

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: November 25, 2025

CAO File No. 0220-00540-1743

Council File No. 23-0038-S11

Council District: Citywide

To: The Mayor  
The City Council

From:  Matthew W. Szabo, City Administrative Officer

Reference: Los Angeles Housing Department transmittal dated October 3, 2025; Received by the City Administrative Officer on October 9, 2025; Additional information received through November 21, 2025

Subject: **STAFFING REQUESTS AND RECOMMENDATIONS FOR IMPLEMENTATION OF UNITED TO HOUSE LA (ULA) PROGRAMS**

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### RECOMMENDATIONS

That the Council, subject to the approval of the Mayor:

1. In compliance with the Council adoption of the First Financial Status Report for the Fiscal Year 2025-26, including the instruction to General Managers to refrain from requesting interim budget appropriations, note and file the Los Angeles Housing Department (LAHD) transmittal dated October 3, 2025 relative to the United to House LA (ULA) staffing plan; or,
2. Should the City Council wish to waive the instruction to General Managers to refrain from requesting interim budget appropriations:
  - a. Note and file the LAHD transmittal dated October 3, 2025 relative to the ULA staffing plan;
  - b. Provide resolution authority for 43 positions to implement the ULA programs, subject to allocation by the Board of Civil Service Commissioners and pay grade determination by the Office of the City Administrative Officer:

Class Code	Class Title	No. of Positions
1358-0	Administrative Clerk	1
7926-3	Architectural Associate III	1
1779-1	Data Analyst I	1
1470-0	Data Base Architect	1
1593-3	Department Chief Accountant III	1
7304-2	Environmental Supervisor II	1

1571-1	Financial Development Officer I	4
1571-2	Financial Development Officer II	1
1555-2	Fiscal Systems Specialist II	1
8516-1	Housing Investigator I	2
8504-0	Housing Planning and Economic Analyst	5
8500-0	Housing Programs Manager	1
9027-0	Human Relations Advocate	1
1409-1	Information Systems Manager I	1
9184-0	Management Analyst	8
1539-0	Management Assistant	2
1525-2	Principal Accountant II	2
9134-0	Principal Project Coordinator	1
1800-2	Public Information Director II	1
1785-2	Public Relations Specialist II	1
1368-0	Senior Administrative Clerk	2
8505-0	Senior Housing Planning and Economic Analyst	1
9171-1	Senior Management Analyst I	2
1597-2	Senior Systems Analyst II	1
TOTAL		43

- c. Instruct the LAHD General Manager to refrain from filling any of the above-listed positions should Measure ULA be invalidated;
- d. Request the Controller to:
  - i. Transfer \$5,108,481.90 from Account No. 43C00B Administration to the following accounts within the House LA Fund No. 66M/43:

Account No.	Account Title	Amount
43C143	Housing	\$3,049,320.03
43C299	Related Costs	\$1,259,160.87
43C900	Contract Programming	\$800,000.00
TOTAL		\$5,108,480.90

- ii. Transfer \$73,906.70 from Account No. 43CU04 Protection from Tenant Harassment to the following accounts within the House LA Fund No. 66M/43:

Account No.	Account Title	Amount
43C143	Housing	\$45,748.50
43C299	Related Costs	\$28,158.20
TOTAL		\$73,906.70

iii. Increase appropriations for the following accounts within LAHD Fund 100/43:

Account No.	Account Title	Amount
001010	Salaries General	\$2,095,068.53
002020	Printing and Binding	\$1,000,000.00
TOTAL		\$3,095,068.53

## SUMMARY

The Los Angeles Housing Department (LAHD), in its report dated October 3, 2025 (LAHD Report), requests authority to implement a staffing plan to support programs funded by the United to House LA (ULA) documentary transfer tax. The LAHD requests resolution authority for 109 positions, 108 positions for the LAHD and one for the Bureau of Contract Administration (BCA). This report provides two options. The first option complies with the instruction in the First Financial Status Report to refrain from interim budget appropriations and does not recommend any position. The second option recommends to provide funding and resolution authority for 43 new positions for the LAHD and additional appropriations in Printing and Binding and Contract Programming accounts to be funded by the House LA Fund.

The City's Fiscal Policies state that interim requests such as these should only be considered in extreme circumstances. The LAHD has an urgent need for additional resources to support delivery of ULA programs. Additional staffing for these programs will be considered through the annual budget process, but some resources are required in the current fiscal year to support active programs.

## DISCUSSION

On December 19, 2024, the Mayor and City Council approved the guidelines for 13 new or expanded programs to be funded by ULA. This work is currently supported by 27 positions in LAHD, four positions in the Office of Finance, three positions in the Office of the City Attorney, and two positions in BCA for a total of 36 positions.

The 109 new positions would support delivery of 12 programs. The final and 13<sup>th</sup> program will be delivered by the Community Investment for Families Department, which will request staff and other resources at a later date.

The LAHD requests 108 positions across 10 LAHD divisions and one position for BCA. The LAHD calculates the full annual cost of the new positions to be \$28,863,260. The LAHD also requested \$800,000 for contractual services and \$1,000,000 for printing and binding. The full annual cost of all existing (36) and requested (109) positions and contractual services would be \$41,345,274. The following table shows the number of positions requested by division and the number of positions recommended in this report:

Division	LAHD Request	CAO Recommendation
Admin	8	2
Accounting	30	4
Systems	7	3
Housing Development Bureau	1	1
Development and Finance	7	5
Housing Strategies	10	7
Technical Services	11	3
Asset Management	12	3
Rent	6	4
Strategic Engagement and Policy	16	11
TOTAL	108	43

Subsequent to the release of its report, the LAHD requested three months funding for the requested positions. For 2025-26, the total cost of the LAHD request is \$8,595,493 and the total cost of the recommendations in this report is \$5,108,482.

The positions recommended in this report provide administration staff for procurement and responding to California Public Records Act requests, accounting staff for reporting and audits, systems staff to expand applications for program delivery and reporting, Development and Finance staff to release Notice of Funding Availabilities and underwrite and execute loans for new affordable housing developments, Housing Strategies staff to support the Alternative Models program and expand the Homeownership team, Technical Services staff to support relocations and provide technical expertise to affordable housing projects in pre-construction, Asset Management staff to support the expanded Troubled Assets Unit and expand the team that processes land use applications, Rent staff to expand the Outreach and Tenant Anti-Harassment Teams and Strategic Engagement and Policy staff to perform program evaluations, prepare expenditure plans and reports, manage new programs, provide communications support, and staff the Office of the ULA Inspector General. This report also recommends \$800,000 for systems-related contractual services and \$1,000,000 for printing and binding.

The LAHD requested one position for BCA to support oversight of ULA-funded affordable housing developments in construction. This position is not recommended because the two existing positions in BCA provided for this purpose appear to be sufficient for this fiscal year.

The LAHD currently has a vacancy rate of 21 percent or 183 vacant positions. Approving all of the requested positions would increase the rate to 33 percent and 291 total vacancies. It is not feasible to fill all of the requested positions this fiscal year. In the past 18 months, the LAHD has increased its filled position count by only 51. The 43 recommended positions were selected based on the LAHD's highest priorities, while also considering the availability of eligible lists and current LAHD vacancies.

There is still one pending court case challenging Measure ULA. Should the City lose the court case, Measure ULA would be invalidated, collection of the tax would cease, and all revenue collected to date would need to be returned. The City would be obligated to find alternative sources to cover any spent funds, which would result in a General Fund impact. The court decision is expected in the early spring of 2026, coinciding with the 2026-27 annual budget deliberations. This Office recommends that the Mayor and Council consider the remaining requested positions during the annual budget process.

ULA administration expenditures are capped at eight percent of annual revenue. In 2025-26, the administration cap is \$33,987,775. Using 2025-26 base salary costs, the full cost of the requested 109 positions and contractual services funding is \$37,505,741, exceeding the current cap by \$3,517,966. While the cap increases as revenue increases, authorizing all requested positions at this time risks creating ongoing obligations that exceed funding availability.

## **FISCAL IMPACT STATEMENT**

The salary and other costs are proposed to be funded by the United to House LA (ULA) Fund. There is no impact to the General Fund at this time. However, should the City lose the legal challenge against Measure ULA, all revenues collected to date would need to be repaid and the General Fund may be obligated to cover any spent funds.

## **FINANCIAL POLICIES STATEMENT**

The recommendations in this report comply with the City's Financial Policies in that the recommended interim appropriations are limited and necessary to address an urgent need, and ongoing revenues are used to support ongoing programs.

City of Los Angeles

Tiena Johnson Hall, General Manager  
Luz C. Santiago, Acting Executive Officer



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Karen Bass, Mayor

October 3, 2025

Council File: 23-0038  
Council District: Citywide  
Contact Person(s): Cally Hardy (213) 808-8653

Honorable Members of the City Council  
City of Los Angeles  
c/o City Clerk, City Hall  
200 N. Spring Street  
Los Angeles, CA 90012

**COUNCIL TRANSMITTAL: REPORT FROM THE LOS ANGELES HOUSING DEPARTMENT WITH STAFFING REQUESTS AND RECOMMENDATIONS FOR IMPLEMENTATION OF UNITED TO HOUSE LA (ULA) PROGRAMS**

**SUMMARY**

The General Manager of the Los Angeles Housing Department (LAHD) respectfully submits this report in response to City Council instructions requesting a comprehensive staffing plan to support implementation of the United to House LA (ULA) programs, including the establishment of an Office of the ULA Inspector General within LAHD.

On December 10, 2024, the City Council approved Program Guidelines and associated implementation recommendations (Council File (C.F.) No. 23-0038-S8), as well as the Fiscal Year (FY) 2024-25 ULA Expenditure Plan (C.F. No. 23-0038-S7). At that time, the City Council instructed LAHD to report back within 90 days on a comprehensive staffing plan for LAHD staff to be funded by ULA, including information on anticipated contracted administrators and vendors. Subsequently, on July 3, 2025, the City Council approved the FY 2025-26 ULA Expenditure Plan (C.F. No. 23-0038-S7).

LAHD has conducted an internal gap analysis and now submits a staffing plan to efficiently and effectively implement ULA, consistent with the 8% administrative budget cap mandated by the ULA ordinance. This analysis included an evaluation of how existing staff resources can be shifted to meet staffing needs related to ULA implementation. Ultimately, even with utilization of existing staff, LAHD anticipates the need for 109 new staff positions across two Departments to support the eleven programs established by ULA. These positions can be filled through new hires or transferred employees from other Departments.

LAHD requests 108 positions for immediate authorization and approval. These positions, funded by the ULA Administration fund, are planned to be filled in FY 2025-26 and are necessary to support the launch and expansion of ULA Programs. Further, LAHD recommends the creation of an Office of the ULA Inspector General within the Department. Four of the total staffing positions requested in this overall staffing plan will be assigned to that office.

Finally, the Bureau of Contract Administration requests authorization and approval of one new staff position to conduct ULA project labor agreement compliance. If approved, all of these positions will support full implementation of ULA and enable the Departments to fulfill their obligations comprehensively under ULA.

**RECOMMENDATIONS**

That the City Council, with approval of the Mayor:

1. AUTHORIZE by resolution authority the following positions in the Los Angeles Housing Department (LAHD) to support the implementation and administration of the United to House LA (ULA) programs, subject to allocation of the positions by the Board of Civil Service Commissioners and subject to pay grade determination by the City Administrative Officer (CAO), and authorize the filling of these positions subject to available funding:

<b>Classification</b>	<b>Total</b>
Accountant (1513)	14
Accounting Clerk (1223)	5
Administrative Clerk (1358)	4
Architectural Associate III	1
Auditor II (1517)	1
Communications Information Representative I (1431)	1
Community Housing Program Manager (8500)	1
Data Analyst I (1779)	2
Data Base Architect (1470)	1
Departmental Chief Accountant III (1593-3)	1
Environmental Supervisor II (7304-2)	1
Financial Development Officer I (1571-1)	8
Financial Development Officer II (1571-2)	2
Fiscal System Specialist II (1555)	1
Graphics Designer I (1670)	1
Graphics Designer II (1670)	1
Housing Investigator I (8516)	2
Housing Planning and Economic Analyst (8504)	7
Human Relations Advocate (9207)	1
Information Systems Manager I (1409)	1
Management Analyst (9184)	21
Management Assistant (1539)	2

Payroll Supervisor (1170)	1
Principal Accountant II (1525)	2
Principal Project Coordinator (9134)	1
Public Information Director II (1800)	1
Public Relations Specialist I (1767)	1
Public Relations Specialist II (1767)	1
Rehabilitation Construction Specialist I (1553)	5
Senior Accountant II (1522)	6
Senior Administrative Clerk (1368)	2
Senior Auditor (1518)	1
Senior Housing Planning and Economic Analyst (8505)	1
Senior Management Analyst I (9171)	2
Senior Systems Analyst II (1597)	1
Systems Administrator I	1
Systems Administrator II	1
Systems Analyst	2
<b>Total</b>	<b>108</b>

2. AUTHORIZE by resolution authority the following position in the Bureau of Contract Administration to support the implementation and administration of ULA, subject to allocation of the position by the Board of Civil Service Commissioners and subject to pay grade determination by the CAO, and authorize the filling of this position subject to available funding:

<b>Classification</b>	<b>Total</b>
Management Analyst (9184)	1
<b>Total</b>	<b>1</b>

### **BACKGROUND ON ULA STAFFING REQUESTS**

ULA is a sustainable funding source dedicated to affordable housing and homelessness prevention in the City of Los Angeles, providing the City with the resources and responsibility to adequately staff the implementing departments so the intent of ULA can be realized. As such, ULA represents a transformational opportunity for Los Angeles and LAHD. LAHD and partner departments have assessed their capacity needs to create a staffing plan that will enable the City to support full implementation of ULA programs, consistent with the 8% percent cap on administrative expenditures as detailed in the ordinance.



ULA establishes eleven programs to address the lack of affordable housing in Los Angeles, preserve existing affordable housing, provide protections and support to tenants, and help to prevent homelessness. The measure and ordinance establish specific funding allocations for each program, and require that ULA revenues be placed in the House LA Fund and used for these specifically designated purposes. These eleven new programs represent dramatically expanded or wholly new programs, compared to existing levels of affordable housing funding and homelessness prevention services currently facilitated or provided by the City.

ULA Administration costs are strictly limited to no more than 8% of the overall ULA revenue, with the balance of 92% being allocated directly to Program Funds. Of the 8% of funding reserved for Administration, at least 3% of that funding must be dedicated annually to the operations and costs associated with the ULA Citizen Oversight Committee (COC).

On June 20, 2023, the City Council approved a joint CAO-LAHD report that authorized the addition of six new staff positions at LAHD, which were needed to assist with the immediate implementation of the Interim Programs, as well as other duties. Those positions were limited to those that could be supported by existing LAHD resources, given uncertainty at the time due to pending litigation. Since that time, LAHD and the ULA COC prepared Program Guidelines and an implementation plan (approved by the City Council on December 10, 2024, under C.F. No. 23-0038-S8), as well as Expenditure Plans for FY 2024-25 and FY 2025-26 (C.F. No. 23-0038-S7). The approved Program Guidelines, implementation plan, and Expenditure Plans informed a detailed assessment of staffing resources needed to support full program implementation and the creation of a comprehensive staffing plan.

It is anticipated that litigation challenging the validity of ULA should be resolved in 2025. In the event that the City prevails in the litigation, it will be free and clear of any potential obligation to refund ULA revenues collected to date, and the City will be obligated to continue expanding ULA-funded activities to fully implement the ULA.

As a funding resource, ULA is still in its early years. ULA revenues continue to trend upwards as markets adjust to the new real estate transfer tax, and uncertainty regarding pending litigation begins to clear. For FY 2025-26, the overall revenue allocated for ULA expenditures is \$424.8 million. This is anticipated to continue to scale up in the coming years, as monthly revenue collection continues to trend upwards. Additionally, due to the need to “true-up” the Expenditure Plan in these early years, to mitigate the FY 2023-24 allocation of \$150 million to only six program categories, not all ULA Programs will be fully operational this fiscal year. As a result, ULA activities will continue to phase-in, with all programs anticipated to reach full scale implementation in FY 2026-27.

To support immediate staffing needs, LAHD has shifted some existing staff positions to ULA. This includes positions with the Housing Development Bureau (HDB). As some existing funding sources have ramped down, including Proposition HHH, existing staffing resources have been reassigned to support ULA-funded work. This report considers those existing, ULA-funded positions and identifies the additional staffing resources needed to support full implementation of ULA programs. For context, the Homes for LA Notice of Funding Availability (NOFA) released in Fall 2025 will make available over \$316 million in ULA funds for new affordable housing construction, preservation, and operating assistance. This is a substantial increase in the amount of funding that LAHD will administer annually, and as such, will significantly increase the amount of staffing resources needed to effectively and responsibly manage the administration of those funds.

Below is a summary of the key staffing requests identified as necessary to support full implementation of ULA. Additional discussion and summary tables showing detailed staffing requests for each Bureau within LAHD and staffing requests for the Bureau of Contract Administration (BCA) are provided as attachments to this report.

## **BACKGROUND ON ULA INSPECTOR GENERAL STAFFING REQUESTS**

The ULA ballot measure and ordinance established the creation of an Inspector General, the lead staff person serving the ULA COC. Pursuant to LA Admin Code SEC. 22.618.6 (g), the COC is charged with hiring an Inspector General, who has the authority to hire or fire additional staff and expend budgeted resources, as needed, to carry out the duties of the COC. The COC determines its own staffing and resource needs subject to its allowable annual budget, and the City is obligated to provide adequate dedicated staffing to the COC, pursuant to those needs. No less than 3% of the annual House LA Fund - Administration must be allocated annually to staffing and other expenses of the COC. Expenses associated with hiring an Inspector General and related staff are therefore allocated as part of the COC's annual budget.

With direction from the COC, the Inspector General's role is to provide leadership on all aspects of the Committee's operations, and direct other Inspector General staff, as the Committee performs its designated functions of monitoring and auditing the House LA Fund; advising the Mayor, the City Council and LAHD on priorities and implementation of the Program Guidelines, as authorized by Section 22.618.6(c)(1) of the Ordinance; and making recommendations to LAHD, the Mayor and the City Council regarding appropriations, Expenditure Plans, administration of the House LA Fund, and implementation of the House LA Programs.

The role of the ULA Inspector General is currently filled by a consultant, Estolano Advisors, LLC, which is contracted to provide Interim Inspector General (IIG) services through December 2025. The need for a contracted Interim Inspector General was identified to provide temporary inspector general services during the first two years of ULA implementation, particularly while the disposition of the state and federal lawsuits challenging the validity of ULA remained pending, making the establishment of a permanent position premature. In order to facilitate a smooth transition between the Interim Inspector General and the permanent Inspector General role, LAHD worked with the Personnel Department and the Office of the City Administrative Officer's Employee Relations Division to identify the appropriate classification and related actions for a permanent Inspector General role/position to be established and filled before the culmination of the IIG contract term, as well as associated staff positions. These positions are described in Attachment C.

## **LAHD STAFFING REQUESTS**

### **Housing Development Bureau (HDB)**

The LAHD Housing Development Bureau (HDB) is principally responsible for administering ULA Affordable Housing Programs, including the Multifamily Affordable Housing, Alternative Models for Permanent Affordable Housing, Acquisition and Rehabilitation of Affordable Housing, Operating Assistance, and Homeownership Programs. This work includes, but is not limited to, preparation of Notices of Funding Availability (NOFAs), reviewing and underwriting project applications and recommending projects for award of funds, closing loans, providing technical services related to the housing development process, loan management, lease-up, and occupancy monitoring. These functions occur over the life of a development project; therefore, some positions are needed more imminently as the first rounds of ULA-funded development projects close loan agreements, while some are not needed until projects begin development. Based on ULA funding anticipated to be available for these programs, as well as anticipated milestones associated with program implementation, as summarized in Table 1, required positions can be hired on an as-needed basis, once approved. A detailed summary of requested positions by division within the Housing Development Bureau is provided in Attachment A.

Table 1. Anticipated Implementation Milestones for ULA Affordable Housing Programs

<b>Estimated Milestone Date</b>	<b>Milestone</b>	<b>Relevant Staff</b>	<b>Date Staff Needed</b>	<b>Date by Which Hiring Authority is Needed</b>
June 2025	First Round ULA NOFA Presented to and Approved by Council	Work performed by existing staff	N/A	N/A
September 2025	First Round ULA NOFA Released	Work performed by existing staff	N/A	N/A
December 2025-February 2026	First Round ULA NOFA - Selected Projects Presented to and Approved by Council	Work performed by existing staff	N/A	N/A
February 2026	First Round ULA NOFA - Award Letters Issued	FDOs in Development & Finance and Housing Strategies Divisions	FY 25-26 Q3	FY 25-26 Q1
Summer 2026	First round of projects enter development stage - requires compliance and monitoring activities	Technical Services Staff	FY 26-27 Q1	FY 25-26 Q2
Early 2028	First round of projects become ready for occupancy, transfer to Asset Management	Occupancy Monitoring Staff	FY 27-28 Q2	FY 26-27 Q4

#### Regulatory Code and Compliance Bureau (RCCB)

The LAHD Regulatory Code and Compliance Bureau (RCCB) is principally responsible for administering ULA Homelessness Prevention Programs, including the ULA Protections from Tenant Harassment, ULA Eviction Defense & Prevention, ULA Tenant Outreach and Education, and ULA Short-Term Emergency Assistance Programs.

The Bureau is currently working with the Community Investment for Families Department (CIFD) to develop a proposed framework for the ULA Emergency Income Support Program for Disaster Relief. It is anticipated that, with the establishment of this program, the implementation of the ULA Income Support Program will transfer to CIFD. A joint LAHD-CIFD report containing recommendations for this framework and necessary staffing resources is anticipated to be presented to the Mayor and City Council in the near future. Thus, no new positions are currently being requested for the Income Support Program as part of this report.

Additionally, existing staff positions for implementing the ULA Eviction Defense and Prevention Program were previously approved in the FY 2024-25 Budget. Therefore, no new positions are being requested for that program at this time.

Based on ULA funding anticipated to be available for the ULA Tenant Outreach and Education and ULA Short-Term Emergency Assistance Programs, needed staffing positions have been identified. Additionally, two Housing Investigator positions are requested for the Tenant Anti-Harassment Unit, in order to fully staff that team with the resources needed to effectively implement and enforce the Tenant Anti-Harassment Ordinance (TAHO), which is funded by the ULA Protections from Tenant Harassment Program. A detailed summary of requested positions by division within the Regulatory Code and Compliance Bureau is provided in Attachment B.

#### Executive Management

The Executive Management Division includes the Strategic Engagement and Policy Division, which is responsible for performance management, data analytics, research, evaluation, policy work related to all ULA-funded activities, and administration and oversight of the ULA Capacity-Building Program. Additionally, the new proposed Office of the ULA Inspector General will be located in the Executive Management Division, as well as the new proposed Communications and External Affairs Division, which will support various elements of ULA implementation, including data communications, graphic design and branding, strategic storytelling, media coverage, targeted stakeholder engagement, and City Council relations. A detailed summary of requested positions is provided in Attachment C.

#### Administrative Services Bureau

The Administrative Services Bureau provides critical support services to all LAHD staff, which are necessary for the efficient functioning of the ULA Programs. This includes accounting, contracts and procurement, budget, payroll, systems, and other critical administrative functions. Attachment D provides a detailed summary of requested positions for the Administrative Services Bureau.

### **BUREAU OF CONTRACT ADMINISTRATION STAFFING REQUESTS**

The Bureau of Contract Administration (BCA) is responsible for ensuring project compliance with Project Labor Agreement (PLA) requirements. The ULA ordinance requires that any project funded by ULA, that includes 40 or more units, enter into a PLA. A detailed summary of the requested positions necessary to support BCA's work to ensure PLA compliance is provided in Attachment E.

### **ANTICIPATED CONTRACTUAL SERVICES AND VENDORS**

In addition to the staffing resources described above, implementation of ULA requires various contractual services and vendors. Some of these contractual services have been identified as necessary in the short-term, to fill capacity gaps while staffing needs are identified and filled. Other contractual services are directly related to program implementation and delivery of ULA-funded services. Below is a summary of existing contractual services, as well as an overview of additional anticipated services currently undergoing procurement or are set to be procured in the near future. As required by contracting requirements set forth in the Los Angeles Administrative Code, any new contracts will be presented to the City Council and/or Mayor (as applicable) for approval before contract execution.

#### Existing Contractual Services

Table 2 summarizes all existing LAHD contracts associated with ULA expenditures and the associated ULA Program(s). Some contracts are funded by multiple funding sources, including grant funding sources; however, the table below shows the contract amount funded by ULA. As indicated in the table, contracts may support administrative tasks, such as systems contracts to develop online application systems, or program activities, such as contracts to provide legal services to tenants through the ULA Eviction Defense and Prevention Program.

Table 2. Existing ULA-Funded Contracts

ULA Category	Contractor	ULA Program(s)	Contract #	Term Start	Term End	ULA Amount
Admin	Cerida Investment Corp. dba AnswerNet	Short-Term Emergency Assistance	C-144185	8/1/2023	7/31/2024	\$665,000
Admin	Southern California Housing Rights Center	Short-Term Emergency Assistance	C-144360	8/1/2023	7/31/2025	\$6,032,000
Admin	Family Source Centers (Various)	Short-Term Emergency Assistance	Various	7/1/2023	12/31/2024	\$487,500
Admin	Satwic, Inc.	Short-Term Emergency Assistance, Tenant Outreach & Education, Protections from Tenant Harassment (systems)	C-139113	7/1/2021	6/30/2024	\$400,000
Admin	Satwic, Inc.	Tenant Outreach & Education, Protections from Tenant Harassment (systems)	C-146312	7/1/2024	6/30/2026	\$1,631,501
Admin	Ondaro LLC (fka Cask NX LLC)	Short-Term Emergency Assistance, Tenant Outreach & Education, Protections from Tenant Harassment (systems),	C-144176	8/1/2023	7/31/2024	\$1,750,000
Admin	Ondaro LLC (fka Cask NX LLC)	Protections from Tenant Harassment (systems), Income Support Program	C-146217	8/1/2024	7/31/2026	\$3,680,000
Admin	Trinus Corporation	Protections from Tenant Harassment (systems)	C-146218	7/1/2024	6/30/2026	\$187,000
Admin	3Di Inc.	Protections from Tenant Harassment (systems)	C-146057	7/1/2024	6/30/2026	\$453,600
Admin	Estolano Advisors	COC	C-144769	12/18/2023	12/17/2025	\$754,516
Admin	Focus Language International, Inc.	General	C-140985	7/1/2022	6/30/2025	\$36,000
Admin	Translating Services, Inc. dba Lazar Translating & Interpreting	General	C-201963	7/1/2025	6/30/2028	\$12,000

Admin	Keyser Marston Associates, Inc	General	C-144080	7/1/2023	6/30/2026	\$214,000
					<b>Subtotal</b>	<b>\$16,303,117</b>
Homelessness Prevention	Southern California Housing Rights Center	Short-Term Emergency Assistance	C-144360	8/1/2023	7/31/2025	\$40,280,000
Homelessness Prevention	Legal Aid Foundation of Los Angeles	Tenant Outreach & Education, Eviction Defense, Protections from Tenant Harassment	C-138260	4/26/2021	1/31/2026	\$36,238,014
Homelessness Prevention	The LA Grants Group dba. LAGRANT Communications	Tenant Outreach & Education	C-143116	4/17/2023	4/16/2025	\$2,000,000
					<b>Subtotal</b>	<b>\$78,518,014</b>
					<b>Total</b>	<b>\$94,821,131</b>

#### Additional Anticipated Contractual Services

Beyond the contractual services described above, LAHD has identified additional services and vendors necessary to meet ULA implementation needs.

#### ULA Administration

The Estolano Advisors contract listed above is supposed to provide Interim Inspector General services to the COC through December 13, 2025. Given the anticipated timeline for the approval of COC positions and hiring, LAHD will request an extension of this contract under a separate transmittal to continue mandated services to the COC.

Additionally, LAHD has identified \$6,272,101 in needed the systems support needed, including software licensing and equipment, as well as contracted software developers. Of this amount, \$5,472,101 was approved through the Consolidated Plan budget processes. The remaining amount of \$800,000 will be included in a Financial Status Report or the current Mayoral budget process, pending the approval of new positions.

#### Homelessness Prevention Programs

On April 7, 2025, LAHD issued a Request for Proposals (RFP) seeking a non-profit administrator to provide legal representation services related to the implementation of the ULA Protections from Tenant Harassment Program. The anticipated contract amount will be \$3 million in program funds. Responses to that RFP were due on June 2, 2025, and LAHD completed an evaluation of proposals received. LAHD is in the process of returning to the City Council with the award recommendations for approval to execute the associated contract.

On July 3, 2025, as part of the approval of the FY 2025-26 ULA Expenditure Plan (C.F. No. 23-0038-S7), the City Council authorized LAHD to prepare and release an RFP to solicit a qualified agency/contractor for the City's Eviction Defense Program for the purposes of providing comprehensive eviction defense, eviction prevention, tenant outreach and education,

and legal support services for income-qualified tenants, including the scope of services described in the ULA Homelessness Prevention Programs Guidelines for eviction defense and prevention, tenant outreach and education, protections from tenant harassment, and the short-term emergency assistance for settlement of rental arrears of low-income tenant households at risk of eviction in the City. This RFP was issued on September 22, 2025, and responses are due on November 3, 2025. Following review of responses and selection of one or more contractors to provide these services, LAHD will return to the City Council for approval to execute the associated contracts.

*Affordable Housing Programs*

On December 10, 2024, LAHD received authorization from the City Council to prepare RFPs to procure professional services related to two ULA Affordable Housing Programs (C.F. No. 23-0038-S8).

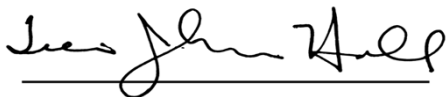
On August 22, 2025, the City Council authorized LAHD to enter into a contract with the Liberty Hill Foundation to administer the ULA Capacity-Building Program (C.F. No. 23-0038-S10). Upon contract execution, Liberty Hill Foundation will be responsible for initiating, designing, and administering ULA Capacity-Building services, which are intended to support successful tenant governance models in ULA-funded projects.

On September 1, 2025, LAHD issued an RFP to procure Fund Administrator services related to the ULA Acquisition and Rehabilitation: Small NOAH Program, in alignment with the scope of services and program parameters described in the approved Program Guidelines. The application window for this RFP is planned to close on October 27, 2025. Following review of responses and selection of a contractor to provide these services, LAHD will return to the City Council for approval to execute that contract.

**FISCAL IMPACT**

There is no impact to the General Fund. The recommendations in this report will be funded by revenues collected from ULA. In the event ULA is invalidated, the City's General Fund may be obligated to cover any spent funds.

Approved By:



TIENA JOHNSON HALL  
General Manager  
Los Angeles Housing Department

**ATTACHMENTS:**

- Attachment A: LAHD Housing Development Bureau Staffing Request
- Attachment B: LAHD Regulatory Code and Compliance Bureau Staffing Request
- Attachment C: LAHD Executive Management Staffing Request
- Attachment D: LAHD Admin Bureau Staffing Request
- Attachment E: Bureau of Contract Administration Staffing Request

**ATTACHMENT A**  
**Los Angeles Housing Department**  
**Housing Development Bureau Staffing Request**



**LOS ANGELES HOUSING DEPARTMENT (LAHD) HOUSING DEVELOPMENT BUREAU (HDB) STAFFING REQUEST**

**Executive Office**

To support performance and data management related to ULA Affordable Housing Programs, the Los Angeles Housing Department (LAHD) requests authority to hire one (1) Management Analyst position for the Executive Office within the Housing Development Bureau (HDB), to serve as a Performance and Data Manager for the Bureau. This individual will be responsible for implementing and monitoring all ULA-required reporting requirements, supporting a comprehensive system upgrade to better facilitate tracking, developing procedures for data integrity, and training HDB staff on new reporting standards and procedures.

**Development & Finance**

To support the development and financing of ULA-funded affordable and supportive housing projects, LAHD requests authority to hire a total of seven (7) positions for the Development and Finance Division within HDB. One (1) Financial Development Officer II will be responsible for managing all new work generated by ULA. Within the division's Preservation Unit, two and a half (2.5) positions will be responsible for coordinating Notices of Funding Availability (NOFAs), financial development, and economic analyses for the preservation of the affordable and supportive housing; the half (0.5) position will be shared with the Affordable Housing Managed Pipeline (AHMP) team, carrying out the same type of work for new construction projects to be financed by the ULA Multifamily Affordable Housing Program. Within the AHMP unit, additionally, three and a half (3.5) positions will be responsible for coordinating NOFAs, financial development, and economic analyses for new construction projects; including the half (0.5) position shared with Preservation. Together, these seven positions will support project underwriting and loan closing for projects funded by the ULA Multifamily, ULA Alternative Models: Preservation, and ULA Acquisition and Rehabilitation: Preserving Affordability Programs launched with the Homes for LA NOFA.

**Housing Strategies & Services**

To support the implementation of the ULA Acquisition and Rehabilitation: Small NOAH, ULA Alternative Models: New Construction, and ULA Homeownership Opportunities Programs, LAHD requests authority to hire 10 positions for the Housing Strategies and Services Division within HDB. One (1) Community Housing Program Manager will be responsible for supervising staff and managing the three new ULA programs located in the Division. One (1) Management Analyst position will be responsible for overseeing and monitoring contracts related to administration of the ULA Acquisition and Rehabilitation: Small NOAH Program. Four (4) positions are requested to establish a new unit responsible for implementing the Alternative Models: New Construction Program, including one supervisor position (Financial Development Officer II). This unit will be responsible for updating rules and regulations for the NOFA, administering NOFAs, and conducting economic analysis, underwriting, and managing projects for the Program. Within the division's Homeownership unit, a total of four (4) positions are requested to administer the ULA Homeownership Opportunities Program, including loan management and administrative functions.

### Technical Services

To support the expansion of technical services due to ULA funding, based on anticipated workload related to new ULA-funded projects, LAHD requests authority for a total of 11 positions for the Technical Services Division within HDB. Of those, six (6) positions are requested for the Construction Services unit, including five (5) Rehabilitation Construction Specialist I positions, to support projects that require construction monitoring and oversight. Two (2) Accounting Clerk positions are requested for the Prevailing Wage unit, to review and process construction draw payments as part of required Prevailing Wage enforcement. One (1) Environmental Supervisor II position is requested in the Environmental Review unit to manage a complex environmental review workload for new ULA-funded projects. One (1) Management Analyst position is requested in the Relocation Compliance unit to support relocation services. Finally, one (1) Architectural Associate III position is requested in the Architectural Services unit to review construction plans for new ULA-funded projects.

### Asset Management

To support the increase in management and monitoring of the LAHD loan portfolio due to ULA funding, LAHD requests authority to hire a total of 12 new positions for the Asset Management Division within HDB. This includes nine (9) positions requested for the Loan Portfolio unit, to support homeownership loan servicing, execute new loans that add ULA Operating Assistance funds to projects, manage loan transactions, and provide administrative support for all ULA-funded loans. One (1) position is requested for the Land Use unit, due to anticipated increased workload for processing replacement unit determinations (RUDs) and land use covenants for new ULA-funded projects. Lastly, authority for two (2) positions in the Occupancy Monitoring Group is requested for staff who will be responsible for managing and providing administrative support for lease-up and conducting occupancy monitoring of completed ULA projects.

<b>LAHD - Housing Development Bureau (HDB)</b>	
<b>Requested Positions by Division</b>	<b>Total</b>
Assistant General Manager's Office	
Management Analyst (9184)	1
Development and Finance	
Financial Development Officer II (1571-2)	1
Financial Development Officer I (1571-1)	2
Housing Planning and Economic Analyst (8504)	2
Management Analyst (9184)	2
Housing Strategies and Services	
Community Housing Program Manager (8500)	1
Financial Development Officer II (1571-2)	1
Financial Development Officer I (1571-1)	3
Housing Planning and Economic Analyst (8504)	2
Management Analyst (9184)	2
Management Assistant (1539)	1
Technical Services	
Rehabilitation Construction Specialist I (1553)	5
Management Analyst (9184)	2
Accounting Clerk (1223)	2
Environmental Supervisor II (7304-2)	1
Architectural Associate III	1
Asset Management	
Financial Development Officer I (1571-1)	3
Management Analyst (9184)	4
Management Assistant (1539)	1
Administrative Clerk (1358)	3
Housing Planning and Economic Analyst (8504)	1
<b>Total</b>	<b>41</b>

**ATTACHMENT B**  
**Los Angeles Housing Department**  
**Regulatory Code and Compliance Bureau Staffing Request**

**LOS ANGELES HOUSING DEPARTMENT (LAHD) REGULATORY CODE AND COMPLIANCE BUREAU (RCCB) STAFFING REQUEST**

**Rent**

To support implementation of the ULA Protections from Tenant Harassment Program, the Los Angeles Housing Department (LAHD) is requesting authority to hire two (2) Housing Investigator I positions for the Tenant Anti-Harassment Unit within the Rent Division in the Regulatory Code and Compliance Bureau (RCCB). These positions are needed to investigate potential harassment allegations, including the increased caseload anticipated due to the implementation of the Just Cause Ordinance (JCO) and regulations covering units that are not otherwise covered by the Rent Stabilization Ordinance (non-RSO units).

To support the implementation of ULA-funded Outreach and Education, LAHD is requesting authority to hire three (3) positions for the Rent Division within RCCB. Two (2) positions will be responsible for coordinating outreach and education efforts necessary to provide information to the public regarding new tenant protections and Homelessness Prevention Programs. This will include coordinating digital and physical communications efforts and overseeing the work of any outreach contractors. One (1) position will be responsible for assisting with incoming calls related to ULA programs, to accommodate increased anticipated call volume.

Additionally, to support the implementation of ULA Short-Term Emergency Assistance, LAHD requests authority to hire one (1) position to be responsible for contractor monitoring and compliance for the program. As described in the FY 2025-26 ULA Expenditure Plan (C.F. No. 23-0038-S7), full funding for this program anticipated to resume in FY 2026-27. As a result, authority for this position is requested in FY 2025-26, in order to facilitate staff hiring and onboarding by the first quarter of FY 2026-27.

<b>LAHD - Regulatory Code and Compliance Bureau (RCCB)</b>	
<b>Requested Positions by Division</b>	<b>Total</b>
Tenant Anti-Harassment Unit	
Housing Investigator I (8516)	2
Outreach and Education	
Management Analyst (9184)	1
Senior Administrative Clerk (1368)	1
Communications Information Representative I (1431)	1
Short-Term Emergency Assistance	
Management Analyst (9184)	1
<b>Total</b>	<b>6</b>

**ATTACHMENT C**  
**Los Angeles Housing Department**  
**Executive Management Staffing Request**

## **LOS ANGELES HOUSING DEPARTMENT (LAHD) EXECUTIVE MANAGEMENT STAFFING REQUEST**

### **Office of the ULA Inspector General**

As provided by the Section 22.618.6(g) of the Los Angeles Administrative Code, the City is responsible for providing adequate dedicated staffing to the ULA Citizen Oversight Committee (ULA COC). This includes the role of an Inspector General, who is to act as the lead staff person serving the ULA COC, as well as additional staff to support the work of the Inspector General and the ULA COC. The ULA measure and ordinance establish specific parameters related to the role of the Inspector General. These parameters, as articulated in the measure, are challenging to incorporate within the City's hiring and personnel framework. After evaluating all possible options, the Los Angeles Housing Department (LAHD) has developed a proposed structure for the Office of the ULA Inspector General that aligns with all necessary requirements.

LAHD recommends the creation of a new Office of the ULA Inspector General within the Executive Management division of LAHD. This will entail the creation of four (4) new staff positions to support the ongoing and growing work of the ULA COC, as well as the work of the ULA Tenant Council. These positions are requested to be authorized and filled immediately in order to facilitate hiring and transition of duties from the Interim Inspector General in advance of the expiration of the Interim Inspector General's existing contract in December 2025.

This will include the creation of an exempt position (one Principal Project Coordinator) to serve as the ULA Inspector General. To meet the parameters of the ULA ordinance, this role should be an exempt position. A candidate to fill this role will be hired in partnership and with the approval of the ULA COC. The Inspector General will report directly to the ULA COC for all non-administrative duties, including direction on conducting the work of the COC, setting COC agendas, conducting the annual ULA COC Town Hall and annual audits, establishing the COC's budget, and developing Ad Hoc Committee work plans. For general operational duties (e.g., filling of civil service staff positions, contracting, and procurement activities) and administrative functions (e.g., timesheet approval, vacation requests), the Inspector General will report directly to the LAHD Executive Officer. The ULA Inspector General will direct all staff within the Office of the ULA Inspector General, pursuant to the ULA measure.

The remaining three (3) requested staff positions within the office will be non-exempt civil service positions. One Senior Management Analyst and one Management Analyst will primarily be responsible for all matters related to the work of the ULA COC, including meeting logistics and managing relevant contracts (e.g., external audit, needs assessment, and any program evaluation work of the COC). One Human Relations Advocate will be responsible for all matters related to the work of the ULA Tenant Council.

### **Communications and External Affairs**

In order to support proactive and creative communications, graphic design and branding, strategic storytelling, media coverage, targeted stakeholder engagement, and City Council relations related to all aspects of ULA, LAHD requests the creation of a new Communications and External Affairs Division

within the Executive Management division of LAHD, and the creation of six (6) new positions for the division. Currently, the existing Communications and External Affairs team is part of the Strategic Engagement and Policy Division (SEP). With the increased workload needed to support ULA programs, this reconfiguration and additional staff positions are needed to support proactive communications efforts and increase public awareness of ULA-funded programs and services. This includes the creation of a new Public Information Director II, who would be responsible for overseeing all communication and external affairs efforts, and a Public Relations Specialist II, who would work closely with ULA program participants and stakeholders to develop written communications on the impact of ULA as it relates to the ULA goals. Additional staff resources are requested to support written and visual communications, as well as to support City Council and community engagement to proactively engage community members in order to expand awareness of all services funded by ULA. This includes the creation of one (1) Public Relations Specialist I, one (1) Graphics Designer II, one (1) Graphics Designer I, and one (1) Management Analyst who would be responsible for conducting targeted stakeholder outreach and serving as a community liaison.

#### Strategic Engagement and Policy

The Strategic Engagement and Policy (SEP) Division is responsible for performance management, data analytics, research, evaluation, and policy work related to all ULA-funded activities. To continue building the capacity of the team to conduct that work, LAHD requests authority to hire six (6) positions within the Division. This includes three (3) new positions (two (2) Data Analyst I positions and one (1) Housing Planning and Economic Analyst) who would be responsible for the continued development of infrastructure necessary to support the robust data collection, reporting, performance evaluation, transparency and accountability efforts required by the ULA measure, and related to administration of ULA. This includes identification of Department-wide database and systems improvements, ongoing tracking and analytics, and development and maintenance of data dashboards and other public-facing reporting and program evaluation tools. LAHD also requests authority to hire one (1) Senior Housing Planning and Economic Analyst to oversee policy, data, and research efforts related to the ULA Affordable Housing Programs, and one (1) Housing Planning and Economic Analyst to oversee management of the ULA Capacity-Building Program. Additionally, one (1) Senior Management Analyst is requested to support performance management and data analytics work related to ULA implementation, including preparation of the annual ULA Expenditure Plan, monitoring revenue, and providing ongoing reporting on ULA-funded contracts and expenditures.



LAHD - Executive Office	
Requested Positions by Division	Total
Office of the ULA Inspector General	
Principal Project Coordinator (9134)	1
Senior Management Analyst I (9171)	1
Management Analyst (9184)	1
Human Relations Advocate (9207)	1
Communications and External Affairs	
Public Information Director II (1800)	1
Public Relations Specialist II (1767)	1
Public Relations Specialist I (1767)	1
Graphics Designer II (1670)	1
Graphics Designer I (1670)	1
Management Analyst (9184)	1
Strategic Engagement and Policy	
Senior Housing Planning and Economic Analyst (8505)	1
Housing Planning and Economic Analyst (8504)	2
Data Analyst I (1779)	2
Senior Management Analyst I (9171)	1
<b>Total</b>	<b>16</b>

**ATTACHMENT D**  
**Los Angeles Housing Department**  
**Administrative Services Bureau Staffing Request**

**LOS ANGELES HOUSING DEPARTMENT (LAHD) ADMINISTRATIVE SERVICES BUREAU  
STAFFING REQUEST**

**Administrative Services**

To support administrative functions, including budget requests, expenditure tracking, contracts, procurement, purchasing, and public records act support, the Los Angeles Housing Department (LAHD) requests authority to hire eight (8) positions for the Administrative Services Division within the Department's Administrative Services Bureau. Two (2) Management Analyst positions will be responsible for reviewing all ULA administrative budget requests and monitoring funding for ULA programs. Two (2) Management Analyst positions will be responsible for assisting in the execution of service contracts needed to implement ULA programs. One (1) Management Analyst position will be responsible for assisting in the procurement of services contracts for ULA programs. Two (2) positions, including a Senior Administrative Clerk and an Administrative Clerk, will be responsible for document monitoring and California Public Records Act (CPRA) responses. One (1) Management Analyst position will be responsible for the authorization of expenditure requests and purchasing related to ULA.

**Accounting**

To support the accounting, auditing, and payroll needs related to ULA, LAHD requests authority to hire a total of 30 positions for the Accounting Division within the Department's Administrative Services Bureau. One (1) Departmental Chief Accountant III position will be responsible for the overall planning and directing of the complex accounting works of the ULA program. One (1) Fiscal System Specialist II position will be responsible for supervising and directing the works of various accounting classification staff. Twelve (12) positions will be responsible for the accounting operations of the ULA Affordable Housing Programs. Ten (10) positions will be responsible for the various accounting operations of the ULA Homelessness Prevention Programs and ULA Administration. Four (4) positions are necessary to handle payroll preparation and requirements related to additional ULA staff that will be hired throughout the Department. Two (2) positions will be responsible for fiscal monitoring of service administration contracts to ensure regulatory compliance.

**Systems**

To support the procurement of software and the development of infrastructure and network requirements, LAHD requests authority to hire a total of seven (7) positions for the Systems Division within the Department's Administrative Services Bureau. Two (2) positions will be responsible for managing the data warehouse and overseeing operations for the increased information services workload. Two (2) positions are needed for infrastructure and helpdesk operations, in order to provide cloud and security infrastructure for ULA programs and staff. One (1) Senior Systems Analyst II position will be responsible for managing the Department's Data Reporting Team for ULA reporting requirements, including managing data warehousing databases and servers. Finally, two (2) Systems Analyst positions will be responsible for providing technical support for the LAHD workforce to ensure adequate delivery of services.

<b>LAHD - Administrative Services Bureau</b>	
<b>Requested Positions by Division</b>	<b>Total</b>
Administrative Services	
Management Analyst (9184)	6
Senior Administrative Clerk (1368)	1
Administrative Clerk (1358)	1
Accounting	
Departmental Chief Accountant III (1593)	1
Fiscal System Specialist II (1555)	1
Principal Accountant II (1525)	2
Senior Accountant II (1522)	6
Accountant (1513)	14
Accounting Clerk (1223)	3
Payroll Supervisor (1170)	1
Auditor II (1517)	1
Senior Auditor (1518)	1
Systems	
Data Base Architect (1470)	1
Information Systems Manager I (1409)	1
Systems Administrator II	1
Systems Administrator I	1
Senior Systems Analyst II (1597)	1
Systems Analyst	2
<b>Total</b>	<b>45</b>

**ATTACHMENT E**  
**Bureau of Contract Administration Staffing Request**

**BUREAU OF CONTRACT ADMINISTRATION STAFFING REQUEST**

Based on the anticipated increased workload and in order to support the expansion of contract compliance due to ULA funding, the Bureau of Contract Administration (BCA) requests a total of one (1) new position. This position will be responsible for overseeing and monitoring compliance for project labor agreements related to ULA-funded projects. Through the FY 2025-26 Budget, BCA was authorized to create two (2) new ULA-funded positions, including one Senior Management Analyst and one Management Analyst, to accommodate the immediate increased workload resulting from the first year of implementation of ULA Affordable Housing Programs, including the ULA Alternative Models: New Construction Program and the ULA Multifamily Affordable Housing Program. These positions are anticipated to continue, but as subsequent years of funding are made available through these programs, BCA anticipates the need to add one additional Management Analyst position in order to support the increased workload.

<b>Bureau of Contract Administration (BCA)</b>	
<b>Requested Positions by Division</b>	<b>Total</b>
Office of Contract Compliance	
Management Analyst (9184)	1
<b>Total</b>	<b>1</b>