experience homelessness at least once by age 26. The Los Angeles County Probation Department (Probation) asserts that the courts within the juvenile justice system will not terminate supervision of a juvenile unless that minor has secured housing. In addition, Transition Age Youth within the foster care system managed by the Department of Children and Family Services (DCFS) also cannot be discharged from care without housing. However, foster youth are not tracked after they exit the foster care system. Furthermore, DCFS states that if a youth's location is unknown after discharge, their case is terminated. Strategy Brief 9E instructs staff to develop a partnership with the County to help prevent homelessness for former foster youth.

9.3. Youth Services

HHYP advises that approximately 36 percent of the homeless youth in Hollywood have had juvenile justice system experience. LAPD advises that a Homeless Outreach Liaison position was created in the fall of 2015 to, among other duties, spread awareness among officers throughout the department relative to interacting with homeless individuals and to provide to officers referral information for homeless individuals in need of services.

The Sheriff's office and LAPD, including Hollywood Division and Venice, advise that they do not have specific programs targeting homeless youth. Officers have the authority, however, to take youth into protective custody and refer them to DCFS. LAPD officers are trained to provide homeless persons, including homeless youth, referral information relative to housing and supportive services. LAPD staff advises that service providers in Venice such as SPY and Teen Project are at-risk of becoming overburdened as a result of the number of referrals provided by the department. SPY reports that it served approximately 800 different youth last year. LAHSA staff and members of the HHYP, including the LGBT Center staff, advise that there is a lack of services provided to homeless youth in the City. LAHSA advises that 1.3% of the supportive services they fund are provided to youth.

Both the Sheriff and LAPD have LGBTQ liaisons. LGBT Center staff advise that LGBTQ homeless youth are more likely to have mental illness, and LAPD further advises that 40 percent of all transgender individuals, including youth, have attempted suicide. Strategy 9F instructs LAHSA to report on the feasibility of expanding the hours of operations of youth service providers to ensure youth have access to services outside of normal business hours, including after 5pm and on weekends and holidays.

There are a number of university schools of social work in Los Angeles, including UCLA, USC, Pepperdine, and multiple regional campuses of the California State University system. As part of the degree programs many social work candidates are required to conduct related activities through internships. Given the lack of case managers and services provided to homeless youth, LAHSA should investigate if there is an opportunity to partner with the various schools of social work to provide case management services to homeless youth. Strategy 9F instructs LAHSA to report on the feasibility of developing a partnership with local schools of social work to train Master of Social Work candidates to provide case management services to homeless youth, including LGBTQ homeless youth.

9.4. Homeless Individuals with Pets

Motion (Wesson - Koretz / Huizar) (CF 15-1019) was introduced on August 28, 2015 and instructs the Department of Animal Services (Animal Services) and the Chief Legislative Analyst to report relative to providing assistance to homeless individuals with pets so that the pets are provided proper health care such as spay or neuter surgery, vaccinations, and licenses, and to ensure homeless persons are provided services without being separated from their pets.

A number of organizations both in and outside the City have provided preliminary information and recommendations relative to the services that are provided to homeless individuals with pets. These recommendations are incorporated into the strategy briefs and Animal Services is instructed to evaluate the proposals.

Pets of the Homeless, a non-profit organization based in Nevada that provides pet food and basic emergency care to homeless individuals with pets nationwide, states that approximately five to 10 percent of homeless individuals are pet owners. Hope of the Valley Rescue Mission (Hope of the Valley) located in Sun Valley advises that they serve between two and five individuals with pets at their day center on a daily basis. My Friend's Place (MFP), an organization that serves homeless youth in Hollywood, estimates that approximately 50 of its 1,500 clients last year had pets. Downtown Dog Rescue (DDR), an organization based in South Los Angeles, provides basic services to homeless individuals with pets or pet owners at-risk of homelessness. DDR is also sited at the City's South Los Angeles Shelter and provides its clients with dog food; dog supplies such as collars, leashes and dog bowls; and funds to cover minor medical expenses including spay/neuter, vaccines, dental needs and trauma. DDR advises that the major driver of homelessness for its clients is their inability to pay rent or recent rent increases.

Additionally, the Department of Animal Services, with its Board of Commissioners has begun to look at services which may better address the needs of the City's homeless with pets. Several strategy briefs are included which address the various issues and are discussed below.

Lack of Shelter

Although organizations such as Hope of the Valley and People Assisting the Homeless serve homeless individuals with pets, LAHSA and many service providers advise that pet ownership is a barrier to housing for homeless individuals. LAHSA further states that there is a lack of homeless shelters, housing and service providers that accept pets. Hope of the Valley advises that they allow pet owners access to their daytime services, however, they do not have kennels. Dogs are simply allowed to be secured in an outside area while the owner takes a shower or eats lunch.

Homeless service provider staff state that many homeless people do not wish to relinquish their pet and will, as a result, forgo services and housing. Hope of the Valley staff advises that some of their homeless clients choose to sleep in their vehicles with their pets, and may even double-up with other homeless persons with pets in large vehicles.

The Department of Animal Services advises that as part of its FY 2016-17 Budget request to the Mayor they have requested funding to purchase three tents large enough for 100 animals and portable kennels so homeless individuals with pets can access services without having to relinquish or be separated from their pet during emergencies. Strategy Brief 9G instructs Animal Services to report relative to their Budget Request.

Employment and Life Skills Development

Although organizations As part of discussion involving homeless with pets, the Executive Director of DDR advised that she is an owner of a furniture business that has a factory located in South Los Angeles and that she provides employment opportunities for many homeless individuals at her factory. The jobs are entry level manual labor such as loading, packing and sanding, as well as occasional driver positions. There may be other opportunities for business owners or other employers to provide jobs to the homeless, if appropriate connections can be made. Strategy Brief 9I instructs EWDD and LAHSA to report on the feasibility of working with local employment agencies to provide homeless individuals and homeless individuals with pets employment opportunities.

MFP advises pet ownership is a very powerful tool to engage homeless youth and to teach them adult responsibilities. Pets allow service providers to subtly help the youth learn life-skills and decision-making. MFP advises that not all youth understand how to care for pets properly, but caring for another living creature is a non-threatening way to teach the youth how to care for themselves and others. MFP staff advises that there may be an opportunity to develop formerly foster youth peer-educators to engage with and provide services to currently homeless youth with pets. Strategy Brief 9I instructs EWDD, LAHSA and Animal Services to report relative to developing a peer educator program.

City Services for Homeless Individuals with Pets

The Department of Animal Services has suggested a number of initiatives that can be taken with regard to homeless individuals with pets.

Animal Services advises that State law allows an animal to be tethered to a stationary object for a reasonable period of time, but not to exceed three hours. Currently, the City's Municipal Code is more restrictive than the State law, and only allows tethering for an amount of time to complete a temporary task. Strategy Brief 9H instructs Animal Services to report relative to amending the Municipal Code to provide animal owners, including homeless individuals with pets, an extended opportunity to tether their animals.

In January 2016, it is expected that the Board of Animal Services Commissioners will discuss a proposal by Animal Services to expand its spay/neuter program. Animal Services advises that in order to better serve homeless individuals with pets and the health needs of those pets, the Department has proposed easing its requirements for free spay/neuter services. Currently, the Department provides free spay/neuter vouchers for low-income individuals who can show proof of income by, for example, a W2 or pay-stub. By removing the proof requirement, a barrier will be lifted for homeless individuals to receive services for their pet. Strategy Brief 9H instructs Animal Services to report on this proposal. Animal Services advises it is considering amending its departmental policy to no longer require a physical address for license renewal and microchipping, and would instead only require an email address. Owners would still be able to communicate with the Department through the postal system if desired, but it would not be a requirement. Strategy Brief 9H instructs Animal Services to report relative to updating its department policies to allow licensing renewals and microchipping activities to be processed using an email address rather than requiring a physical address.

The Department of Animal Services advises that it may be possible for the Department to establish free vaccine clinics that could serve homeless persons with pets. The clinics would be staffed by a Registered Veterinary Technician and could provide vaccines for rabies, parvo and distemper. The department advises that funding above its current FY 2016-

17 Budget Request would need to be identified to establish and operate the clinics. Strategy Brief 9H instructs Animal Services with assistance from LAHSA, to report on the feasibility of establishing free vaccine clinics for pets of homeless individuals.

Discussions with DDR have also resulted in a number of potential strategies to address homelessness for which further study is merited. These include the following: identifying locations to temporarily house pets of homeless individuals or individuals at risk of homelessness while factors impacting those individuals' homelessness is addressed; locating office space in Skid Row in order to operate a pet services program for homeless individuals with pets; and developing a program based on Downtown Dog Rescue's Shelter Intervention Program at other locations, including City animal shelters (See Strategy Brief 9H).

Coordinated Entry System

LAHSA states that it does not have data relative to the number of homeless with pets in the City. LAHSA advises, however, that the Coordinated Entry System (CES) has the capacity to track data regarding homeless individuals with pets, but that data is not currently collected. Strategy 4C (See Section 4 Coordinated Entry System) instructs LAHSA to incorporate homeless individuals with pets into CES and to include this information in its reports to Council as appropriate. Strategy 4C further instructs LAHSA to ensure Animal Services staff is providing training to refer homeless individuals with pets into CES.

9.5. Homeless Donation Program

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 administering entity would review all participating organizations and funding requests, while enforcing strict reporting measures to ensure multiple dimensions of transparency and integrity. Strategy Brief 9D instructs LAHSA, with assistance United Way and the Mayor's Office of Strategic Partnerships, 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.

9.6. Best Practices

Best pratices for homeless intervention have been included throughout this report. This information was included in response to CF 15-0211 and Motion (Wesson - Harris-Dawson - O'Farrell / Bonin - Buscaino - Huizar) (CF 15-1138-S2). Best Practices include, but are not limited to, the following:

- Housing First – Section 7
- Santa Barbara Safe Parking – Section 8
- LavaMae, portable showers – Section 8

- San Francisco Housing Navigation Centers - Section 8
- Homeless Youth Peer Outreach/Engagement – Section 9
- Regional Groups – Government Section

The League of California Cities (LCC) was also contacted in the development of the report. The League is continuing to engage with cities across the state to develop homelessness related legislative strategies, however, no recommended actions have been proposed by the League to date. Staff will continue to partner with LLC.

9.7. County Findings for Additional Strategies

County strategies related to this Section are included below. All detailed County strategies can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

C2 - Increase Employment for Homeless Adults by Supporting Social Enterprise

County Recommendation: Direct the Chief Executive Office to support Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for Homeless Adults.

NOTE: Related City Strategy 9A is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

C3 - Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs

County Recommendation: Direct the Department of Human Resources to expand targeted recruitment opportunities to include those who are homeless or recently homeless.

NOTE: Related City Strategy 9B is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each strategy brief.

9.8. Legislation

Strategy 9F requests staff to report relative to sponsoring or supporting legislation to increase State and Federal funding to address youth homelessness.

9.9. Additional Strategy Briefs

Included in the pages immediately following.

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Strategy **9A**

Additional Strategies

Employ Homeless Adults by Supporting Social Enterprise

(Corresponding County Strategy C2)

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

Recommendation:

Direct the Economic and Workforce Development Department (EWDD) to report on specific strategies promoting Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for Homeless Adults.

Description:

Social Enterprises are mission-driven businesses focused on hiring and assisting people who face the greatest barriers to work. They earn and reinvest their revenue to provide more people with transitional jobs to become job ready with the basic skills necessary to compete and succeed in the mainstream workforce. They help people who are willing and able to work, but have the hardest time getting jobs, including individuals with a history of homelessness and/or incarceration, and youth who are out of school and out of work.

Many services procured by local government could be provided, in whole or in part, by Social Enterprises/ASOs.

Alternate Staffing Organizations (ASOs) operated by Social Enterprises provide temporary workers and act as intermediaries between employers and job seekers, helping employers attract and retain reliable, motivated workers and linking job seekers to competitive employment, opportunities for skills development and pathways to hire by employer customers. Unlike conventional temporary staffing companies, ASOs operated by Social Enterprises have a dual mission to satisfy their customers and promote workplace success for people with obstacles to employment, such as those with unstable housing history, criminal backgrounds, or those participating in recovery programs.

The City could utilize Social Enterprises/ASOs to help homeless/formerly homeless adults increase their income through employment opportunities by taking the following actions: (1) Examining various City employment opportunities and options for cooperation with Social Enterprises/ASOs, including through City WorkSource Centers; (2) Support the creation of Alternative Staffing Organizations (ASOs) operated by Social Enterprise Entities and designate them as the preferred staffing agency for City Departments, Contractors and Sub-contractors to use for their temporary staffing needs; (3) Develop and distribute a comprehensive inventory of the services currently being provided by Social Enterprises and ASOs to City Contractors/Sub Contractors and City Departments. Recommendations could explore how to encourage every contractor providing services to the City to work with Social Enterprises/ASOs to perform functions consistent with its business needs, as part of its City contract; and (4) as proposed by the County, explore options to adopt a Social Enterprise Agency Utilization Ordinance, modeled on the County's current Expanded Preference Program.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

All homeless populations.

Potential Performance Metrics:

- Increase in the number of employment opportunities available for homeless people, recently homeless, or those at risk of homelessness resulting from increased utilization of social enterprises/ASOs
- Percentage of social enterprise employees who are able to move on to non-supported employment
- Number of workers engaged in ASO assignments
- Reduction in dependence on public benefits due to ASO assignment

Potential Funding Source:		
Staff time required to be absorbed by each department.		
Implementation Time Frame:		
Short-Term		
Lead Agency:	**Collaborating Departments/Agencies:**	
Enterprise and Workforce Development (EWDD)	All City Departments which contract for goods and/or services	
Connection to County:	☐ **Integrate**	☒ **Support** ☐ **No Relation**

Strategy **9B**

Additional Strategies

City Recruitment, Training and Hiring Process for Homeless/Recently Homeless

(Corresponding County Strategy C3)

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

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:	Collaborating Departments/Agencies:
Personnel Department Enterprise and Workforce Development (EWDD)	All hiring City Departments

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **9C**

Additional Strategies
Employment Development Programs for Homeless Youth

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

Recommendation:

Instruct the Economic and Workforce Development Department (EWDD) to report relative to expanding employment development opportunities for homeless youth or youth at-risk of homelessness, including lesbian, gay, bisexual, transgender, and questioning (LGBTQ) homeless youth and LGBTQ youth at-risk of homelessness. Instruct the Los Angeles Police Department (LAPD) to report relative to expanding the LAPD Cadet program to include homeless transition age youth (TAY) up to 24 years of age, including LGBTQ youth, and LGBTQ youth at-risk of homelessness, and the potential for having an LGBTQ sworn officer support the program.

Description:

EWDD was recently authorized by Council to accept a federal multi-agency $700,000 grant, the Performance Partnership Pilots, for a comprehensive service delivery system that coordinates and integrates the multiple layers of services being provided to disconnected youth ages 16-24, including homeless youth, youth at-risk of homelessness, foster care youth and youth involved in the Probation system. The grant will strategically build off of the employment, educational, and social/health well-being services provided through the City's 16 existing YouthSource Centers.

The City's Hire LA's Youth, summer employment program, operated by EWDD, prepares young adults for the workforce and develops long-term employment opportunities with the City's business community.

The Los Angeles Regional Initiative for Social Enterprise (LA RISE) is a demonstration project operated by EWDD that provides employment services to individuals with a history of homelessness and/or incarceration. LA RISE serves approximately 500 individuals and EWDD has submitted a 2016-17 budget request to double the number of individuals served. EWDD advises that the budget request was designed, in part, to provide employment opportunities to various homeless youth and youth at-risk of homelessness. The Los Angeles LGBT Center advises that it is difficult to find employment opportunities for LGBTQ youth. The requested expansion of LA RISE may include employment and related services for LGBTQ youth.

In response to the instruction in CF 15-0675, relative to youth homelessness, including LGBTQ youth homelessness, staff contacted the Sheriff's Office, which advised that law enforcement programs targeting youth are effective at engaging youth and providing positive experiences in their development. The Los Angeles Police Department's LAPD Cadet Program is one of these programs. However, neither the County nor the City has a program specifically for LGBTQ youth. If such a program is developed, the Sheriff's LGBTQ liaison advises it may be beneficial to include a LGBTQ staff member as part of the program to help the cadets feel accepted, as it is common for LGBTQ youth to experience discrimination, even within the homeless services network. The Sheriff's office further advises that given the challenges of homelessness, such a program may be more appropriate as a homelessness preventive measure, rather than as a service provided to already homeless youth that may not be in a stable environment.

The report provided by EWDD relative to expanding employment opportunities for homeless youth and youth at-risk of homelessness, including LGBTQ Youth, should include the following:

1. The feasibility and requirements to expand the number of homeless youth and youth at risk of homelessness being provided workforce development services and employment through the City's existing workforce development programs, including City YouthSource Centers, the Los Angeles Regional Initiative for Social Enterprise (LA RISE), Hire LA, and the Summer Youth Employment Program; and

2. A status update of EWDD's Los Angeles Performance Partnership Pilot grant to serve disconnected youth and include in the report the number of homeless youth or youth at-risk of homelessness being served and recommendations on how to serve additional homeless youth or youth at risk for homelessness.

Instruct LAPD to report:

1. On the feasibility of expanding the LAPD Cadet program to include homeless transition age youth up to 24 years of age, including LGBTQ youth, and LGBTQ youth at-risk of homelessness, and the potential for having an LGBTQ sworn officer support the program.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Homeless youth and youth at risk for homelessness, including LGBTQ homeless youth and LGBTQ youth at-risk of homelessness.

Potential Performance Metrics:

Number of job placements for homeless youth or youth at risk of homelessness, including LGBTQ homeless youth and LGBTQ youth at-risk of homelessness.
Number of homeless youth or youth at risk of homelessness, including LGBTQ homeless youth and LGBTQ youth at-risk of homelessness
LGBTQ graduates of LAPD's Cadet Program

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:	Collaborating Departments/Agencies:
Economic and Workforce Development Department (EWDD) Los Angeles Police Department (LAPD)	

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Strategy **9D**

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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA)	United Way - Home For Good Mayor's Office of Strategic Partnerships Homeless Strategy Committee

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **9E**

Additional Strategies
Homelessness Prevention for Former Foster Care Youth
(Related to County strategies A2, A4)

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

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA), Economic and Workforce Development Department (EWDD) and the City's Homeless Strategy Committee to monitor and report relative to upcoming changes to the County's services provided to foster youth to prevent homelessness, and actions the City can take in partnership with the County to prevent or end homelessness for former foster youth.

Description:

LAHSA advises that according to national data, between 31 percent and 46 percent of youth who exit foster care experience homelessness at least once by age 26. County staff and LAHSA advise that transition age youth (TAY) under supervision of the County Department of Children and Family Services (DCFS) and Probation Department will not be discharged without a housing option. DCFS and LAHSA advise that foster youth are not tracked after they exit the foster care system.

The County predominantly serves foster youth. However, as detailed in Strategy 9C, EWDD recently received a $700,000 federal grant to provide educational and employment opportunities to disconnected youth including foster care youth. EWDD also administers the City's 13 YouthSource Centers which provide employment and educational development services for eligible youth ages 16 to 24 with significant barriers to employment, including current or former status in the foster care system.

County staff advises that establishing a connection between the City and the County on a staff level may be an effective strategy to address and prevent homelessness for youth involved or formerly involved in the foster care system. The staff-level connection would help to ensure that the needs of the youth are addressed personally by a staff member to ensure the youth receive the services for which they are eligible.

Given the County's Homeless Initiative included a discussion of possible strategies to enhance the County's discharge policy for foster youth, the City should monitor actions taken by the county to prevent homelessness among former foster youth and partner with the County to take actions to assist foster youth transition into self-sufficiency.

The report should include actions the City can take in partnership with the County to prevent or end homelessness for former foster youth, including the following:

1. Monitor recent County strategies to reduce homelessness for individuals formerly involved in foster care;

2. The feasibility of establishing a City homelessness liaison to partner with the County to ensure both City and County services are received by homeless youth and foster youth at-risk of homelessness; and

3. The feasibility of partnering with Los Angeles County to provide and, if appropriate, possibly partially fund homeless prevention and post-release services to youth involved with the County's foster care system.

Coordination Response Type:

Prevention

Population(s) Targeted/Other Categorizations:

Foster youth and formerly foster youth who are homeless or at-risk of homelessness.

Potential Performance Metrics:	
LAHSA and DCFS statistics relative to the number of foster youth who are or become homeless. Services provided to foster youth or former foster youth.	
Potential Funding Source:	
NA	
Implementation Time Frame:	
Medium-Term	
Estimated Timeframe:	
TBD	
Lead Agency:	**Collaborating Departments/Agencies:**
Homeless Strategy Committee Los Angeles Homeless Services Authority (LAHSA) Economic and Workforce Development (EWDD)	Children and Family Services (County)
Connection to County: ☒ **Integrate**	☐ **Support** ☐ **No Relation**

Strategy **9F**

Additional Strategies
Expand Youth Homeless Services

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

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA) to report on the feasibility of expanding services targeted to homeless youth and youth at-risk of homelessness. Instruct LAHSA to report relative to partnering with local schools of social work to provide case management services to homeless individuals including homeless youth and homeless LGBTQ youth. Instruct the CLA to report relative to sponsoring/supporting legislation to increase State and Federal funding for youth homelessness.

Description:

LAPD staff advises that service providers such as Safe Place For Youth and Teen Project in Venice are at-risk of becoming overburdened with the number of referrals from the department. Additionally, LAHSA, and members of the Hollywood Homeless Youth Partnership, including LGBT Center staff advise that there is a lack of services provided to youth, including services provided in off-peak hours including at night, on weekends and on holidays. LAHSA advises that 1.3 percent of the supportive services they fund are provided to homeless youth.

There are a number of university schools of social work in Los Angeles, including UCLA, USC, Pepperdine, and multiple regional campuses of the California State University system. As part of the degree programs, many social work candidates are required to conduct related activities through internships. For example, the USC School of Social Work requires its students to complete 1,000 hours of hands-on training, in nearby social service agencies, government entities, schools, hospitals, or businesses. Given the lack of case managers and services provided to homeless youth, LAHSA should investigate if there is an opportunity to partner with the various schools of social work to provide case management services to homeless youth.

Youth service providers advise that neither the State of California nor the Federal government prioritize funding for youth homelessness. The providers indicate that the State only dedicates $1 million for youth homeless programs and the federal government is currently dedicated to ending veterans' homelessness.

LAHSA's reports should address the following issues to expand services provided to homeless youth and youth at-risk of homelessness.

1. The feasibility of expanding the hours of operations of homeless youth service providers to ensure youth have access to services outside of normal business hours, including after 5pm and on weekends and holidays.

2. The feasibility of partnering with local schools of social work to train Master of Social Work candidates to provide case management services to homeless individuals including homeless youth, and LGBTQ homeless youth.

The CLA report should include the following:

3. Sponsorship or support for legislation to increase State and Federal funding for youth homelessness.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Homeless youth and youth at-risk of homelessness.

Potential Performance Metrics:		
Statistics relative to additional services provided to homeless youth and youth at-risk of homelessness. The number of MSW candidates providing services to homeless youth.		
Potential Funding Source:		
NA		
Implementation Time Frame:		
Medium-Term		
Lead Agency:	**Collaborating Departments/Agencies:**	
Los Angeles Homeless Services Authority (LAHSA)	City Administrative Officer (CAO)	
Connection to County: ☐ **Integrate**	☐ **Support**	☒ **No Relation**

Strategy **9G**

Housing
Emergency Shelter for Homeless Individuals with Pets

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

Recommendation:

Department of Animal Services (Animal Services) with the assistance of the Los Angeles Homeless Services Authority (LAHSA) to report relative to Animal Services' proposal to purchase tents and kennels so homeless individuals with pets can access shelter without having to be separated from their pet during emergencies.

Description:

In response to Motion (Wesson – Koretz / Huizar) and the Homelessness and Poverty Committee's Homelessness Budget Request, the Department of Animal Services (Animal Services) has submitted a proposal for consideration during the 2016-17 Budget process. The proposal includes the purchase of three large tents, and kennels, to allow homeless individuals to shelter their pets during emergencies. The proposal would prevent homeless individuals from having to relinquish or abandon their pets during emergencies. Currently, LAHSA advises that owning pets is oftentimes a barrier to securing housing for homeless individuals.

Animal Services advises that the tents would be large enough for at least 100 animals. The Department also advises that it would require partnership with agencies that provide shelter to the homeless during emergencies. Animal Services advises that the tents cost approximately $15,000 each and that the cost of kennels ranges from $40-$150 based on their size.

The Department should be instructed to report, with the assistance of the Los Angeles Homeless Services Authority, relative to its proposal to purchase tents and kennels so homeless individuals with pets can access shelter without having to be separated from their pet during emergencies.

Coordinated Response Type:

Housing

Population(s) Targeted/Other Categorizations:

Homeless individuals with pets.

Potential Performance Metrics:

Statistics for homeless individuals with pets that are able to access shelter.

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:	Collaborating Departments/Agencies:
Department of Animal Services	Los Angeles Homeless Services Authority (LAHSA)

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

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Strategy **9H**

Additional Strategies
Proposals to Assist Homeless Individuals and Their Pets

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

Recommendation:

Instruct the Department of Animal Services to report relative to the following proposals to assist homeless individuals with pets or pet owners at-risk of homelessness: tethering law amendment; expansion of spay/neuter surgeries; licensing and microchipping; temporary housing for pets in danger of relinquishment; developing pet services programs; and providing free vaccine clinics.

Description:

Below is a series of actions the Department of Animal Services (Animal Services) should investigate to ensure homeless individuals and their pets, and pet owners at-risk of homelessness are provided assistance to address or prevent homelessness.

1. Tethering Law
Currently, Municipal Code 53.70 only allows a dog owner to tether their pet to a pole or tree to complete temporary tasks, while the pet remains under supervision. Animal Services advises that State law allows tethering up to three hours within a 24 hour period, and therefore aligning City policy with State law would allow all dog owners, including homeless dog owners, more leniency to secure their animals.

2. Expansion of Spay/Neuter Services
The department advises that the Board of Animal Services Commissioners will be considering a proposal to reduce requirements imposed on pet owners to obtain free spay/neuter surgeries for their animals. Currently, the department requires proof of low-income status through a W2 or a pay stub. Animal Services is proposing to eliminate this requirement, which would eliminate a barrier for homeless individuals to receive the service.

3. Licensing and Microchipping
Currently, Animal Services' policy requires animal licenses and microchipping to be processed with a physical address. The address is used to send out renewal notices and to stay in contact with residents receiving department services. The department advises it is considering amending the requirement to allow email addresses to suffice for processing licensing and microchipping services. This policy change would allow homeless individuals without a physical mailing address to receive animal licenses and microchips for their pets.

4. Temporary Housing for Pets in Danger of Relinquishment
Downtown Dog Rescue (DDR) is a non-profit animal service organization which operates part-time from the City's South Los Angeles Shelter. DDR provides a variety of services to its clients including the following: supplying dog bowls, dog leashes and dog food; spay/neuter vouchers; and funding to cover the costs of minor surgeries for animals. DDR advises that many of the clients they serve are homeless or on the verge of homelessness and the costs of redeeming a dog from impound, which can exceed $350, or even purchasing a $20 animal license fee can be too costly for someone whose housing status is in jeopardy. As a result, the Department should investigate the possibility of securing temporary shelter for the pets of homeless individuals so that those individuals do not have to relinquish their animals while the factors causing housing and financial instability are addressed.

5. and 6. Pet Services Programs
DDR has offered to staff a pet services clinic in the Skid Row area of downtown for approximately half a day a week, if the City can provide the office space. City staff should investigate the possibility of providing office space in the downtown area.

In addition, DDR has established a Shelter Intervention Program (SIP) to train other providers how to establish and

operate an animal services program similar to DDR. The City should determine if a SIP can be established in other areas of the City, including at other City shelters to serve homeless individuals with pets or pet owners at risk of homelessness.

7. Determine feasibility of Free Vaccine Clinics

Currently, Animal Services does not operate free vaccine clinics in the City, however, the department does have a contract for a low-cost vaccine clinic. The Department has advised it could determine the feasibility of providing a free vaccine clinic accessible to homeless individuals.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Homeless individuals with pets and pet owners at-risk of homelessness.

Potential Performance Metrics:

Statistics for increased spay/neuter surgeries, license renewals, microchipping, and vaccines provided to homeless individuals with pets, as well as the establishment of service programs at locations throughout the City.

Potential Funding Source:

NA

Implementation Time Frame:

Short-Term

Lead Agency:	Collaborating Departments/Agencies:
Department of Animal Services	Los Angeles Homeless Services Authority (LAHSA) Department of General Services City Administrative Officer (CAO)

Connection to County: ☐ Integrate ☐ Support ☒ No Relation

Strategy 91

Additional Strategies
Employment and Life Skills Development for Homeless Pet Owners

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

Recommendation:

Instruct the Los Angeles Homeless Services Authority (LAHSA) and Enterprise and Workforce Development Department (EWDD) to report on the feasibility of providing employment opportunities to homeless individuals with pets or pet owners at-risk of homelessness. Instruct EWDD, LAHSA and Animal Services to report relative to developing a peer educator program of formerly homeless youth to conduct engagement to homeless youth including those homeless youth with pets.

Description:

Downtown Dog Rescue (DDR) is a local non-profit that provides pet supplies and funding for minor medical interventions for animals, to homeless individuals with pets or pet owners at-risk of homelessness. DDR's Executive Director advises that it also offers some of its clients' employment. The positions are generally manual labor jobs, such as loading, packing and sanding, with occasional driving positons. The Executive Director also informs that job vacancies can be identified through employment agencies.

A homeless youth service provider has advised that pet ownership is a powerful tool in which to engage homeless youth. Not only does it serve as an easy way to initiate a conversation, but discussions of animal care with homeless youth who have pets allows service providers, in a non-threatening manner, to educate the youth relative to a variety of life skills, such as personal responsibility, hygiene and medical care. The service provider advises that pet ownership could also serve as a foundation in the establishment of a youth peer educator program that prepares former homeless youth to engage current homeless youth and homeless youth with pets.

To determine the feasibility of establishing the following employment development programs for homeless individuals, staff should report as follows:

1. Instruct EWDD and LAHSA to work with local employment agencies and local businesses that may be interested in providing homeless individuals employment opportunities.

2. Instruct EWDD, LAHSA and Animal Services to report relative to developing a peer educator program of formerly homeless youth to conduct engagement to homeless youth including those homeless youth with pets.

Coordinated Response Type:

Supportive Services

Population(s) Targeted/Other Categorizations:

Homeless individuals with pets.

Potential Performance Metrics:

Statistics for jobs provided to homeless individuals with pets.

Potential Funding Source:

NA

Implementation Time Frame:	
Short-Term	
Lead Agency:	**Collaborating Departments/Agencies:**
Los Angeles Homeless Services Authority (LAHSA) Economic and Workforce Development (EWDD)	Department of Animal Services 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 (EWDD), with the assistance of the Los Angeles Homeless Services Authority (LAHSA), 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:	**Collaborating Departments/Agencies:**	
Economic and Workforce Development (EWDD)	Los Angeles Homeless Services Authority (LAHSA)	
Connection to County: ☒ Integrate	☐ Support	☐ No Relation

Strategy **9K**

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:

The Los Angeles Homeless Services Authority's (LAHSA) 2015 Point-In-Time (PIT) count, determined that 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. 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 that occurred from January 26-28, 2016 included 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. The 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. (See Related Strategy 7A).

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:	Collaborating Departments/Agencies:
Los Angeles Homeless Services Authority (LAHSA) Economic and Workforce Development Department (EWDD) Housing and Community Investment Department (HCID) Domestic Violence Task Force	Department of Aging Commission on the Status on Women Commission on Community and Family Services City Administrative Officer (CAO)
Connection to County: ☐ Integrate	☐ Support	☒ No Relation

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10. Budget



Andrew

Image by Martin Schoeller

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The implementation of many of the strategies proposed in this report will require a funding component; yet, in many cases, the costs associated with these strategies and the sources from which they will be funded still need to be identified. Individual strategies in this report include an instruction to report on the costs to develop and implement that particular program. It is not possible at this time to say what the overall cost would be to implement a Comprehensive Homeless Strategy. What is known is that the cost will be significant and cannot be done without new funding sources.

The development of the Fiscal Year (FY) 2016-17 Budget presents the most significant opportunity to specify costs relative to the Comprehensive Homeless Strategy by prioritizing homelessness-related programs and proposing new funding streams. The budget process is currently underway and will be released by the Mayor on or before April 20, 2016. While the Mayor has stated his intent to focus on homelessness needs in the upcoming budget, details relative to the dollar amounts that will be invested in housing and supportive services for the homeless are not available until the budget is submitted to the Council for consideration.

In advance of the Mayor's budget, it is recommended that the Council direct the CAO and CLA to report with cost estimates to finance the strategies to address homelessness adopted by the Mayor and Council with proposals to fund these strategies in the near and long term (Strategy 10D). Rather than providing a line-by-line prescription of how future funds are to be spent, the focus of this Section is to discuss the following issues in general terms that can be refined as the Mayor and Council select which strategies to pursue:

- Costs relative to supportive services (Section 10.1);
- Potential housing costs over the next 10 years (Section 10.2);
- Possible strategy for expedited construction of permanent housing (Section 10.2.1);
- Revolving loan funding for construction (Section 10.2.2);
- Dedicated, separate trust funds for housing construction and homeless services provision (Section 10.3);
- Potential new funding sources that are critical to fund some of this report's proposed strategies (Section 10.4);
- Council requested services (Section 10.5); and
- Legislation that could result in additional resources for homelessness housing and services (Section 10.7).

10.1. Outreach and Coordinated Entry System (CES) Costs

Building and leasing costs, while the most significant, are not the only expenses associated with providing housing options for the homeless. Services to support the newly-sheltered and housed are needed to help ensure ongoing success. These services include outreach, operation and continued development of the Coordinated Entry System (CES). In some cases, expansion of existing services is recommended by LAHSA, and informed in part by the shortfalls identified in the LAHSA Housing Gap analysis (C.F. 15-1091). It should be noted that new sources of funding need to be identified to accommodate any expansion of services. The four components of CES apply to individuals and youth; their estimated short-term annual costs are as follows and will be refined as part of the reporting process described in Strategy 10E. These numbers are provided for informational and planning purposes:

- Crisis and Bridge Housing (CBH) – provides a total of approximately 1,100 beds at 15 locations throughout the City. This program offers critical, basic housing for homeless individuals, youth, and unaccompanied minors in need of immediate shelter. This component also acts as a point of entry into the Continuum of Care (CoC). CBH provides 140 24-hour bridge housing beds to individuals identified by CES and case management, counseling, and housing placement services. LAHSA estimates that the annual cost of CBH is approximately $9.6 million and would provide the services listed above, plus 1) fund the expansion of the 14-hour crisis housing system to 24 hours, 2)

increase the reimbursement per bed night rate, as recommended by LAHSA, to $30, and 3) create new CBH beds by re-using existing Transitional Housing locations for which funding is running out.

- Rapid Re-housing (RRH) – is a housing strategy and best practice that provides a limited-term rental subsidy and support services to help homeless individuals move into their own permanent housing. The subsidies and support services help these individuals make the transition from the street and back into housing until they can become self-sufficient; rental subsidy payments will taper off over time as the person becomes able to make their own rental payments. Services include diversion, bridge housing, move-in assistance, housing location, and housing retention. LAHSA estimates that approximately $43.3 million is necessary to help address RRH needs in the City.
- Coordinated Case Management, Housing Navigation and Outreach (CCM) – includes outreach, engagement, navigation, housing location and housing retention services. Funding includes one or more case workers assisting homeless clients throughout the participant's path toward permanent housing stability. LAHSA states that over 10,000 individuals will benefit from these activities and the estimated cost is $6.1 million.
- Regional Coordination (RC) – is the regional coordination component of CES in the City. CES Lead Providers oversee and coordinate the CES processes of engagement, assessment and interim support by identifying housing alternatives and assigning case workers to participants through the move-in process. The coordination activities allow nearly 90 service providers to participate in the CES module of the Homeless Management Information System (HMIS). This module is where data is entered and shared to ensure the most vulnerable clients have priority access to housing and services. LAHSA anticipates annual costs of $1.3 million to provide regional coordination activities for approximately 10,300 individuals.

10.2. Scenario for 10-Year Housing Program Costs

In October 2015, the Los Angeles Homeless Services Authority (LAHSA) provided our offices with a report detailing housing needs and associated costs to reach "functional zero" for homelessness in the City (see Glossary). Previous estimates of housing costs to the City were further refined based on the information contained in that report, along with subsequent discussions with LAHSA and staff from HCID. As mentioned in Section 7 of this report, a mixture of housing options should be provided to most effectively address homelessness. In particular, Council must decide what proportion of homeless permanent housing options should be Permanent Supportive Housing lease-based (PSH Lease) and how much should be Permanent Supportive Housing new construction or rehabilitation (PSH Construction).

A 75 percent PSH Construction/25 percent PSH Lease model (Table 2) is presented for consideration, where the majority of funding at the outset is dedicated to support lease-based programs. The proposed model would project a peak in subsidies in Year 5, when newly constructed units would come online. In Year 6, funding for the PSH units provided by the more costly lease-based approach begin to decline with a corresponding increase in funding for the new construction of PSH units. In Year 1, the City's cost for PSH Lease is approximately $27 million and for PSH Construction $35 million. These estimates are based on the following cost assumptions (Table 1):

Table 1: Cost Assumptions for 10 Year Housing Model

	PSH Construction	PSH Lease		RRH		Diversion	
Homeless Population Type	City Capital Cost Subsidy per unit	Annual Services Cost[a]	Annual Rent Subsidy[a]	Rent Assistance[a]	Services Cost[a]	Rental Assistance[a]	Services Cost[a]
Individuals	$100,000	$5,322	$12,096	$6,451	$729	$2,016	$600
Families	$100,000	$5,677	$20,100	$11,893	$907	$3,350	$672

Source: LAHSA/Consultant Housing Gap Analysis presented to Council in C.F. 15-1091 and HCID Staff Recommendations a. These cost figures are per household

By the end of Year 10, funding for lease versus construction programs would adjust to 25 percent PSH Lease/75 percent PSH Construction. In Year 10 and beyond, the City's costs to maintain PSH Lease funding would be approximately $45 million annually. The table below illustrates the costs for the 10 year model described with funding broken down by year:

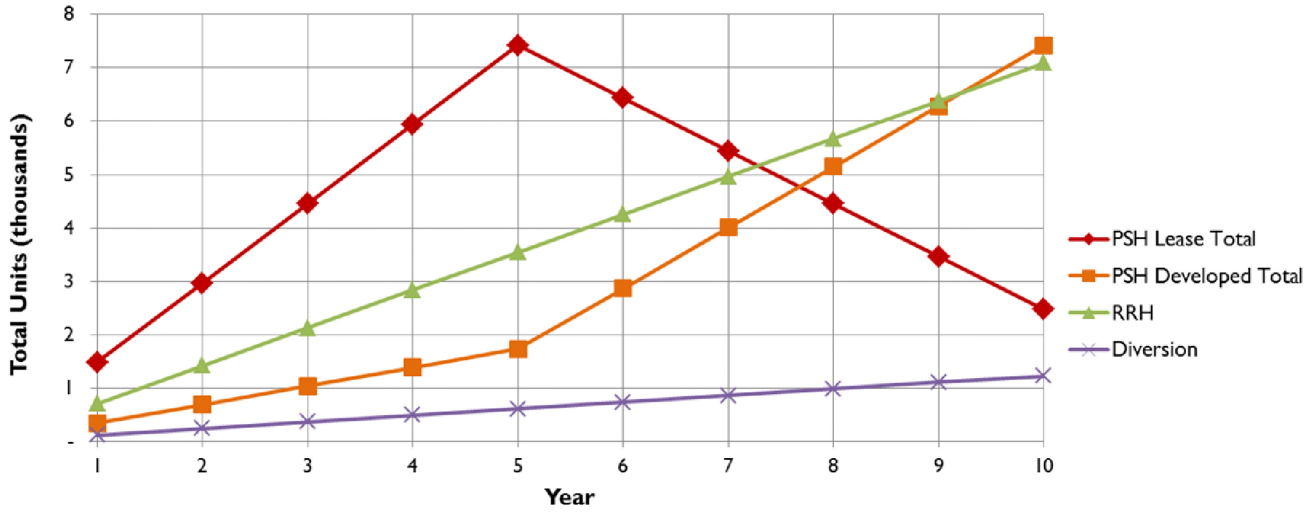
Table 2: Illustration of Annual Costs for 10 Year Housing Program

	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Cost	Cost	Cost	Cost	Cost
PSH Lease	$ 26,901,546	$ 53,828,869	$ 80,738,774	$ 107,648,679	$ 134,558,584
PSH Construction	34,700,000	34,700,000	34,700,000	34,600,000	34,500,000
PSH Subtotal	**$ 61,601,546**	**$ 88,528,869**	**$ 115,438,774**	**$ 142,248,679**	**$ 169,058,584**
RRH	5,336,464	10,672,928	16,009,392	21,345,856	26,682,320
Diversion	410,346	820,692	1,231,038	1,641,384	2,051,730
TOTAL	**$ 67,348,356**	**$ 100,022,489**	**$ 132,679,204**	**$ 165,235,919**	**$ 197,792,634**

	Year 6	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**TOTAL**
	Cost	Cost	Cost	Cost	Cost	**Cost**
PSH Lease	$ 116,604,249	$ 98,649,914	$ 80,695,579	$ 62,767,021	$ 44,838,463	**$ 807,231,678**
PSH Construction	113,900,000	113,800,000	113,800,000	113,700,000	113,700,000	**742,100,000**
PSH Subtotal	**$ 230,504,249**	**$ 212,449,914**	**$ 194,495,579**	**$ 176,467,021**	**$ 158,538,463**	**$ 1,549,331,678**
RRH	32,018,784	37,355,248	42,691,712	48,028,176	53,364,640	**293,505,520**
Diversion	2,462,076	2,872,422	3,282,768	3,693,114	4,103,460	**22,569,030**
TOTAL	**$ 264,985,109**	**$ 252,677,584**	**$ 240,470,059**	**$ 228,188,311**	**$ 216,006,563**	**$ 1,865,344,915**

The model can be modified to demonstrate alternative housing scenarios based on policy decisions and funding availability. The following graph illustrates the annual unit production for the 10 year housing model (Figure 1):

Figure 1: Illustration of Annual Unit Production for 10 Year Housing Program



Cost model based on LAHSA/Consultant Housing Gap analysis presented to Council in C.F. 15-1091.
Note: Unit figures for PSH Construction show the year that units are funded; actual construction would happen in future years

One reason that this model replaces leases with constructed units is that the long-term use of rental assistance to provide PSH is less feasible than new PSH construction. This is because rental assistance vouchers would increase demand on the City's constrained rental housing market and become an ongoing obligation of the City, costing more in the long term than the one-time costs associated with new PSH construction. It should be noted that PSH construction financed by the City is more viable when vouchers are available; however, these vouchers have historically been State and federal vouchers. This model assumes sufficient State and federal vouchers would be available for these projects and our Offices will work with HCID and HACLA to determine the availability of these and other vouchers as part of the report recommended by Strategy 7E.

Additional assumptions made in the cost models shown in this section are: 1) City investments in PSH construction would leverage funds at the current ratio; 2) Rapid Re-housing (RRH) and diversion programs will be expanded at a flat rate over ten years; and, 3) sufficient housing stock will be available for individuals with PSH lease or RRH rental assistance to find housing.

Expedited Construction Using Four Percent Tax Credit Funding

The effective implementation of the 10 year cost model illustrated above will require a significant increase in the construction of new PSH units by the City. In conversations with HCID staff it was recommended that one avenue to drastically increase the rate that the City constructs new PSH units would be to increase the utilization of Four Percent Low Income Housing Tax Credits (LIHTCs) for the financing of new PSH projects. Generally, Nine Percent LIHTCs are used to finance PSH projects in the City; however, HCID staff have stated that Nine Percent LIHTCs are oversubscribed because Four Percent LIHTCs provide a lower level of funding and require a larger contribution of local funds to make up for the lower level of subsidy. In addition, Four Percent LIHTCs are more readily available than the Nine Percent LIHTCs. Increased utilization of Four Percent LIHTCs could be achieved by the City through the provision of larger subsidies to PSH projects. The HCID estimates that a per unit subsidy of $150,000 would be required and this cost is

reflected in the PSH Construction row of Table 3. The table below shows the 10 year cost model with capital costs adjusted to illustrate a PSH construction program utilizing Four Percent LIHTCs and larger per unit subsidies (Table 3):

Table 3: Illustration of Annual Costs for 10 Year Housing Program Utilizing Four Percent LIHTCs

	Year 1	Year 2	Year 3	Year 4	Year 5
	Cost	Cost	Cost	Cost	Cost
PSH Lease	$ 26,901,546	$ 53,828,869	$ 80,738,774	$ 107,648,679	$ 134,558,584
PSH Construction	52,050,000	52,050,000	52,050,000	51,900,000	51,750,000
PSH Subtotal	**$ 78,951,546**	**$ 105,878,869**	**$ 132,788,774**	**$ 159,548,679**	**$ 186,308,584**
RRH	5,336,464	10,672,928	16,009,392	21,345,856	26,682,320
Diversion	410,346	820,692	1,231,038	1,641,384	2,051,730
TOTAL	**$ 84,698,356**	**$ 117,372,489**	**$ 150,029,204**	**$ 182,535,919**	**$ 215,042,634**

	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
	Cost	Cost	Cost	Cost	Cost	**Cost**
PSH Lease	$ 116,604,249	$ 98,649,914	$ 80,695,579	$ 62,767,021	$ 44,838,463	**$ 807,231,678**
PSH Construction	170,850,000	170,700,000	170,700,000	170,550,000	170,550,000	**1,113,150,000**
PSH Subtotal	**$ 287,454,249**	**$ 269,349,914**	**$ 251,395,579**	**$ 233,317,021**	**$ 215,388,463**	**$ 1,920,381,678**
RRH	32,018,784	37,355,248	42,691,712	48,028,176	53,364,640	**293,505,520**
Diversion	2,462,076	2,872,422	3,282,768	3,693,114	4,103,460	**22,569,030**
TOTAL	**$ 321,935,109**	**$ 309,577,584**	**$ 297,370,059**	**$ 285,038,311**	**$ 272,856,563**	**$ 2,236,456,228**

Cost model based on LAHSA Housing Gap analysis presented to Council in C.F. 15-1091.

Note: Unit figures for PSH Construction show the year that units are funded; actual construction would occur in future years.

Revolving Loan Funding for PSH Construction

Supportive Housing Loan Fund (SHLF) and New Generation Fund (NGF)

The City has provided financing in the form of a loan for two revolving loan funds, the Supportive Housing Loan Fund (SHLF) and the New Generation Fund (NGF), to provide pre-development and acquisition loans to fund permanent supportive and affordable housing projects in the City. The SHLF and NGF are designed to leverage limited funds to develop and/or rehabilitate housing units in the City. The objective for the SHLF and NGF is to provide hard-to-obtain acquisition and pre-development funds at more flexible terms than are offered in the marketplace and to incentivize the production and preservation of affordable housing units. The SHLF provides loans solely to permanent supportive housing projects and the NGF makes loans to affordable housing projects and larger permanent supportive housing projects that need loans beyond the amount that could be provided by the SHLF.

These two funds were created in January 2008 (SHLF) and May 2008 (NGF) subsequent to Mayor and Council authorization given to HCID to contribute a total of $15 million in Affordable Housing Trust Fund (AHTF) monies and execute loan agreements for the establishment of the funds. Since their launch, the SHLF and NGF have made loans to more than 41 projects which will produce approximately 2,400 units of PSH and affordable housing. The NGF and SHLF

have leveraged their respective City investments with private funding at about a five-to-one ratio. In addition, during their initial terms, the SHLF and NGF did not realize any loan losses and the City investment was fully intact at the end of those terms. The extensions of the loan agreements for these two funds were approved by the Mayor and Council in December 2014 (C.F. 14-1628).

The HCID staff have indicated that the loans provided by the SHLF and the NGF are integral to quickly moving PSH and affordable housing projects into the HCID Managed Pipeline and through the development process. Additionally, HCID staff stated that the SHLF and NGF are currently at capacity and that an additional investment in these funds would expedite future housing development and support higher rates of new construction of PSH and affordable housing. Strategy 10C recommends that the CAO and CLA with the assistance of HCID and LAHSA to report on funding options for the SHLF and the NGF to support the development of PSH in the City.

New Funding Programs or Guidelines

HCID advises that new programs or a change to policy changes to existing guidelines can facilitate and expedite the development of new PSH units. Below is a list of options that HCID can report on as requested in Strategy 10D.

Bridge Funding Program

Beyond the City's current level of subsidy (approximately $100,000/unit), provide additional subsidy as bridge financing for projects before outside sources are secured.

Bridge Project-Based Lease Payments (vs. Tenant-Based)

Consider new lease payment programs that are "project-based" and tied for a period of time to a specific project, so that the lease payments can be underwritten for debt service and used as a tool by housing developers.

Flexible Capital

Ensure that any new Mental Health Services Act (MHSA) or other funding be flexible and can be used for capital or operating funds. The new MHSA-funded "No Place Like Home" initiative is further described in the Legislation section below.

10.3. Separate Trust Funds for Housing and Services

Some funding sources are flexible and can fund both services and vouchers, while others are restrictive and only finance infrastructure and permanent housing development. Our offices recommend that two separate trust funds be maintained to manage these funding streams. The existing Affordable Housing Trust Fund (AHTF) would continue to finance new housing construction, rehabilitation and facilities. A new Homeless Services Trust Fund (HSTF) is recommended to contain funding to finance homeless services, outreach, CES and voucher programs. Strategy 10A recommends full funding for the AHTF and Strategy 10B recommends full funding for the HSTF. Both strategies further instruct staff to investigate potential funding sources for each trust fund.

10.4. Potential Funding Sources

Attachment 1 shows a list of potential funding sources that could be used to finance either permanent housing, services for the homeless, or both. The list contains options that range from those within the Mayor and Council's purview to control, such as approving an affordable housing benefit fee or a General Fund set-aside, to those requiring a ballot measure, such as increasing the City's Parking Occupancy Tax or its Transient Occupancy Tax, or providing a new dedicated funding stream through a bond measure. The information presented here is not intended to be exhaustive nor prescriptive; rather, it is a list of possible, permanent funding sources that the Mayor and Council may consider in order to finance additional housing and supportive services for the homeless and those at risk of becoming homeless beyond the City's current level.

10.5. Council Requested Services

Prior to the release of the upcoming FY 2016-17 Budget, the Mayor and Council may wish to fund these services which may be readily implemented, as previously discussed in the Homelessness and Poverty Committee. The following items may be available for a cost of $500,000 or less and could be feasible for funding on an interim or pilot basis in FY 2015-16. It should be noted that costs shown reflect those experienced in jurisdictions outside of the City; actual costs for the City to procure these services may be subject to a competitive process and therefore costs are likely to vary from the estimates listed below. The following proposals have been described elsewhere in this report.

Safe Parking Program (Section 6)

- Santa Barbara - $150,000 annually to manage the program and provide case management services through to permanent housing.

Portable Showers (Section 6)

- San Francisco – Lava Mae Mobile Shower Program costs $75,000 per bus conversion, plus $160,000 to manage each bus annually.
- Santa Rosa reports spending $74,000 on a mobile trailer fitted with a shower and bathroom.

Public Restrooms (Section 6)

- San Diego - $500,000 for purchase of two "Portland Loo" restrooms, plus installation, connection and modification to State standards costs.
- Madison Wisconsin – a range of costs from $70,000 per portable toilet for rental, maintenance staffing costs and supplies to a Portland Loo-style restroom with separate facilities for men and women that costs approximately $100,000, not including installation costs and connection to a sewer.
- San Francisco – the Pit Stop Program, which is two toilets mounted on small, mobile trailers and hauled in and out to three spots four days a week near park areas that attract large groups of people. Features full-time attendants. Rental costs and staffing are $203,000 per month.
- Miami – a "pit stop" program very similar to that in San Francisco, but with four attendant-serviced toilets at an annual cost of $500,000.

Water Fountains (Section 6)

- Philadelphia – standard models cost $3,000 to $5,500 not including installation and water connection costs and ongoing maintenance.
- Vancouver – portable, temporary water fountains cost $15,000.

- New York City – Water-on-the-Go temporary drinking fountain project, consisting of 10 portable fountains that hook up to fire hydrants around the city and are available six days a week. Government staff set up and disconnect the fountains at the beginning and end of each day and rotate locations according to a summer schedule.

Flexible Housing Vouchers (Section 7)

- Los Angeles County – Housing for Health reports that costs associated with their Flexible Housing Subsidy Pool vouchers are estimated at $1,500 per month or $18,000 per year for PSH. This amount includes an average rent subsidy per month, case management, and administrative services.

10.6. County Findings for Budget

All detailed County strategies, including revenue-related strategies, can be found here:

http://priorities.lacounty.gov/wp-content/uploads/2016/01/Draft-Recommendations.pdf

F2 – Linkage Fee Nexus Study

County Recommendation: Direct the Department of Regional Planning to conduct a nexus study for the development of an Affordable Housing Benefit Fee program ordinance.

NOTE: Related City Strategy 7F is noted at the end of this part of the report. City strategies with corresponding County strategies have related County strategies cross-referenced at the top of each stategy brief.

10.7. Legislation

The following legislative actions are recommended for initial or continued support:

- The "No Place Like Home" initiative was introduced by a bipartisan coalition of members from the State Senate and will provide over $2 billion bond to construct permanent supportive housing for chronically homeless persons with mental illness and $200 million over four years to provide rent subsidies while the permanent housing is constructed or rehabilitated.
- AB 1335 (Atkins) Building Homes and Jobs Act. AB 1335 is a two-year bill that would generate up to $700 million per year for affordable rental or ownership housing, supportive housing, emergency shelters, transitional housing and other housing needs through a $75 recordation fee on real estate transactions with the exception of home sales. It is anticipated that AB 1335 would provide an ongoing, permanent State source of funding that would allow the State to fund existing programs at dependable levels and leverage additional City investment.
- A May 2015 Resolution (Cedillo-Bonin) supports AB 90 (Atkins) which would authorize HCID to administer the federal Housing Trust Fund to increase affordable rental and ownership housing.

10.8. Budget Strategy Briefs

Strategy Briefs with regards to Budget are included in the pages immediately following.

Strategy **10A**

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:	Collaborating Departments/Agencies:
City Administrative Officer (CAO) Chief Legislative Analyst (CLA)	Housing and Community Investment Department (HCID) Los Angeles Homeless Services Authority (LAHSA)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy 10B	Budget Establish the Homeless Services Trust Fund

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.

Potential funding sources that will be explored are outlined in Attachments (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:	Collaborating Departments/Agencies:
City Administrative Officer (CAO) Chief Legislative Analyst (CLA)	Housing and Community Investment Department (HCID) Los Angeles Homeless Services Authority (LAHSA)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **10C**

Budget
Augment Supportive Housing Loan Fund & New Generation Fund

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 report back on funding options and amounts to be loaned to the Supportive Housing Loan Fund (SHLF) and New Generation Fund (NGF) to finance pre-development and acquisition loans for permanent supportive housing projects in the City.

Description:

Supportive Housing Loan Fund (SHLF) and New Generation Fund (NGF)

The City has previously provided financing in the form of a loan for two revolving loan funds, the Supportive Housing Loan Fund (SHLF) and the New Generation Fund (NGF), to provide pre-development and acquisition loans to fund permanent supportive and affordable housing projects in the City. The SHLF and NGF are designed to leverage limited funds to develop and/or rehabilitate housing units in the City. The objective for the SHLF and NGF is to provide hard-to-obtain acquisition and pre-development funds at more flexible terms than are offered in the marketplace to incentivize the production and preservation of permanent supportive and affordable housing units. The SHLF provides loans solely to permanent supportive housing projects and the NGF makes loans to affordable housing projects and larger permanent supportive housing projects that need loans beyond the amount that could be provided by the SHLF. The CAO and CLA with assistance from HCID and LAHSA will report back on funding options and amounts to augment the operations of the SHLF and NGF; including how additional funds loaned to the NGF could be identified specifically for the support of permanent supportive housing projects.

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:	Collaborating Departments/Agencies:
City Administrative Officer (CAO) Chief Legislative Analyst (CLA)	Los Angeles Homeless Services Authority (LAHSA)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **10D**

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 City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA), to report on new programs or policy changes to existing guidelines that can facilitate and expedite the development of new Permanent Supportive Housing (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
- Re-evaluating projects in the AHTF Managed Pipeline that require additional assistance and providing the assistance, as needed
- 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:	Collaborating Departments/Agencies:
Housing and Community Investment Department (HCID)	City Administrative Officer (CAO) Chief Legislative Analyst (CLA)

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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Strategy **10E**

Budget
CAO and CLA Report on Desired Strategies

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 Los Angeles Homeless Services Authority (LAHSA), and City departments as needed, to report with cost estimates to finance the homelessness-related strategies emerging from the Comprehensive Homeless Strategy as adopted by the Mayor and Council, and direct the CAO and CLA to include proposals to identify implementation time frames for these strategies. Wherever possible, pilots that can proceed in advance of citywide implementation will be considered and supported.

Description:

The implementation of many of the strategies proposed in this report will require a funding component; yet, in many cases, the costs associated with these strategies and the sources from which they will be funded will still need to be identified. It is not possible at this time to say what the overall cost would be to implement a Comprehensive Homeless Strategy. What is known is that the cost will be significant, and cannot be done without new funding sources.

As implementation time frames for City strategies are developed, where possible, pilots could proceed in advance of Citywide implementation. The CAO and CLA will identify potential opportunities for pilots for areas experiencing more acute concentrations of homelessness.

Coordinated Response Type:

N/A

Population(s) Targeted/Other Categorizations:

All homeless populations in the City.

Potential Performance Metrics:

Varies depending on which strategies are adopted by the Mayor and Council.

Potential Funding Source:

Multiple

Implementation Time Frame:

Ongoing

Lead Agency:	Collaborating Departments/Agencies:
City Administrative Officer (CAO) Chief Legislative Analyst (CLA)	Los Angeles Homeless Services Authority (LAHSA) Other departments as needed

Connection to County: ☐ Integrate ☒ Support ☐ No Relation

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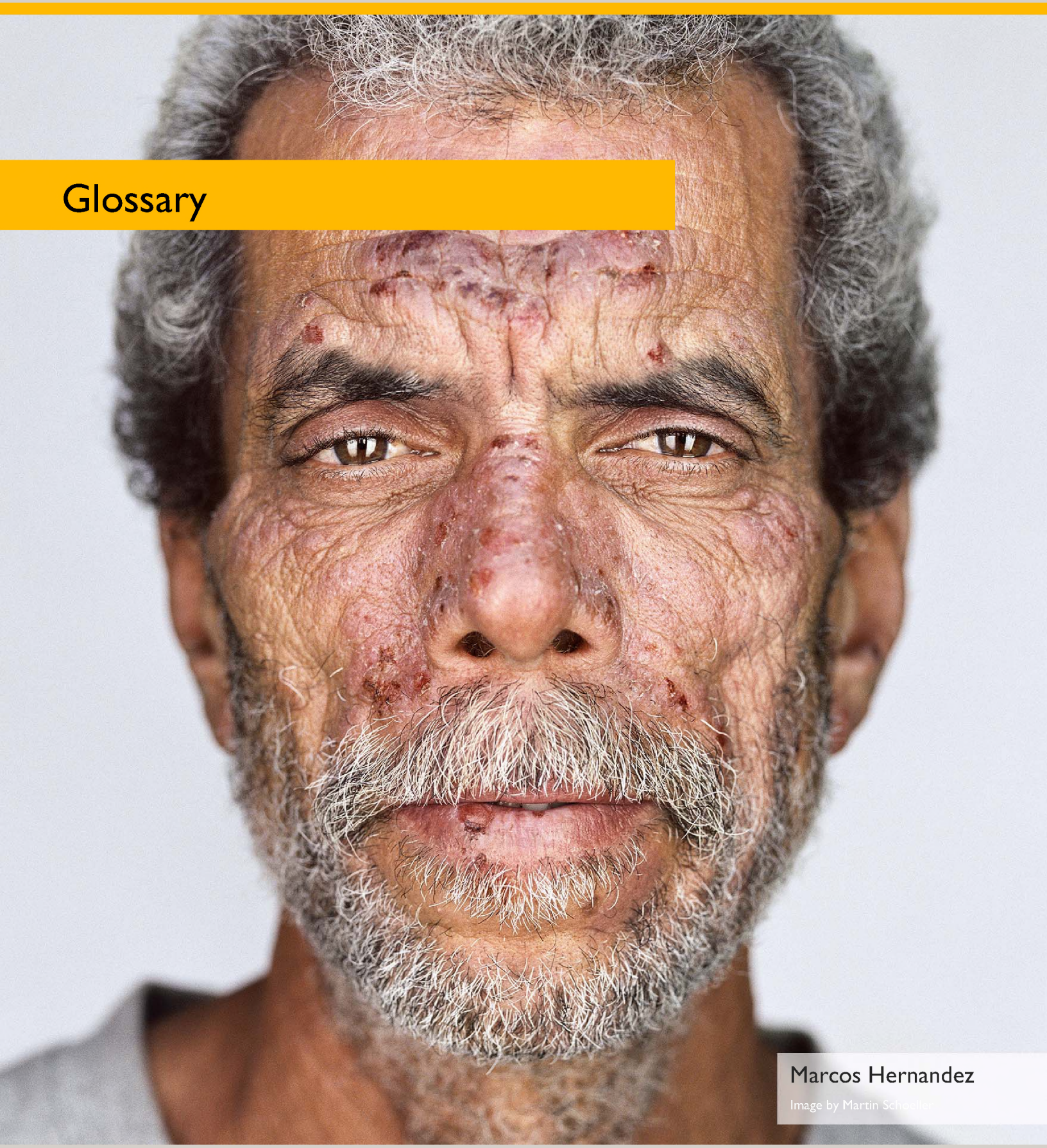
Glossary



Marcos Hernandez

Image by Martin Schoeller

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Accessory Dwelling Unit ("Granny Flat") – An apartment that can be located within the walls of an existing or newly constructed single-family home or can be an addition to an existing home. It can also be a freestanding structure on the same lot as the principal dwelling unit or a conversion of a garage or barn.

Acuity – Term used to describe the severity of a homeless individual or family's situation as well as their level of need. In coordinated assessment systems like CES, tools such as the VI-SPDAT are used to determine an individual's level of acuity (represented by a number) and, consequently, the housing intervention best suited to them. A higher number denotes more severe and pressing struggles, often co-occurring.

Adaptive Reuse – Refers to the process of reusing an old site or building for a purpose other than which it was built or designed for. The purpose of Los Angeles City's Adaptive Reuse Ordinance is to revitalize certain areas of the city by facilitating the conversion of older, economically distressed buildings to apartments, live and work units or hotel facilities. This will help to reduce many vacant spaces as well as preserve the architectural and cultural past of those areas, thus creating a more balanced ratio between housing and jobs in the region's primary employment center.

Affordable Care Act (ACA) – The Patient Protection and Affordable Care Act, commonly known as the Affordable Care Act or ACA, is a federal law enacted to increase the quality and affordability of health insurance, lower the uninsured rate by expanding public and private insurance coverage, and reduce the costs of healthcare for individuals.

Affordable Housing – Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

Affordable Housing Trust Fund (AHTF) – The AHTF provides gap financing to developers of large-scale affordable and permanent supportive (homeless) rental housing by making long-term loans for new construction or for the rehabilitation of existing residential structures through an open competitive Call For Projects process.

Area Median Income (AMI) – The median divides the total area's income distribution into two equal parts: one-half falls below the median income and one-half above the median. HUD uses the median income to calculate income limits for eligibility in a variety of housing programs.

Bridge Housing – A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

California Environmental Quality Act (CEQA) – A statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible.

Coordinated Entry System (CES) – A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources. It is being developed by housing developers, service providers and systems leaders in each of the county's eight Service Planning Areas (SPAs) to more efficiently connect homeless single adult searching for permanent housing to the most appropriate housing resource.

Similar systems are being implemented nationwide as the Department of Housing and Urban Development (HUD) now mandates this in all communities receiving HUD homeless housing funding.

Continuum of Care (CoC) – Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals & families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs. As the lead agency for the Los Angeles CoC, LAHSA submits the annualfunding application. a program designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

Diversion/Prevention – Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system. Prevention programs offer assistance that leverages other income and provides support to keep clients at risk in their current housing situation or move them rapidly to alternate housing. The assistance is temporary and may be in the form of rental housing assistance, or utilities arrears. Diversion is a case management approach that focuses on helping clients utilize other housing options within their personal network rather than enter the shelter system. This generally involves mediation between friends or family to locate an alternate to entering the homeless system.

Enterprise Linkages Project (ELP) – Formerly the Adult Linkages Project, the ELP provides comprehensive information on the multi-system service utilization patterns of persons participating in the County's General Relief (GR) Program. The ELP tracks the costs associated with and service utilization of the County's GR program and other public program participants across a spectrum of publicly funded health, mental health, social and corrections services.

Emergency Shelters – Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing. Emergency Shelter is provided free of charge for a maximum of ninety (90) days per client. On a case-by-case basis, clients may remain for a period longer than ninety days if they require a longer period to accomplish a specific goal. Funding may be discontinued if more than 25% of the clients remain in the project longer than 90 days. The shelters are typically in a dormitory style with communal bathrooms and beds are assigned on a first come, first served basis; however, many clients use the same shelter frequently and may have a "regular" bed. Shelters funded by the Los Angeles Homeless Services Authority may use a 14-hour (clients must leave shelter each day) or 24-hour model and provide two or more meals. Beds, sheets, and blankets are provided, and bathroom facilities are available.

Emergency Solutions Grant (ESG) Program – HUD-administered grant that provides funding to: (1) engage homeless individuals and families living on the street; (2) improve the number and quality of emergency shelters for

homeless individuals and families; (3) help operate these shelters; (4) provide essential services to shelter residents, (5) rapidly re-house homeless individuals and families, and (6) prevent families/individuals from becoming homeless.

Fair Market Rents (FMR) – Term used to indicate the amount of money a given unit of housing were to command if it were open for leasing. HUD sets FMRs for metropolitan areas and counties across the United States. FMRs are primarily used to determine payment standard amounts for the Housing Choice Voucher program, to determine initial renewal rents for some expiring project-based Section 8 contracts, and to determine initial rents for housing assistance payment (HAP) contracts. HUD annually estimates FMRs for 530 metropolitan areas and 2,045 non-metropolitan county FMR areas. By law the final FMRs for use in any fiscal year must be published and available for use at the start of that fiscal year, on October 1.

Flexible Housing Subsidy Pool (FHSP) – A supportive housing rental subsidy program of the Los Angeles County Department of Health Services, designed to secure quality affordable housing for DHS patients who are homeless and have complex physical and behavioral health conditions.

Functional Zero Homelessness – A state of homelessness achieved when the resources available to house and provide services to the homeless exceeds the need of the population requiring those services. Achieving functional zero would not mean there are no homeless on the street, but that they are housed within a short period of time (e.g., within 30 days).

Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) – Federal law enacted in 2009. HEARTH consolidated three of the separate homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program. It revised the Emergency Shelter Grants program and renamed it the Emergency Solutions Grants program; codified into law the Continuum of Care planning process; and directed HUD to promulgate regulations for these new programs and processes.

Homeless Management Information System (HMIS) – A local information technology system used to collect client-level data and data on the provision of housing, services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Home For Good – A blueprint spearheaded by United Way of Greater Los Angeles whose mission is to end chronic and veteran homelessness by building the most efficient and effective system that connects homeless individuals with the resources available.

Housing Assistance Payment (HAP) – The amount paid by a public housing authority (PHA) to the owner of a Section 8 unit or property. The PHA and owner/landlord enter into a HAP contract that sets the amount the PHA will pay to the landlord as a way of providing Section 8 tenant-based housing assistance to a family or individual.

Housing Choice Voucher Program (Section 8) – The federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing,

including single-family homes, townhouses and apartments. The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects. Housing choice vouchers are administered locally by public housing agencies (PHAs). The PHAs receive federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the voucher program.

Housing Element – California State law requires each governing body (City Council or Board of Supervisors) of a local government to adopt a comprehensive, long-term general plan for the physical development of the city, city and county, or county. The housing element is one of the seven mandated elements of the local general plan. The Housing Element of the General Plan identifies the City's housing conditions and needs, establishes the goals, objectives, and policies that are the foundation of the City's housing and growth strategy, and provides the array of programs the City intends to implement to create sustainable, mixed-income neighborhoods across the City.

Housing First – An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing. The guiding philosophy of the Housing First approach is that housing provides people with a foundation from which they can pursue other goals. Tenants are assisted in developing or improving skills for independent living while they live in permanent housing instead of requiring them to complete a transitional residential program first.

Housing for Health (HFH) – A division within the Los Angeles County Department of Health Services (DHS) focused on providing permanent supportive housing, recuperative care, and specialized primary care to homeless people with complex physical and behavioral health conditions. HFH intends to reduce inappropriate use of extensive health care resources and improve health outcomes for vulnerable populations.

Housing and Urban Development (HUD) – The United States Department of Housing and Urban Development.

Inclusionary Zoning – Ordinances that typically provide residential developers with incentives to reserve a certain number of units in a development at prices affordable to low- and moderate-income households, or require them to make affordable homes available at an alternative site or pay a fee in lieu of development.

Infill Development – Refers to building within unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas. Developments occur in areas with existing transportation infrastructure, often repurposes or replaces existing buildings, parking lots, or other impervious areas, and adds homes and/or businesses near the center of cities and towns.

Jail in Reach – A health care-based intensive case management "in reach" program that engages incarcerated persons from the homeless population who have behavioral health disorders (mental illness, substance use disorder, or both) in establishing a plan for specific post release services. Jail in Reach's intent is also to engage incarcerated persons at risk of becoming homeless once they are discharged from incarceration.

Joint Powers Authority (JPA) – An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

Linkage Fees – Fees levied on non-residential and market-rate multifamily residential projects, usually upon receipt of a building permit or prior to construction. The proceeds are used to fund the construction of affordable housing residential developments.

Los Angeles Homeless Services Authority (LAHSA) Commission – The governing body for LAHSA. It is politically appointed, ten member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles. The Commission has the authority to make budgetary, funding, planning, and program policies.

No Wrong Door – A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

Operation Healthy Streets (OHS) – A program launched by the City of Los Angeles to address public health risks specifically in the Skid Row and Venice areas of the City. The program's initial focus was on eliminating hazards that posed immediate health threats to those encamped on the sidewalks of Skid Row. The initiative was in response to a citation issued by the Los Angeles County Department of Public Health that identified the public health risks presented by Skid Row street and sidewalk conditions. OHS involves Bureau of Sanitation Street Services, LAHSA, the Los Angeles Police Department and Department of Transportation in various cleaning, outreach and traffic coordination tasks.

Permanent Supportive Housing (PSH) – A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability. Use of services by PSH tenants is purely voluntary and a tenant may not be evicted for lack of use of such services. Tenants must have a written lease which can only be terminated for cause. Tenants pay a portion of the monthly rent based on their income. Homeless individuals may live in converted hotels or Single Room Occupancy (SRO) units (one unit/bed) with kitchenettes, or in houses with individual bedrooms and shared kitchen facilities. Family housing is dependent on family size and is usually one or two bedroom apartments.

Point-in-Time (PIT) Count – A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

Rapid Re-Housing (RRH) – A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services. Component services and assistance generally consist of short-term and medium-term

rental assistance, rental arrears, rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. Living arrangements are typically SRO units, non-SRO apartments or project based permanent supportive housing.

Regional Housing Needs Assessment (RHNA) – An assessment mandated by California State Housing laws as part of the periodic process of updating local housing elements of a City's General Plan. The RHNA quantifies the need for housing within each jurisdiction during specified planning periods. The most recent planning period covered October 2013 to October 2021. Used in land use planning, prioritizing local resource allocation, and in deciding how to address identified existing and future housing needs resulting from population, employment and household growth.

Safe Parking Program – A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

Section 8 Program – See "Housing Choice Voucher Program"

Service Planning Area (SPA) – A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

Sheltered Homeless – A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

Single Room Occupancy – A form of housing in which one or two people are housed in individual rooms within a multiple-tenant building.

Southern California Association of Governments (SCAG) – The nation's largest metropolitan planning organization, representing six counties, 191 cities, and more than 18 million residents. SCAG undertakes a variety of planning and policy initiatives.

Subsidized Housing – A government sponsored economic assistance program aimed towards alleviating housing costs and expenses for people in need with low to moderate incomes. Forms of subsidies include direct housing subsidies, non-profit housing, public housing, rent supplements and some forms of co-operative and private sector housing.

Transit-Oriented Development (TOD) – A type of development that creates compact, mixed-use communities near transit where people enjoy easy access to jobs and services. TODs focus growth around transit stations to promote ridership, affordable housing near transit, revitalized downtown centers and neighborhoods, and encourage local economic development.

Transitional Age Youth (TAY) – Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

Transitional Housing (TH) – A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing. Transitional housing may be used to cover the costs of up to 24 months of housing with accompanying supportive services, but clients can be charged a portion of the rental cost up to 30 percent of adjusted gross income. Transitional housing can be facility based at the project site or community based in apartments (scattered site or transition in place models). The living arrangement is up to 24 months after which the client must move to another apartment or it may "transition in place" where the client remains in the unit and takes over the lease. Under the United States Department of Housing and Urban Development regulations, clients are still considered homeless, but they lose their chronically homeless status that affects their ability to move on to PSH or RRH.

Unsheltered Homeless – A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

Veterans Affairs Supportive Housing (VASH) – A joint program administered the United States Departments of Veterans Affairs and Housing and Urban Development which allows veterans to receive housing choice voucher that offset the cost of housing for veterans and ensure no more than 30 percent of a VASH participant's income goes to housing.

Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) – An evidence-based tool that is designed to help service providers determine the most appropriate housing intervention for a particular individual or family.

Winter Shelter – Shelter intervention that provides a place to stay or bed to sleep in overnight if one becomes homeless or otherwise experiences a housing crisis and has no place to go. This is limited to winter months for 90 days, usually from November 1 to February 28/29 in the City and County of Los Angeles.

Zoning Variance – The process by which an applicant can request deviation from the set of rules a municipality applies to land use and land development, typically a zoning ordinance, building code or municipal code.

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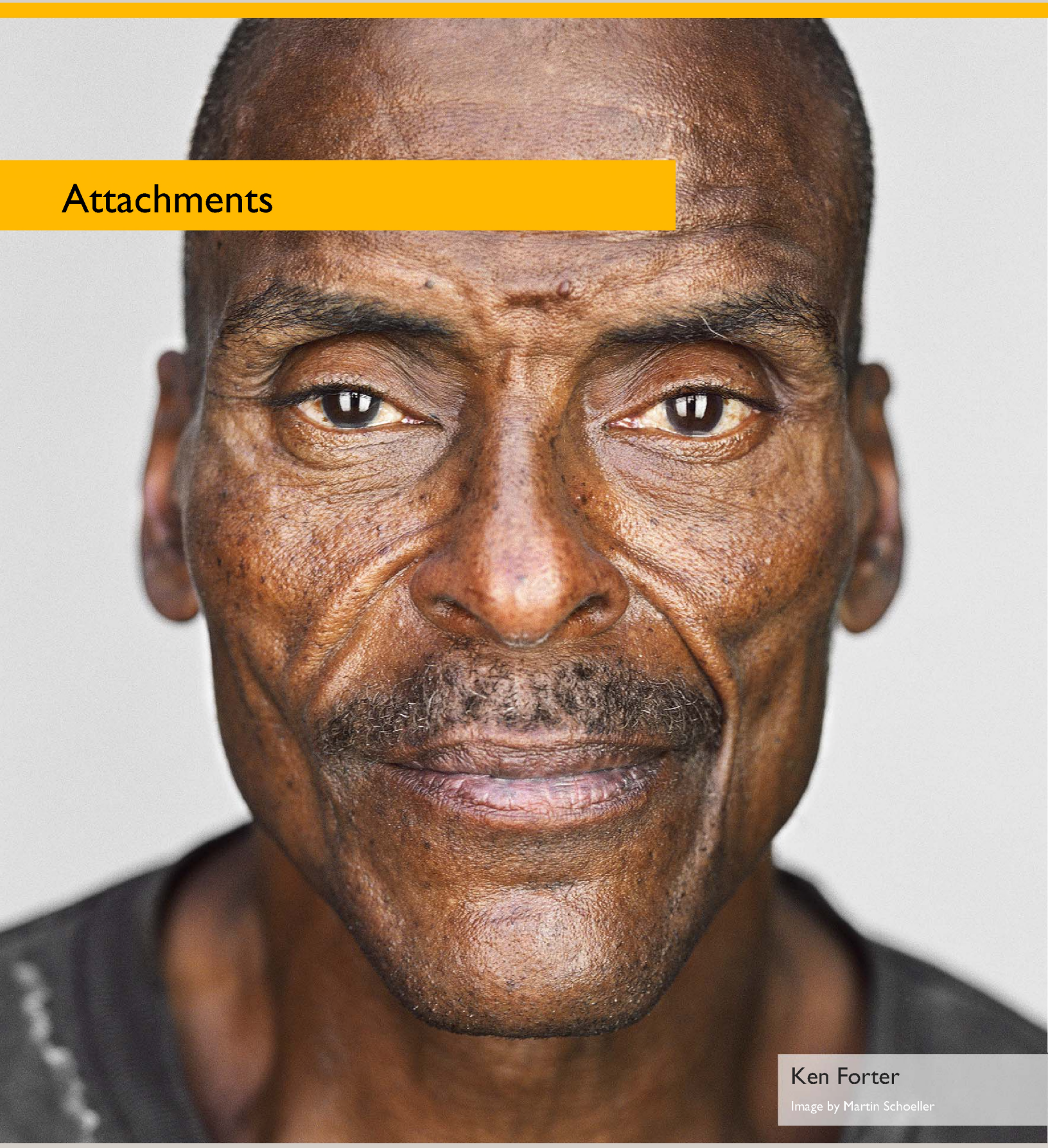
Attachments



Ken Forter

Image by Martin Schoeller

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Ranked List of Potential Funding Sources

Funding Source	Description	Advantages	Disadvantages/Issues	Implementation Steps	Timeline	Funding Potential	Associated Trust Fund
City Controlled Funding							
Redevelopment Property Tax Trust Fund Distributions	As part of the dissolution process for the former Community Redevelopment Agency of Los Angeles (CRA/LA) the City receives payments from the Redevelopment Property Tax Trust Fund (RPTTF) administered by the County Auditor Controller (CAC). These are the proportionate amount of the residual tax increment funds collected in active redevelopment project areas (RPAs) after the CAC pays the obligations of the former CRA/LA.	RPTTF distributions received by the City could be re-prioritized from filling budget deficits/ GF obligations to funding homelessness in whole or in part, as a policy decision made by the Mayor and Council. This is one of the few sources of funding that could be implemented without a special election or other factors external to the City.	•RPTTF distributions are already included in budget projections as a source of funds to mitigate future budget deficits and fund existing programs. The designation of these funds, in whole or in part, to fund homelessness initiatives would have a budget impact that would need to be remedied through the identification of substitute funds or reductions in expenditures. •Other City priorities including economic development and housing are being considered by Council to receive funding from RPTTF distributions.	A report to Council with proposed amounts for a set-aside, with Mayor approval, could repurpose these funds. Additionally, this could be done through a motion or during budget deliberations.	At Council's discretion, it could be done within a matter of weeks.	About $50M annually based on the past three fiscal years. This amount will increase as CRA/LA obligations are paid off until RPAs begin to expire then the amount will decrease. It should be noted that as the RPAs expire these funds will go to the General Fund as part of the general property tax revenue.	HSTF
General Fund Set-aside	Council and Mayor could designate a specified amount of General Funds to be set aside annually to finance activities to address homelessness in the City.	Flexible funds that could be used for services or housing construction.	Designation of General Funds to address homelessness would have a budget impact that would require the identification of substitute funds or cuts in expenditures, or economic growth	Mayor and/or Council could direct CAO to designate a specific amount of General Funds within the budget to be set aside to address homelessness. This would need to include a direction for the CAO to identify substitute funds or cuts in expenditures, or to set aside increases in revenue attributed to economic growth.	May be done annually as part of the budget process or on an interim basis subject to availability of funds.	Could range from the tens to hundreds of millions depending on the Mayor and Council to prioritize addressing homelessness over other City functions financed by the General Fund.	HSTF
Former CRA/LA Excess Non-housing Bond Proceeds	On August 29, 2014, the Council authorized the City to enter into a Bond Expenditure Agreement (BEA) with the former Community Redevelopment Agency of Los Angeles (CRA/LA) and adopted a related Bond Spending Plan for the transfer of approximately $86.4 million in excess bond proceeds (C.F. 14-1174).	These funds could be allocated for affordable housing projects in the short term based solely on the review of the Bond Oversight Committee (BOC) and the approval of the Mayor and Council, subject to availability and eligibility.	•Expenditure of these funds is generally limited to the redevelopment project area that originated the underlying bond and not all project areas have the requisite funds to adequately contribute to housing development. •A portion of these funds have already been allocated by Council. Changes would require reallocation and are subject to eligibility requirements.	•Council motion directs relevant department(s) to report to the BOC with a proposal for a specific project or type project. •Department(s) report to BOC with a proposal for a project. BOC reviews the proposal and reports to Council with recommendations regarding the project. •Council action to approve or deny funding authority for the proposed project.	Funding could be allocated within months depending on project readiness, the review of the BOC, and Council approval.	•Varies based on the associated redevelopment project area. Potential funding could range from $100,000 - $5,000,000. •Total funding of $86.4 million.	AHTF
Former CRA/LA Excess Housing Bond Proceeds	On June 9, 2015, HCID entered into an agreement with the former CRA/LA for the transfer of excess housing bond proceeds, per the Housing Asset Transfer Agreement (C.F. 12-0049). These one-time funds could be utilized to finance the new construction or rehabilitation of permanent supportive housing (PSH).	These funds could be allocated for affordable housing projects in the short term as gap financing for projects in the HCID Managed Pipeline.	Expenditure of these funds is generally limited to the redevelopment project area that originated the underlying bond and few project areas have the requisite funds to adequately contribute to housing development beyond gap financing.	Council/Mayor direct HCID to utilize the former CRA/LA excess housing bond proceeds to finance the development or preservation of permanent supportive housing in the City.	Funding could be allocated within months depending on the readiness of PSH projects in the Managed Pipeline	Total funding of $12.9 million split among the various RPAs.	AHTF

Ranked List of Potential Funding Sources

Funding Source	Description	Advantages	Disadvantages/Issues	Implementation Steps	Timeline	Funding Potential	Associated Trust Fund
Community Development Block Grant	CDBG funds are allocated by the U.S. Department of Housing and Urban Development to promote viable urban communities through decent housing, expanded economic development opportunities and comprehensive social services to persons of low and moderate incomes.	A portion of CDBG funds could be dedicated to addressing homelessness and could fund programs including supportive services. Changes to how these funds are allocated would not directly impact on the General Fund.	CDBG funds have been trending downwards in recent years and allocations of additional CDBG funds to address homelessness would likely require reducing funding for or completely defunding other programs financed by CDBG.	As a policy decision, the Mayor and Council could prioritize the funding of programs to address homelessness issues in the annual Consolidated Plan over other programs that currently receive funding.	Funds could be allocated as part of the annual Consolidated Plan adopted on an annual basis beginning in April.	If prioritized, funding could equal the City's public services limit (Current Year=$16.4 million).	HSTF
Development Linkage Fee (Affordable Housing Benefit Fee) (Value Capture Financing)	One-time exaction levied on new developments to finance affordable and permanent supportive housing activities within the City. This fee was studied in 2011 but was not implemented.	If approved, this fee could provide a consistent and permanent source of funding for housing development and related services in the City.	Potential impact on the rate of development in the City.	•Approval of the HCID/DCP request for funding in the amount of $500,000 to conduct a fee study (C.F. 14-0600-S123). •Dependent on the results of the fee study, an Affordable Housing Benefit Fee Ordinance would be developed by DCP and HCID for the review and approval of the Planning Commission, Mayor and Council.	Likely to be one year or longer depending on the length of time it takes to conduct the fee study, prepare the ordinance and receive approval by the Planning Commission, Mayor and Council.	Based on the 2011 fee study revenues could range from $38 to $112 million annually based on the size and scope of the approved fee.	HSTF
Inclusionary Zoning Payment-in-Lieu Fee	Should the City decide to pursue Inclusionary Zoning, the ordinance could be designed to allow for developers to avoid the inclusionary zoning provisions if a fee is paid.	This strategy allows for the monetization of inclusionary zoning and minimizes the impact of inclusionary zoning on developers by allowing an option to 'opt out.'	The fee amount will need to be balanced such that it is large enough to generate sufficient revenue and that it accurately represents the value of the affordable units that will not be built. Additionally, the fee needs to not be too large that it will negatively impact development in the City.	Language for a payment-in-lieu fee for Inclusionary Zoning requirements would be included as part of an Inclusionary Zoning Ordinance as prepared by the Department of City Planning (DCP).	Likely to be one year or longer depending on the length of time it takes to prepare the ordinance and receive approval by the Planning Commission, Mayor and Council.	Unknown, this would vary based on the structure of the Inclusionary Zoning Ordinance and the participation levels of developers.	HSTF
Delay Scheduled Business Tax Reductions	Delay implementation of year 2 and year 3 of adopted business tax reductions.	Could be used to finance housing development, flexible vouchers and services.	Likely to face broad opposition from special interest groups.	As a policy decision, the Mayor and Council could take action to delay the implementation of currently scheduled year 2 and year 3 business tax reductions.	Likely to be three to six months, dependent on the Mayor and Council.	Likely to range from $10 to 20 million per year the tax reductions are delayed	HSTF
Debt Financing by the Municipal Improvement Corporation of Los Angeles (MICLA) (General Fund Obligation)	MICLA creates a financing mechanism for the acquisition of capital assets whereby the City serves as the lessor in lease-purchase transactions financing the acquisition of capital equipment and real property. The assets are then leased to the City under long-term capital lease agreements and become property of the City at the termination of the lease. MICLA's issued debt is a General Fund Obligation.		•MICLA's current project funding list is lengthy. Unless affordable housing projects are reprioritized, any new additions to the list would not start in the forseeable future. •MICLA is subject to the City's 6% non-voter approved debt ceiling. •MICLA is a General Fund obligation and would require that General Funds be set-aside for the repayment of the MICLA financed debt.	Mayor and Council could direct/request the prioritization of homeless infrastructure projects (housing or storage) to be financed through MICLA. This would require delaying other projects currently in the queue for financing from MICLA.	Dependent on Mayor and Council action to prioritize homelessness projects ahead of projects currently in the queue for MICLA debt financing.	Depending on the structure of the financing (whether it is for singular projects or a set of projects), funding could be in the tens to hundreds of millions.	AHTF
Voter Approved Funding							
Billboard Tax	Tax assessed on the sale price for new purchases of billboards in the City.	Could serve as a dedicated flexible funding source to address homelessness issues.	Proposed billboard tax measures have failed in the past.	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed.	Annual funding approximately in the amount of $25 million based on a new 12 percent tax on off-site signs.	HSTF

Ranked List of Potential Funding Sources

Funding Source	Description	Advantages	Disadvantages/Issues	Implementation Steps	Timeline	Funding Potential	Associated Trust Fund
Demolition Fees	Fee levied on developers when housing units are demolished or removed. May conflict with current replacement housing requirements within the City. If so, those provisions could potentially be expanded to apply to a broader set of property types than current law.	Could serve as a dedicated flexible funding source to address homelessness issues.	Potentially volatile funding source as it depends on the quantity of housing units being demolished/removed.	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed.	Unknown. Dependent on the size and scope of the fee. Regardless of the size of the fee it would take at least a year before adequate funds are received by the City should this fee be implemented.	HSTF
Conversion Fees	Fee levied on rental properties that are converted to condominiums. Such a fee is used in other jurisdictions to mitigate the negative impact of real estate condominium speculation on the local affordable housing supply.	Could serve as a dedicated flexible funding source to address homelessness issues.	Potentially volatile funding source as it depends on the quantity of housing units being converted.	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed.	Unknown. Dependent on the size and scope of the fee. Regardless of the size of the fee it would take at least a year before adequate funds are received by the City should this fee be implemented.	HSTF
Documentary Transfer Fee (DTF)	DTF is an assessment made at the point of a real estate property sale or a transfer of controlling interest in a legal entity holding. Current rate: $2.25 per $500 of sales tax, while County collects additional $0.55 per $500 sales tax as a Property Transfer tax.	•If approved by the voters, this would provide a dedicated funding stream to address homelessness •Could be used to finance housing development, flexible vouchers and services.	•The fee is considered to be a volatile General Fund revenue source. Revenue growth or decline is linked to home and sales volume. •Potential concerns from stakeholders.	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed.	TBD	HSTF
Parking Occupancy Tax	Parking Occupancy Tax is levied on the rental of parking spaces operated in the City. Current Rate: 10 percent of the parking fee.	•If approved by the voters, this would provide a dedicated funding stream to address homelessness. •Could be used to finance housing development, flexible vouchers and services.	•Like the DTF, also an volatile revenue source. •Reallocation of parking occupancy tax would be removing funding that would otherwise be going to the General Fund.	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed.	Annual funding potential estimated at approximately $50 million annually based on a tax increase from 10 percent to 15 percent.	HSTF
Transient Occupancy Tax (TOT)	TOT is levied on rent of hotel or motel rooms, and is collected by the operator and remitted to the City monthly. Current Rate: 14-percent; 13-percent is remitted to the General Fund and the remaining 1-percent goes to the LA Visitors and Convention Center Bureau Trust Fund.	•If approved by the voters, this would provide a dedicated funding stream to address homelessness •Could be used to finance housing development, flexible vouchers and services	•TOT is also an erratic source of revenue. It would be difficult to create a reliable and sustainable revenue source. •Anticipated concerns from stakeholder groups	Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage.	At least one year depending on which ballot the tax measure is placed	TBD	HSTF
Sales and Use Tax	Sales tax is levied on all retail sales of goods and merchandise with the exception of sales specifically exempted by law. Use tax applies to storage, use, or other consumption in California of goods whose purchase is not subject to the sales tax.	•If approved by the voters, this would provide a dedicated funding stream to address homelessness. •Could be used to finance housing development, flexible vouchers and services.	•A sales tax increase may compete with other ballot measures for a sales tax increase, and would minimize/eliminate the potential to raise local sales tax revenues for homelessness. •Increased sales tax would make the City sales tax rate one of the highest, if not the highest in the County. This may make voter approval difficult to obtain.	•Determine how this would be presented to voters: a general tax measure would require 50-percent plus one vote to pass; a designated purpose tax measure would need a two-thirds approval for passage. •Sales tax increase would be for 0.5% or less.	At least one year depending on which ballot the tax measure is placed.	Funding potential ranging from:$100-300 million annually.	HSTF

Ranked List of Potential Funding Sources

Funding Source	Description	Advantages	Disadvantages/Issues	Implementation Steps	Timeline	Funding Potential	Associated Trust Fund
General Obligation (GO) Bond	Voter authorized bond issuance payable from tax proceeds collected on secured and unsecured taxable property within the City and collected by the County Auditor Controller. GO Bond proceeds could be used to pay for the acquisition and improvement of real property such as housing and facilities.	GO Bond would provide a substantial amount of funding upfront to jump start the construction of housing.	Threshold for voter approval is a two-thirds supermajority and competing tax-hike measure could decrease the electorate's appetite for a tax increase.	Determine how this would be presented to voters and on which ballots this initiative could be placed.	At least one year depending on which ballot the tax measure is placed.	One time funding likely in the hundreds of millions.	AHTF
Special Districts							
Enhanced Infrastructure Financing District (SB 628) (Value Capture Financing)	SB 628 (2014) allows a city and/or county to create an EIFD that can finance infrastructure improvements, affordable housing and some economic development projects through tax increment financing similar to Infrastructure Financing Districts, the former redevelopment agencies and the new CRIAs (AB 2).	•EIFDs can be formed by the City (and County) without a protest vote. •Requires 55% affirmative vote by residents of the district to issue bonds. •Minimal/no restrictions on boundaries of an EIFD.	•Utilizes tax increment funding that would otherwise come to the GF either as property tax revenues or Redevelopment Property Tax Trust Fund (RPTTF) distributions where the EIFD overlapped with an active redevelopment project area (RPA). •City must certify to the State that no redevelopment agency assets are the subject of litigation with the State where the city, county (if applicable), or successor agency are a named plaintiff. This provision requires further clarification as to what it specifically requires. •Cannot finance services.	•Council adopts a resolution of intent to form an EIFD and directs the City Engineer to prepare an infrastructure financing plan. •IFP sent to affected taxing entities and land owners in the proposed district. •Council creates a public finance authority to serve as governing board of EIFD. •Public hearing is conducted at least 60 days after IFP sent to each affected taxing entity (ATE), land owners and residents of the proposed district. At the conclusion of the hearing the Council adopts the IFP and forms EIFD.	•Likely 6 months at minimum to form the EIFD and conduct hearings. •Additional time to issue a bond would be based on the time required to put together the bond issuance proposal and a week of public notice prior to a vote.	Dependent on the scope of the EIFD, the area where it would be implemented and an affirmative public vote to issue bonds.Additionally, the initial funding would be highly dependent on the bonds issued at the outset of the agency formation, but would likely be in the hundreds of millions. Partnerships with other taxing entities would be required to fully realize funding potential of an EIFD.	AHTF
Community Revitalization and Investment Authorities (AB 2) (Value Capture Financing)	AB 2 (2015) allows the City alone or in partnership with the County or other special districts to create a CRIA to use tax increment financing to revitalize disadvantaged communities that meet a specific set of criteria. CRIAs have many powers of the former redevelopment agency and can finance infrastructure improvements and affordable housing.	•Once established, a CRIA can issue bonds without voter approval. •Wide ranging powers to acquire and construct property, including eminent domain. •Requires that 25 percent of tax increment collected be used for affordable housing.	•Utilizes tax increment funding that would otherwise come to the GF either as property tax revenues or RPTTF distributions where the EIFD overlapped with an active RPA •City must certify to the State that no redevelopment agency assets are the subject of litigation with the State where the city, county (if applicable), or successor agency is a named plaintiff. This provision requires further clarification as to what it specifically requires. •Boundaries of a CRIA are limited to areas with low average income, high unemployment, high crime, deteriorated infrastructure, and deteriorated structures.	•City adopts a resolution to create a CRIA or enters into a joint powers authority with the County and/or a special district. •CRIA must adopt a Community Revitalization and Reinvestment Plan (Plan) that details tax increment funding allocations, an expenditure plan, 5 year project of revenue and expenses and a time limit on debt, loans and fulfillment of obligations. •Plan must be adopted over a series of three public hearings, held at least 30 days apart. Final version of the plan is subject to protest vote by landowners/residents of the CRIA area. If less than 25% protest the plan can be adopted, if between 25% and 50% protest an election must be called, and if over 50% protest the proceedings to adopt a plan must terminate.	•Likely a year or more to form the district, including the hearings and vote proceedings. •Additional time to put together a bond deal for initial financing, which would be shorter than an EIFD as further voter approval would not be required.	Dependent on the scope of the CRIA, the area where it would be implemented and an affirmative public vote to issue bonds. Additionally, the initial funding would be highly dependent on the bonds issued at the outset of the agency formation, but would likely be in the hundreds of millions. Partnerships with other taxing entities would be required to fully realize funding potential of a CRIA.	AHTF

Ranked List of Potential Funding Sources

Funding Source	Description	Advantages	Disadvantages/Issues	Implementation Steps	Timeline	Funding Potential	Associated Trust Fund
			•Cannot finance services.	•If the plan is rejected the CRIA must wait one year before restarting the process to adopt a plan.			
Community Facilities District (Mello-Roos) (Value Capture Financing)	The Mello-Roos Community Facilities Act of 1982 allows the City, alone or in partnership with other jurisdictions, to create a Community Facilities District (CFD) and levy a special tax within the boundaries of the CFD to finance facilities with a useful life of 5 years or more and a specific set of services.	CFDs have significant flexibility in the designation of their boundaries and, most importantly, how their special tax is levied. The only requirement for the levying of a special tax by a CFD is that it is assessed on a 'reasonable' basis. This flexibility allows the CFD to reasonably tailor the assessment of a special tax in a manner that increases the chances for voter approval.	•City will need to make an effective argument that links facilities for the homeless to a general benefit to residents of the CFD who would be paying additional taxes. This is a large hurdle to overcome. Additional conversations with legal counsel will be needed.	•City adopts the Local Goals and Policies for the CFD on its own or as part of a JPA. The boundaries of the district are also defined at this point.	Several months to a year at minimum to form the district and vote on the special tax.	Funding is dependent on the size and scope of the special tax levied and whether a bond issuance is pursued. CFD would likely raise more funds than could feasibly be spent on homelessness issues due to restrictions on CFD expenditures.	AHTF
			•Assuming the nexus threshold was overcome, CFD's would still be limited in that they could only fund facilities and related operations and maintenance, which would amount to storage/service hubs.	•Rate and Method of Apportionment for the Special Tax (RMA) is determined on a reasonable basis and the special tax is put to a vote by residents of the district. A 2/3 vote is required for passage.			
				•Subsequent to the authorization of the special tax, appropriation limits and bond indebtedness are established for the CFD.			
Competitive Funds/Grants							
Affordable Housing and Sustainable Communities (SB 862)	A competitive grant program administered by the State that uses a portion of cap-and-trade revenues to reduce greenhouse gas emissions through sustainable projects near transit hubs, including the development of affordable housing.	•Non-City funds that could provide a large portion of funding on a per project basis.	•Competitive bidding process; funds are granted on a project by project basis.	Eligible permanent supportive housing projects could be put forward by the City or in partnership with developers for funding in the annual NOFA for the AHSC program.	Only one Notice of Funding Available (NOFA) cycle has been done so far, but it is anticipated that there will be at least one NOFA cycle per year.	AHSC Grant Funds are competitive and not guaranteed. Approximately $400 million will be available statewide but no geographic apportionments have been established.	N/A
			•Some projects would require partnerships with developers of eligible projects.				
New Market Tax Credits (LADF)	The New Market Tax Credits (NMTC) Program incentivizes community development and economic growth using tax credits to attract private investment. Tax credit allocations are granted by the Community Development Financial Institutions (CDFI) Fund to Community Development Entities (CDEs) through a competitive allocation process. The Los Angeles Development Fund (LADF) is the City affiliated CDE.	•These funds could be used for the development of facilities and housing to serve the homeless.	•Competitive bidding process and the funds have strict limits on their use. Additionally these funds must be fully expended prior to the submission of an application for more tax credits.	Provided that homeless housing or other service projects are included in the annual application, these funds could be allocated to projects based on project readiness. These funds are usually the last dollars invested in a project.	Funding is allocated on an annual basis by the CDFI Fund. Applications are due in December and allocations are made in June. Funds awarded to the LADF could subsequently be allocated to projects based on project readiness.	LADF application to the CDFI Fund for 2016 is for $88 million in tax credits which could be used in whole or in part for homelessness related projects. This depends on project readiness as there is a strict timeline for the expenditure of the tax credits prior to applying for additional NMTC allocations.	N/A
		•Non-City funds that could provide a portion of funding on a per project basis.	•NMTC funds allocated to a PSH or affordable housing project must be less than 20 percent of the project's total cashflow.				