

LOS ANGELES HOUSING DEPARTMENT
1910 Sunset Blvd., Ste 300
Los Angeles, CA 90026
Tel: 213.808.8808

Tiena Johnson Hall, General Manager
Luz C. Santiago, Acting Executive Officer
Anna E. Ortega, Assistant General Manager
Luz C. Santiago, Assistant General Manager
Craig Arceneaux, Assistant General Manager

City of Los Angeles



Karen Bass, Mayor

COMMUNITY INVESTMENT
FOR FAMILIES DEPARTMENT
444 South Flower Street, 14th Floor
Los Angeles, CA 90071

Abigail R. Marquez, General Manager
Veronica McDonnell, Assistant General Manager
Rosa Benavides, Assistant General Manager
Ruth Rodrigues, Executive Officer

February 12, 2026

Council File: 23-0038
Council District: Citywide
Contact Person(s):
Cally Hardy (213) 808-8653
Regina Joy Alcazar (213) 272-2941
Aaron Strauss

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

REPORT FROM THE LOS ANGELES HOUSING DEPARTMENT AND THE COMMUNITY INVESTMENT FOR FAMILIES DEPARTMENT ON AN EMERGENCY INCOME SUPPORT PROGRAM FOR VERY LOW-INCOME RENTER HOUSEHOLDS WITH SENIORS AND/OR PERSONS WITH DISABILITIES THAT HAVE BEEN IMPACTED BY RECENT LOCAL EMERGENCIES; TRANSFER OF THE UNITED TO HOUSE LA (ULA) INCOME SUPPORT PROGRAM TO THE COMMUNITY INVESTMENT FOR FAMILIES DEPARTMENT ON AN ONGOING BASIS; EXTEND THE PROCUREMENT OF THE FAMILYSOURCE SYSTEM THROUGH JUNE 3, 2027; AND REPORT TO COUNCIL ON RECOMMENDATIONS FROM THE CALIFORNIA STATE UNIVERSITY, NORTHRIDGE "HOMELESSNESS PREVENTION IN LOS ANGELES: ENVIRONMENTAL SCAN AND BUSINESS PLAN," PER CF 22-0799-S2

SUMMARY

The Los Angeles Housing Department (LAHD) has identified the United to House Los Angeles Income Support Program (ULA ISP) as a potential resource to help stabilize and rebuild the livelihoods of families that have been impacted by recent local emergencies. As part of the approved FY 2024-25 ULA Expenditure Plan (CF 23-0038-S7), \$15,818,888 was appropriated for the ULA ISP, including administrative funding. These funds are available to be used immediately for an Emergency ISP. An additional \$45,315,212, including administrative funding, is available as part of the approved FY 2025-26 ULA Expenditure Plan. These funds are available to be used for a future round of the ULA ISP, in compliance with the adopted ULA Program Guidelines and subject to consideration by the ULA Citizen Oversight Committee for prioritization factors.

With the agreement of the Community Investment for Families Department (CIFD), LAHD recommends transitioning the administration of the Emergency ISP and subsequent iterations of the ULA ISP to CIFD. Transition of the ISP to CIFD will require additional staff, as well as contracts with and procurement of Community-Based Organizations to assist with outreach and enrollment, a technology partner to provide a program application platform, and a Legal Services Provider to facilitate navigation of benefits interactions.

The design of the Emergency ISP aligns with the ULA Ordinance (No. 187692) and permanent program guidelines (CF 23-0038-S8). The emergency round will serve an estimated 1,000 eligible, very low-income households that have a senior and/or person with a disability, and that are at-risk of homelessness. As recommended by the ULA Citizen Oversight Committee (COC), the Emergency ISP will prioritize households that have been impacted by recent local emergencies, have a household gross income at or below 30 percent of Area Median Income (AMI), have a tenancy in a rental unit subject to the City’s Rent Stabilization Ordinance (RSO), and are severely rent burdened (as defined by paying more than 50 percent of their monthly income towards rent). Additional recommended prioritization criteria and program design details are described in this report.

RECOMMENDATIONS

That the City Council, with the approval of the Mayor:

1. APPROVE transfer of administration of the ULA Income Support for Rent-Burdened At-Risk Seniors and Persons with Disabilities Program from the Los Angeles Housing Department (LAHD) to the Community Investment for Families Department (CIFD), including management and distribution of associated House LA Fund Accounts for this program.
2. AUTHORIZE the General Manager of CIFD to collaborate with the Office of Finance to establish a Special Bank Account for the disbursement of House LA funds as a public assistance benefit program to eligible recipients.
3. AUTHORIZE the Controller to:
 - a. **Establish new accounts** within the House LA Fund No. 66M/43 and transfer appropriations as follows:

	Account	Title	Amount
From:	43C00B	Administration	\$3,798,643
To:	43C121	Community Investment for Families	\$1,029,024
	43C299	Reimbursement of General Fund Costs	\$135,672

	43CU21	ULA Admin Reserve- CIFD	\$2,633,947
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- b. **Increase appropriations** in the amount of \$1,029,024 for the following accounts within the CIFD Fund No. 100/21:

Account	Title	Amount
001010	Salaries General	\$200,372
001090	Overtime, General	\$27,739
002120	Printing & Binding	\$128,693
003040	Contractual Services	\$463,500
003310	Transportation	\$10,000
006010	Office & Admin	\$198,720
	TOTAL	\$1,029,024

- c. **Establish a new account** 43CU11-HPP-Public Assistance Benefit Program-CIFD, and transfer within the House LA Fund No. 66M as follows:

	Account	Title	Amount
From:	43A00D	Homeless Prevention Program	\$14,654,191
	43CU06	Income Support for Rent Burdened at Risk S and PWD	\$42,681,266
To:	43CU11	HPP-Public Assistance Benefit Program-CIFD	\$57,335,457

4. **AUTHORIZE** the General Manager of CIFD, or designee, to execute new contracts for terms of March 1, 2026 - February 28, 2027, with the following FamilySource Centers:

Agency Name	Contract Amount
All People's Community Center	\$120,000
P.F. Bresee Foundation	\$120,000
El Centro de Amistad	\$120,000

El Centro de Ayuda	\$120,000
Koreatown Youth and Community Center	\$120,000
New Economics for Women	\$120,000
West Adams / Leimert Park FSC	\$120,000
Watts Labor Community Action Committee	\$120,000

The contracts are for the purpose of conducting outreach among eligible populations, assisting with program applications and eligibility document collection, and conducting public benefits consultations for the ULA Income Support Program, subject to the following: (1) availability of funds; (2) contractor's continuing compliance with applicable federal, state, and local government legislation; (3) satisfactory contractor performance; and (4) approval of the City Attorney as to form, in substantial conformance to the draft document attached (see ATTACHMENT A).

5. AUTHORIZE the General Manager of CIFD, or designee, to negotiate and execute a sole source contract with FORWARD, for a term of March 1, 2026 - February 28, 2027, and for an amount not to exceed \$463,500, to design and administer a centralized program application portal, review applicant documents for eligibility, and enroll program participants in the implementation of the ULA Income Support Program, subject to the following: (1) availability of funds; (2) contractor's continuing compliance with applicable federal, state, and local government legislation; (3) satisfactory contractor performance; and (4) approval of the City Attorney as to form, in substantial conformance to the draft document attached (see ATTACHMENT B).
6. AUTHORIZE the General Manager, or designee, of the Community Investment for Families Department to prepare, process, and execute any documents, memos, and disbursement of funds necessary with U.S. Bank, utilizing the Office of Finance's contract with U.S. Bank National Association, C-203951, as appropriate, for the above purpose.
7. AUTHORIZE the General Manager of CIFD, or designee, to release a Request For Proposals (RFP) to select a qualified technology vendor to design and administer a centralized program application portal, determine applicant eligibility, enroll program participants, and facilitate disbursement of financial assistance to selected participants for the ULA Income Support Program, subject to review and approval by the City Attorney as to form, assess the proposals submitted, and return to the Mayor and City Council with contractor recommendations, funding levels and Controller instructions.
8. AUTHORIZE the General Manager of CIFD, or designee, to release a Request For Proposals (RFP) to select qualified Community Based Organizations to conduct outreach among eligible populations, assist with program applications and eligibility document collection, and conduct public benefits consultations for the ULA Income Support Program, subject to review and approval by the City Attorney as to form, assess the proposals submitted, and return to the Mayor and City Council with contractor recommendations, funding levels and Controller instructions.

9. AUTHORIZE the General Manager of CIFD, or designee, to release a Request For Proposals (RFP) to select a qualified Legal Services Provider contractor to provide public benefits counseling to Income Support Program participants, training to Community-Based Organizations assisting with ISP enrollment, and public benefits exemption research for the ULA Income Support Program, subject to review and approval by the City Attorney as to form, assess the proposals submitted, and return to the Mayor and City Council with contractor recommendations, funding levels and Controller instructions.
10. AUTHORIZE the General Manager of CIFD, or designee, to extend the procurement of the FamilySource system through June 30, 2027.
11. NOTE AND FILE the CIFD report to Council on recommendations from the California State University Northridge report titled “Homelessness Prevention in Los Angeles: Environmental Scan and Business Plan” (ATTACHMENT C) as instructed in CF 22-0799-S2.
12. AUTHORIZE the General Manager of LAHD, or designee, and/or the General Manager of CIFD, or designee, to prepare Controller instructions and make necessary technical adjustments consistent with the Mayor and Council actions, subject to the approval of the CAO, and instruct the Controller to implement these instructions.

EMERGENCY ISP BACKGROUND

January 2025 Wildfires

In response to City Council’s efforts to identify resources to support tenant households impacted by the wildfires (CF 25-0006-S59), LAHD identified the FY 2024-25 House LA Fund allocation for the ULA ISP as a feasible and opportune source to support recovery efforts for lower-income renters. Other emergency relief programs, such as the County of Los Angeles’ Household Relief Grant Program¹ and the Worker Relief Fund Program² ceased accepting applications on March 12, 2025. Countywide emergency tenant protections for qualifying income-eligible tenants directly financially impacted by the wildfires provided wildfire-impacted renters with an affirmative defense against eviction for non-payment of rent until July 31, 2025. The City of Los Angeles also prohibited eviction of tenants based upon the presence of unauthorized persons or pets that were victims of the wildfires through Ordinance No. 188486.

However, a year after the wildfires, Angelenos continue to experience threats to housing and financial security:

- A study completed by the Los Angeles County Economic Development Corporation estimated that 9,610 people were employed by businesses in the Palisades Wildfire burn area or located in the vicinity, and economic disruption will continue to grow the longer recovery is prolonged (projecting employment losses of up to 49,110 job-years).³

¹ Los Angeles County Department of Consumer & Business Affairs. 2025. “LA County Household Relief Grant.” <https://lacountyrelieffund.com/>

² Los Angeles County Department of Economic Opportunity. 2025. “Worker Relief Fund.” <https://opportunity.lacounty.gov/worker-relief-fund/>

³ One job-year refers to a worker working full time for that year. Los Angeles County Economic Development Corporation. 2025. “Impact of 2025 Los Angeles Wildfires and Comparative Study.” https://laedc.org/wp-content/uploads/2025/02/LAEDC_2025-LA-Wildfires-Study_090525-UPDATE.pdf

- Many rental listings in the City of Los Angeles show evidence of rent gouging, exploiting the post-disaster market by raising rents beyond the declared-emergency legal threshold of 10 percent of the pre-emergency price. According to a public dashboard published by The Rent Brigade, as of February 2026, 18,300 Zillow listings showed evidence of price gouging, while California's Attorney General has only filed 11 rent gouging cases.⁴

Homelessness Prevention

Mayor Karen Bass declared a State of Emergency on Homelessness on the day she took office in December 2022. Despite lifting the State of Emergency in November 2025, the homelessness crisis remains a priority. Many City initiatives target individuals who are currently homeless, and the City is also pursuing new approaches to homelessness prevention. In 2022, the Los Angeles City Council tasked the Chief Legislative Analyst (CLA) with evaluating homelessness prevention programs in the City and County of Los Angeles. On January 9, 2024, the Los Angeles City Council approved C.F. 22-0799-S2, a CLA report, instructing the following: (1) the Community Investment for Families Department (CIFD) to assume the role of City Lead for the Homelessness Prevention System; (2) CIFD to execute a contract with the California State University Northridge (CSUN) to provide a landscape analysis of the City's prevention programs and develop a business plan to identify a timeline for implementation and outline the resources, costs, and additional staffing required for CIFD to carry out their function as the City's lead department for homelessness prevention; and (3) CIFD and CSUN to outline the roles of relevant departments, create a forum for ongoing engagement among department heads, and recommend optimal methods of reporting progress to Council.

CSUN's report (ATTACHMENT C), titled "*Homelessness Prevention in Los Angeles: Environmental Scan and Business Plan*," provides guidance on how to best achieve this goal with the following ten recommendations:

1. **Investing in Prevention as a Core Strategy:** Allocate substantial resources to prevent homelessness, as prevention reduces individual and societal costs more effectively than interventions for those already unhoused.
2. **Implementing the Housing First Model:** Secure stable housing for at-risk individuals and families by leveraging financial assistance, housing vouchers, and related resources to prevent crises from escalating.
3. **Enhancing Cross-Sector Collaboration:** Build partnerships across government agencies, nonprofits, healthcare providers, and community organizations to address the multifaceted causes of homelessness and improve coordination.
4. **Expanding Data-Driven Approaches:** Utilize tools like the California Policy Lab's predictive model to identify at-risk individuals early, target interventions, and allocate resources more effectively.
5. **Strengthening Comprehensive Support Services:** Provide wraparound services, including eviction prevention, legal aid, mental health care, employment training, and financial counseling, to stabilize at-risk populations.
6. **Promoting Equity and Accessibility:** Address systemic barriers, including racial discrimination and economic inequality, by ensuring prevention programs are inclusive and accessible, especially for historically underserved communities.

⁴ The Rent Brigade. 2025. "Rent Gouging Dashboard." <https://www.rentbrigade.org/dashboard>

7. **Developing Unified Prevention Metrics:** Create clear metrics to measure housing insecurity and program outcomes, including affordability, stability, and safety.
8. **Piloting and Scaling Innovative Programs:** Test new strategies, such as Guaranteed Basic Income and predictive tools, through pilot programs before expanding them citywide.
9. **Improving Service Delivery Systems:** Resolve operational challenges like fragmented services and limited legal aid by creating centralized access points and streamlining case management processes.
10. **Increasing Public Awareness and Outreach:** Engage the community through campaigns, partnerships with community-based organizations, and mobile outreach platforms to connect at-risk populations to resources.

CSUN's analysis and recommendations call for significant additional funding for both programming and new staffing. Although no new funding in FY 2025-26 has been allocated to CIFD to increase the scope of its existing homelessness prevention work, the transition of the ULA ISP from LAHD to CIFD represents a significant first step in augmenting CIFD's capacity to prevent vulnerable Angelenos from falling into homelessness.

Interim Income Support Program

In June 2025, LAHD completed the first phase of the ULA ISP, providing financial assistance to low-income households with a senior and/or a person with a disability who are at risk of displacement from their homes. The Interim ULA ISP distributed nearly \$10 million (as approved in the FY 2023-24 ULA Expenditure Plan) to 494 eligible households in one-time payments of \$20,000. Of eligible households selected to participate in the interim program:

- 71 percent had a person with a disability.
- 59 percent had a senior (aged 65 years or older).
- 73 percent were acutely or extremely low income (at or below 30 percent of the Area Median Income).
- 77 percent were severely rent burdened (spent more than 50 percent of their income on housing costs).

Outcomes of the Interim ULA ISP can be viewed online at <https://housing.lacity.gov/ula-income-support>.

Implementation

As adopted in the report and guidelines for the interim program (CF 23-0038), eligible applicants were identified from the existing pool of applications submitted in the Fall of 2023 for the ULA Short-Term Emergency Assistance Program. After verifying eligibility, participants completed a tax and benefits screening and consultation with a Legal Services Provider to ensure they have the requisite information to make informed decisions about their participation in the program. Upon completion of the tax and benefits consultation, the participant was referred back to receive their income assistance payment.

LAHD contracted with the Southern California Housing Rights Center (SCHRC) to administer and monitor the interim program, including verifying participant eligibility, issuing payments, and reporting progress (Contract No. C-144360). LAHD also contracted with Cask NX LLC to provide application systems support services for United to House LA programs, including for the ULA ISP (Contract No. C-144176). Additionally, ULA ISP participants received public benefits counseling to determine the potential impact of the financial assistance on

existing public benefits enrollment and to provide information on potential tax implications, with resources provided by the United Way of Greater Los Angeles (UWGLA). UWGLA also secured a research partner, the University of Pennsylvania Center for Guaranteed Income Research (CGIR) and the University of Tennessee Social Work Office of Research and Public Service (SWORPS), to evaluate the impact of the interim program on a participating household's overall stability. Findings from this program evaluation are expected to be published this year to deepen understanding of the program and inform future iterations of the ULA ISP.

LAHD had two (2) staff members managing the interim program, with technical support from LAHD's Systems Unit, including ten (10) temporary staff who responded to phone inquiries and assisted with in-person application completion and document submission at LAHD's public counters.

Moving forward, to continue administering the ULA ISP in this emergency program and into the permanent program, the City must develop the permanent infrastructure needed to maintain a long-term income support program that uses financial assistance to connect eligible households with other resources and social services to support a more stable life. To begin this transition, LAHD and CIFD seek to leverage the City's FamilySource System and the network of community-based organizations by adding the ULA ISP as a resource to serve very low-income renter households, including seniors and persons with disabilities. FSC staff will conduct outreach among eligible populations, assist with program applications and eligibility document collection, and conduct public benefits screenings.

Needs Assessment Results

To understand and improve the implementation of the ULA ISP, LAHD and CIFD completed a geographic needs assessment by comparing census data for the program's target population with the results of the interim program. According to the analysis, nearly all of Central and South Los Angeles has a high concentration of target households. Other areas showing relative need for the ULA ISP throughout the City include parts of the San Fernando Valley, such as Van Nuys, and portions of the surrounding neighborhoods; portions of Pacoima, Sylmar, Sunland/Tujunga, and Canoga Park; and San Pedro and Wilmington near the Port of Los Angeles. In comparison to the results of awards disbursed by the interim program, specific areas of Council Districts 6, 7, 8, 9, 14, and 15 will need more robust support for additional public outreach and application assistance to ensure that eligible constituents in the highest need areas are aware of the program and are able to apply for funding. CIFD will identify and work closely with FSCs and other community organizations that work in the identified neighborhoods to support outreach to hard-to-reach residents and foster a more equitable distribution of financial assistance. Refer to ATTACHMENT D for the results of the geographic needs assessment.

Los Angeles County Resolution on Tenant Protections for Wildfire Impacted Workers

On February 25, 2025, the Los Angeles County Board of Supervisors approved a countywide resolution to protect qualifying, income-eligible tenants from eviction for non-payment of rent. A "qualifying tenant" was determined as a residential tenant who (1) lived in their units since January 7, 2025, (2) had a 2024 household income at or below 150 percent Area Median Income, and (3) proved economically impacted by the wildfires through application for a County relief program, unemployment benefits, or actively seeking employment. Qualifying tenants could have asserted an affirmative defense to an unlawful detainer action for nonpayment of rent accrued

during the term of the resolution by providing a self-certified statement in writing to their landlord for their inability to pay rent due to direct financial impact related to the wildfires within seven (7) days of each month from the day their rent is due. The “protected time period” or term of the resolution was between February 1, 2025 through July 31, 2025. The resolution does not forgive or relieve qualifying tenants of their obligation to pay their rent or rental arrears, which must be paid twelve (12) months after the termination of the resolution.⁵

PROGRAM IMPLEMENTATION

Program Administration

LAHD recommends transitioning the long-term administration of the ULA ISP to CIFD for the following reasons:

1. CIFD has experience designing, implementing, and administering Guaranteed Income programs with the Basic Income Guaranteed: L.A. Economic Assistance Pilot (BIG:LEAP) and a number of other proposed unconditional cash programs;
2. CIFD has on-the-ground resources to service constituents through the network of 19 FSCs offering wraparound social, educational, work, and family support services to low-income families; and,
3. Expanding CIFD’s resources for seniors and/or persons with disabilities would enable CIFD service providers to offer more resources to service families of varying compositions.

Although LAHD was able to quickly stand up the ULA Interim Income Support Program, it required LAHD to shift substantial staff and resources to administer a cash assistance program that is different from anything it has done before. LAHD had to temporarily shift staff from other teams, including two (2) Housing, Planning and Economic Analysts from the Policy Unit, and one (1) Director from the Regulatory Compliance & Code Bureau, to build out the application system and coordinate implementation with partners. It also required LAHD’s Public Counter and Hotline staff to provide extensive client service support. In addition, LAHD amended existing contracts with SCHRC and Cask NX LLC that have since expired in July 2025. The free tax and benefits counseling services for participants and project management were provided with philanthropic support from the UWGLA. If LAHD were to continue long-term implementation of ULA ISP, LAHD would need to hire new program and implementation staff, particularly to build out case management support at LAHD’s Public Counters across four (4) locations, extend existing contracts to process applications, and procure a contractor for public benefits counseling.

ISP is, at its core, a homelessness-prevention and cash-assistance program; creating this infrastructure is a better fit for CIFD. Transitioning the ULA ISP from LAHD to CIFD for this emergency program would leverage its existing expertise and infrastructure, and concurrently lay the groundwork for more effective implementation of the permanent long-term program.

As provided by the approved ULA Program Guidelines, while LAHD is the primary ISP Program Administrator, LAHD may collaborate with key City Departments and delegate administrative responsibilities to partner City

⁵ Office of the County Counsel. 2025. “Keeping Wildfire Impacted Workers Housed (2/18/25 Board Agenda; Item No. 9).” <https://file.lacounty.gov/SDSInter/bos/supdocs/200708.pdf>

Departments, including CIFD. As Program Administrators, LAHD and CIFD are responsible for compliance with the approved ULA Program Guidelines, including all data collection and reporting obligations.

Program Design for Emergency ISP

Research has established that, when balancing the high costs of health care, food, transportation, utilities, housing, and other necessities, homelessness is often only one income shock away.⁶ Natural disasters greatly exacerbate existing vulnerabilities and introduce new financial strains, such as loss of income, repairing damages to the home, accrued medical costs, evacuation, relocation, and temporary housing costs, and rent gouging. The unexpected costs of recovery are especially challenging for very low-income households. The Emergency ISP aims to offset the compounding financial shocks caused by the wildfires by providing a one-time lump sum payment that can immediately help stabilize households.

As previously mentioned, the Los Angeles County Board of Supervisors passed a resolution that provided tenants impacted by the wildfires with an affirmative defense against an unlawful detainer (eviction) action for non-payment of rent between February 1, 2025, and July 31, 2025. While the Board's resolution extends the protections to renters in the City of Los Angeles, it does not cancel or stop the rent from being owed during the protection period.⁷ Consistent with the requirements of the ULA Ordinance and the ISP Guidelines, the Emergency ISP aims to provide income support to impacted households with seniors and persons with disabilities to increase their overall stability during recovery, including maintaining a stable home.

As an income support program, the household receiving the program funds can spend the money as it deems best. The amount of the income support would be based on the fair market rents that would be accumulated during the six months that the Board resolution was in effect. This aligns with the affirmative defense against eviction for failure to pay rent, allowing them to pay for basic necessities despite the wildfire's impacts, including rent.

While disbursement amounts are based on rent, this is an income support program, and the one-time, lump-sum payment is unconditional. This means program participants can use it to address their most pressing financial needs, including rent and other basic expenses such as food, medical bills, and household goods. This aligns with the underlying philosophy of other Guaranteed Income Programs, which place trust and dignity at the forefront of the social safety net. Research on such programs, including the City's own BIG:LEAP program, demonstrates that unconditional financial support allows families to better meet their basic needs, pay down debt, stay housed, plan for the future, save for emergencies, reduce stress and anxiety, and much more.

Fair Market Rate Approach

LAHD and CIFD recommend that the amount of income assistance be equivalent to six (6) months of Fair Market Rent (FMR), as determined by the U.S. Department of Housing and Urban Development (HUD)'s calculations

⁶ University of California San Francisco. 2023. "Toward a New Understanding: The California Statewide Study of People Experiencing Homelessness." <https://homelessness.ucsf.edu/our-impact/studies/california-statewide-study-people-experiencing-homelessness>

⁷ Los Angeles County Department of Consumer and Business Affairs. 2024. "January 2025 Wildfire and Critical Windstorm Resolution." <https://dcba.lacounty.gov/wp-content/uploads/2025/04/January-2025-Wildfire-and-Critical-Windstorm-Resolution-FAQ-ENG-4.14.25.pdf>

of FMRs for the Los Angeles-Long Beach-Glendale, CA metropolitan area for FY 2026, with a maximum amount of \$19,000 for larger households (see TABLE 1).

FMRs are estimates of 40th percentile gross rents for standard quality units within a metropolitan area, used to determine payment standard amounts for various federally-funded housing programs.⁸ LAHD and CIFD recommend the \$19,000 ceiling for households with five or more members.

Applicants will be required to submit information on the number of persons in their household. Then, based on the number of family members, CIFD will apply occupancy standards set by HUD’s Housing Quality Standards (see TABLE 1), to determine the unit size and the corresponding monthly FMR that the household will receive. For example, if *Eligible Household A* has a household size of four (4) people, the household would qualify for a payment standard for two-bedrooms, equivalent to \$2,601 per month. *Eligible Household A* would receive a total assistance amount of \$15,606.

Based on the income assistance amounts and the total program disbursement budget of \$13,694,191, approximately 1,000 households are expected to be served by the Emergency ISP, as described in TABLE 1. Depending on the household's size, participants can expect to receive a one-time lump sum payment between \$12,510 and \$19,000. The estimated percentage breakdown is derived from participation in the interim program and is provided strictly for illustrative purposes. The Emergency ISP will not be limited to the thresholds estimated in TABLE 1. CIFD will distribute income assistance based on the eligibility criteria and prioritization described in the next section.

Table 1: Fair Market Rent Payment Standards by Unit Size for the Los Angeles-Long Beach-Glendale, CA Metropolitan Area,⁹ Occupancy Standards,¹⁰ Total Income Assistance, and Estimated Households Served

Number of Family Members	Bedrooms	FMR Payment Standard	Total Income Assistance (6 Months)	Estimated Percent Served	Estimated Households Served
1 - 2	Studio, 1	\$2,085	\$12,510	67%	736
3 - 4	2	\$2,601	\$15,606	24%	208
5+	3+	\$3,298+	\$19,000	9%	61
			Total	100%	1,005

⁸ U.S. Department of Housing and Urban Development. 2026. “Fair Market Rents (40th Percentile Rents).” <https://www.huduser.gov/portal/datasets/fmr.html>.

⁹ U.S. Department of Housing and Urban Development. 2026. “The FY 2026 Los Angeles-Long Beach-Glendale, CA HUD Metro FMR Area FMRs for All Bedroom Sizes.” https://www.huduser.gov/portal/datasets/fmr/fmr2026/FY2026_FMR_Schedule.pdf

¹⁰ Housing Authority of the City of Los Angeles. 2025. “Occupancy Standards.” <https://www.hacla.org/en/about-section-8/occupancy-standards>

Eligibility Criteria and Prioritization

The eligibility criteria and prioritization structure for the Emergency ISP follows requirements mandated by the ULA Ordinance and the ISP Permanent Program Guidelines as adopted by City Council. Section 3.3 in the Guidelines allows for the ULA Citizens Oversight Committee (COC) to consider and determine additional priority factors and a weighting methodology for prioritizing applications. The ULA COC adopted a motion that recommended consideration of the prioritization of households impacted by recent local emergencies. Additionally, a COC Ad Hoc Committee was created to recommend additional prioritization factors to ensure the most vulnerable households in need of assistance would be reached with this program. The prioritization structure for the Emergency ISP described in this section was presented and approved at the ULA COC's meeting on July 30, 2025.

Required Eligibility Criteria

1. Household must be a resident of the City of Los Angeles;
2. One or more individuals within the household must be a Senior and/or a Person with Disability, defined as follows:
 - a. Senior – a person who is at least 65 years of age or older at the time of application;
 - b. Person with Disability – a person who has a physical or mental impairment that substantially limits one or more major life activities, such as hearing, seeing, speaking, walking, breathing, performing manual tasks, caring for oneself, learning, or working;
3. Gross household income must be at or below 50 percent of the Area Median Income (AMI), as of December 31st, 2025;
4. Household must have experienced being rent-burdened, defined as paying more than 30 percent of total household income for rent each month, as of December 31st, 2025;
5. Household must attest to being At-Risk of Homelessness, as defined below:
 - a. At-Risk of Homelessness – a household with past due rent or an eviction warning notice, Unlawful Detainer filing, unsafe or unhealthy living conditions, or any other household debts that serve as evidence of such risk, or that meet the definition under § 576.2 of the ESG Program Interim Rule and § 578.3 of the [Continuum of Care] CoC Program Interim Rule;¹¹
6. Household must not be a landlord, master tenant, homeowner, or be related to the landlord or owner of the home in which they pay rent; and
7. Household must not have participated in the 2025 Interim Income Support Program.

¹¹ US Department of Housing and Urban Development. 2025. "At Risk of Homelessness." <https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-esg-homeless-eligibility/four-categories/at-risk-of-homelessness/>

Proposed Prioritization for Emergency ISP

Prioritization factors recommended by the ULA COC involved a concerted effort to identify and elevate households that were already more likely to be experiencing housing precarity, and whose housing instability was therefore greatly exacerbated by the recent local emergencies. In addition to prioritizing households that were impacted by the emergencies, priority will be provided for households that have a gross income at or below 30 percent AMI, are severely rent-burdened (paying more than 50 percent of their income on rent each month), *and* have a tenancy in a unit subject to the City’s Rent Stabilization Ordinance (RSO).

In order to qualify for the Emergency ISP, applicants must meet the required eligibility criteria described in the Required Eligibility Criteria Section described above. Applications will be processed based on the prioritization structure proposed in TABLE 2.

Definitions:

- **Tier:** Priority order for application review. 1 is the highest priority, 5 is the lowest priority.
- **Eligibility:** The criteria in the numbered list from the section on the previous page titled *Required Eligibility Criteria*.
- **Emergency Impact:** Household was impacted by recent local emergencies, including loss of income due to workplace closure or safety concerns, business impact related to the emergencies, reasonable expenditures stemming from government-ordered emergency measures, or displacement caused by mandatory evacuation.
- **30% AMI:** Gross household income at or below 30 percent of the Area Median Income (AMI), as of December 31st, 2025.
- **Severe Rent Burden:** Household must have experienced being severely rent-burdened, defined as paying more than 50 percent of total household income for rent each month, as of December 31st, 2025.
- **Rent Stabilized:** Household currently resides in a rental unit subject to the City’s Rent Stabilization Ordinance (RSO).

Table 2: Prioritization Structure for Emergency ISP

Tier	Eligibility	Emergency Impact	30% AMI	Severe Rent Burden	Rent Stabilized
1	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	
3	✓	✓	✓		
4	✓	✓			
5	✓				

Prioritization of future rounds of the ULA ISP will be determined jointly with the COC prior to launching applications for subsequent rounds of program funding.

Public Assistance Benefit Program

As with the City's BIG:LEAP Guaranteed Income program, CIFD is structuring the Emergency ISP so that, to the extent permitted under state and federal law, funds received by participants are excluded from being treated as income for purposes of eligibility and benefit level determinations under specified public social services, programs, and financial aid.

Preliminary analysis has indicated that both the Internal Revenue Service (IRS) General Welfare Exclusion and the Disaster Relief Exception under Section 139 of the IRS Code may support this effort. According to IRS Notice 2012-75, which describes the welfare exclusion, the City would need to implement a process where the recipient establishes need through documentation. This needs-based requirement is included in the eligibility, selection, and vetting components for the Emergency ISP.

The Disaster Relief Exception under Section 139 of the IRS Code excludes payments that are received by an individual as a qualified disaster payment from a gross income calculation program qualification and participation. A qualified disaster payment includes payments, "paid by a Federal, State, or local government, or agency or instrumentality thereof, in connection with a qualified disaster in order to promote the general welfare." A qualified disaster includes, among others:

- (a) A federally declared disaster (as defined by section 165(i)(5)(A) - any disaster determined by the President of the United States to warrant assistance by the Federal Government under the Robert T. Stafford Disaster Relief and Emergency Assistance Act); and
- (b) A disaster which is determined by an applicable Federal, State, or local authority (as determined by the Secretary) to warrant assistance from the Federal, State, or local government or agency or instrumentality thereof.

The local government issued a disaster declaration for the January 2025 Wildfires. In addition, the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) issued a FEMA-4856-DR-CA Major Disaster Declaration on February 27, 2025.¹² This section codifies the administrative welfare exemption as it relates to disaster payment, so the City would likely have to document the "need" of the recipient, which it will through the program application process.

One potential issue in relying on Section 139 is a question of longevity. It is uncertain how long the disaster declaration will last. If the disaster declaration expires before Emergency ISP funds are disbursed, Section 139 will not be sufficient. The City will therefore need to rely on the general welfare exemption alone to exclude the payment as a reportable income payment. The welfare exemption requires the City to approve the creation and utilization of a public assistance benefit program and create a special revenue fund for the disbursement of

¹² U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA). February 27, 2025. "FEMA-4856-DR-CA Major Disaster Declaration Public Notice." <https://www.fema.gov/disaster-federal-register-notice/fema-4856-dr-ca-major-disaster-declaration-public-notice>

program funds for eligible recipients. This transmittal includes a request to create the public assistance benefit program and the special revenue fund.

Outreach and Enrollment

CIFD plans to execute eight (8) new, 12-month contracts with FamilySource Centers (FSCs) to conduct community outreach and provide enrollment assistance to Emergency ISP applicants. Based on the geographic needs assessment of financial assistance distributed for the ULA Interim Income Support Program that identifies neighborhoods in the City that have a high concentration of potentially eligible residents (see ATTACHMENT D), the eight (8) FSCs were selected to provide robust community outreach and application assistance in targeted areas.

Extending Procurement of the FamilySource System

The FSC procurement cycle expires June 30, 2026. Through this transmittal, CIFD seeks approval to extend the FSC procurement by one year.

This extension is permissible under Los Angeles Administrative Code section 371(e)(2), which exempts contracts from the competitive bidding requirement in those instances where the "contracting authority finds that competitive bidding is not practicable or advantageous." Subsection (e)(10) also provides that "Subject to the requirements of Section 1022, contracts (including without limitation those, as determined by the contracting authority, for the performance of professional, scientific, expert, technical or other special services), where the contracting authority finds that the use of competitive bidding would be undesirable, impractical or impossible or where the common law otherwise excuses compliance with competitive bidding requirements."

A competitive bidding process would be impractical at this time for the following reasons: The Departments of Aging (DoA), Economic and Workforce Development (EWDD), Youth Development (YDD), and CIFD will be consolidated into a new department, the Community Investment Department (CID). Currently, the four departments operate approximately ten distinct systems that provide services, advocacy, and support to low-income Angelenos. Service providers were selected through RFPs issued in 2023, with contracts awarded for a term period from July 2023 through June 2026. A competitive bidding process is premature at this time because CID will focus on strengthening program alignment, cross-referrals, and system integration across these services to better meet the needs of Angelenos. While CID plans to reprocure the FamilySource and Aging service providers, the department needs one additional year to reassess service gaps, develop shared intake and referral processes, and explore other opportunities for greater program alignment, necessitating the requested one-year contract extensions.

Contract with FORWARD Platform

In 2020, the City entered into a contract (C-137261) with Mobility Capital Finance Inc. ("MoCaFi") to provide a consumer demand deposit account and municipally branded debit card (the "Angeleno Card"). In 2021, this contract was extended to include the Angeleno Immediate Response Card ("IRC") for individuals identified by the City, with MoCaFi managing accounts in compliance with applicable laws and regulations. MoCaFi, a financial technology platform serving unbanked and underbanked communities, supported the City in disbursing

millions of dollars in assistance through the Angeleno Card program. Partnering with Geocko Inc., dba FORWARD, a turnkey technological solution for government programs, MoCaFi has enabled the distribution of funds to thousands of Angelenos across multiple government programs, including Guaranteed Basic Income (GBI), emergency rental assistance (ERA), and transportation subsidies.

In early 2025, the City released an RFP to continue the Angeleno Card program for three additional years. During this period, CIFD leveraged the MoCaFi contract to design several new programs.

Building on this success, CIFD, MoCaFi, and FORWARD began developing the administrative framework for the ULA Income Security Program, with FORWARD tasked as a subcontractor to create the application and enrollment infrastructure. However, in September 2025, MoCaFi notified the City that it would terminate negotiations and cease providing related services upon the expiration of its contract on November 19, 2025.

To ensure efficient program launch and disbursement of Emergency ISP assistance, CIFD recommends entering into a 12-month, \$463,500 sole-source contract (approved by City Attorney in November 2025) with FORWARD, a technology platform designed to make cash assistance programs more accessible, effective, and user-friendly. CIFD and FORWARD are working to build a unified platform for several CIFD-administered cash assistance programs, including this program and future financial assistance programs. As summarized below, the FORWARD platform will serve as a centralized hub, streamlining program applications, participant selection and enrollment, and funds disbursement.

The City Attorney approved a request from CIFD to enter into a 12-month sole-source contract with FORWARD, due to the immediate need for a contractor to quickly implement and administer the Emergency ISP's application platform, which will allow the City to disperse critical assistance to extremely- and very-low income senior and disabled households impacted by recent local emergencies. The need to distribute this assistance is made even more acute by the wildfire emergencies that have left an ongoing impact and disrupted assistance to the most marginalized.

Application Administration

The FORWARD platform will enable a simple and accessible application process for program participants, consisting of the following primary components:

1. Online application: CIFD will work with FORWARD to design an online portal for submitting applications and verifying eligibility.
2. Randomized Selection: Eligible participants, based on the priority structure, will be randomly chosen and notified once selected.
3. Eligibility Verification: Applicants will be asked to share documentation to verify that the eligibility information they have provided is true.
4. Basic Contact Information: Applicants will be asked to provide contact information, including but not limited to name, address, and communication preferences.

5. Demographic Information: This will include information such as race, ethnicity, gender, income, household size, and other demographics requested by the ULA Ordinance.

Participant Selection and Enrollment

Once applications are submitted, CIFD will collaborate with FORWARD to conduct a preliminary eligibility review. Program participants will then be assigned to the relevant tier of program prioritization, randomly selected, and requested to provide final documents verifying that they meet program eligibility criteria.

Disbursement Mechanism

Once enrolled, Emergency ISP participants will receive payment via ReliaCard through U.S. Bank, the City's new card vendor.

Procurements

Community-Based Organization Partners

CIFD is requesting authorization to release a Request for Proposals (RFP) to identify and select Community-Based Organizations to assist with the following elements of future iterations of the ULA ISP:

1. Conduct community outreach among populations eligible to promote application for the ULA ISP;
2. Facilitate program applications, including in-person collection and submission of documentation required to demonstrate eligibility; and
3. Receive public benefits training to screen participants for potential public benefits impact, offer informational materials, and refer participants for more in-depth public benefits counseling.

Application Platform Administrator

To ensure timely administration of future iterations of ULA ISP after the expiration of the 12-month sole-source agreement with FORWARD, CIFD is also requesting authorization to undertake a procurement process and issue a Request for Proposals (RFP) to identify a long-term technology vendor partner to develop and administer a program application portal for the permanent ULA ISP, determine applicant eligibility, select program participants, and facilitate disbursement of financial assistance to selected participants.

Legal Services Provider

Participants in supplemental income programs risk negatively impacting their eligibility for other public benefit programs if program dollars count as income in their benefit eligibility and payment calculations. To address this potential risk facing participants in the Interim ULA ISP, participants received a consultation with a Legal Services Provider about how the payment could impact their eligibility for other public benefits so they can make informed decisions about their participation.

Public benefits counseling is a critical component of the ULA ISP. Although there are some protections against emergency assistance being counted as income for the purposes of determining public benefit eligibility, there is inconsistency in protections across benefit programs. Additionally, even where the rules are clear, public benefits

administrators do not always apply the rules consistently. As a result, CIFD requests authorization to release an RFP to procure a Legal Services Provider contractor to:

1. Provide participating households currently enrolled or planning to enroll in public benefits with the opportunity to access free benefits counseling and tax information to support their understanding and decision-making on implications of accepting the ISP assistance, including income exemptions, and referring to other eligible social services where applicable;
2. Ensure CIFD’s understanding of public benefits interactions is consistently up to date and assist CIFD with qualifying the ISP for exemptions from all possible public benefits programs; and
3. Collaborate with CIFD to design a permanent legal benefits counseling referral system that includes training participant enrollment staff to conduct “lighter-touch” benefits consultations, including creating informational materials.

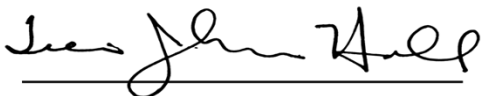
CONCLUSION

LAHD and CIFD recommend that Council and the Mayor approve the requests in this report, including transferring the administration and resources for the Emergency ISP and future iterations of the ULA ISP to CIFD. The ULA ISP is an opportunity to expand the resources available to rent-burdened, very low-income households with seniors and/or persons with disabilities who are at-risk of homelessness. The Emergency ISP will provide income support to approximately 1,000 households affected by recent local emergencies, helping ensure they can pay for health care, food, transportation, utilities, housing, and other basic necessities.

FISCAL IMPACT

There is no impact to the General Fund.

Approved by:



TIENA JOHNSON HALL
General Manager
Los Angeles Housing Department



ABIGAIL R. MARQUEZ
General Manager
Community Investment for Families Department

ATTACHMENTS:

- Attachment A - Contract Proforma for FamilySource System Outreach and Application Assistance
- Attachment B - Contract Proforma for FORWARD Application Platform
- Attachment C - Homelessness Prevention in Los Angeles: Environmental Scan and Business Plan
- Attachment D - ULA Income Support Program Geographic Needs Assessment

PROFESSIONAL SERVICES AGREEMENT

Contractor: Contractor Name

Title: Measure ULA Income Support Program Outreach and Enrollment

Said Agreement is Number _____ of City Contracts.

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Exhibits

- Exhibit A Standard City Provisions for City Contracts
- Exhibit B Required Insurance and Minimum Limits
Instructions and Information on Complying with City Insurance Requirements
- Exhibit C Notice of Prohibition Against Retaliation
- Exhibit D Scope of Work

AGREEMENT NUMBER _____ OF CITY CONTRACTS
BETWEEN
THE CITY OF LOS ANGELES
AND
CONTRACTOR NAME

THIS AGREEMENT (“Agreement” or “Contract”) is entered into between the City of Los Angeles (“City”), a municipal corporation, and Contractor Name (“Contractor”), a California nonprofit corporation, for the provision of services related to the Measure United to House LA (Measure ULA) Income Support Program.

RECITALS

WHEREAS, the Community Investment for Families Department, (“CIFD”), has been designated by the City to provide for the proper planning, coordination, direction and management of the City’s various community development activities;

WHEREAS, CIFD cooperates with private organizations, other agencies of the City and agencies of other governmental jurisdictions in carrying out certain functions and programs which are its responsibility;

WHEREAS, the Measure ULA Income Support Program (ISP) that is the subject of this Agreement, has been established by the City as one of the above described programs, and has been funded by a measure approved by the voters of Los Angeles, which has been approved by the Los Angeles City Council and the Mayor, pursuant to the City’s General Fund to provide outreach and application facilitation services to eligible applicants, especially those impacted by the wildfires in 2025;

WHEREAS, the services to be provided herein are of a professional, expert, temporary, and occasional nature;

WHEREAS, pursuant to Los Angeles City Charter Section 1022, the City Council or designee has determined that the work can be performed more economically or feasibly by independent contractors than by City employees;

WHEREAS, pursuant to Council File Number 20-1433 the Mayor and City Council authorized CIFD to release the FamilySource System Program Request For Proposals (RFP) on December 8, 2022 to implement a continuum of care services that shall lead to three primary outcomes: (1) improved housing stability, (2) increased financial security, (3) improved academic achievement for the Family Source System Program. Contractor was selected through a competitive RFP process. Results of the RFP were approved by the City Council on June 9, 2023 and by the Mayor on June 20, 2023 (CF 23-0467); and

WHEREAS, the City and the Contractor are desirous of executing this Agreement as authorized by the City Council and the Mayor (refer to Council File Number XX-XXXX approved by City Council on XXXXX XX, 2026 and concurred by the Mayor on XXXXX XX, 2026) which authorizes the General Manager of CIFD to negotiate and execute the Agreement.

NOW, THEREFORE, the City and the Contractor agree as follows:

I. INTRODUCTION

§101. Parties To The Agreement

The parties to this Agreement are:

- A. The City of Los Angeles, a municipal corporation, having its principal office at 200 North Spring Street, Los Angeles, California 90012.
- B. The Contractor, known as Contractor Name, a California nonprofit corporation, having its principal office at Contractor Address.

§102. Representatives Of The Parties And Service Of Notices

The representatives of the respective parties who are authorized to administer this Agreement and to whom formal notices, demands and communications shall be given are as follows:

- A. The representative of the City shall be, unless otherwise stated in the Agreement:

Abigail R. Marquez, General Manager
Community Investment for Families Department
444 S. Flower Street, 14th Floor
Los Angeles, CA 90071

With copies to:

Jacqueline D. Rodriguez, Director of Program Operations
Community Investment for Families Department
444 S. Flower Street, 14th Floor
Los Angeles, CA 90071

- B. The representative of the Contractor shall be:

Name, Title
(Name)
Street Address
City, State, Zip
(Email address)

§103. Service Of Notices

- A. The City's representative as stated above is the party authorized to provide written approvals by City to Contractor in reference to matters addressed in this Agreement.
- B. Formal notices, demands, and communications required by this Agreement to be given by either party shall be made in writing and may be delivered personally or by registered or certified mail, postage prepaid, return receipt requested, and shall be deemed communicated as of the date of mailing.
- C. If the name and/or address of the person designated to receive the notices, demands or communications changes, the affected party shall notify the other party in writing of the change in accordance with this section within five (5) days of the change.

§104. Conditions Precedent To The Execution

Contractor shall provide copies of the following documents to the City:

- A. Proof of insurance as required by the City in accordance with and attached hereto as Exhibit A.
- B. A Certification of Compliance with the Living Wage Ordinance Service Contractor Worker Retention and Living Wage Policy in accordance with the Los Angeles Administrative Code §10.37 *et seq.*
- C. A Certification of Compliance with Slavery Disclosure Ordinance in accordance with §433, First Source Hiring Ordinance in accordance with §434, Local Business Preference Ordinance in accordance with §435, and Disclosure of Border Wall Contracting Ordinance in accordance with §445, available on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMP) residing at www.rampla.org, prior to award of a City contract.
- D. Contractor shall submit a Code of Conduct to the City for approval and that it must meet the requirements of the Executive Directive Number FY 12-0001.

§105. Contractor's Administrative And Personnel Documents

Contractor warrants that it has adopted, shall retain, and make available upon request from the City, the following documents and their amendments, if any:

- A. Contractor's Financial and Accounting Procedures, which incorporate Generally Accepted Accounting Principles (GAAP) including, but not limited to, the preparation and submission of invoices, reconciliation of cash on-hand and earnings with City records, reporting and tracking of customer activity and earnings, repayment of unearned funds, preparation for the resolution of audits and inspections, inventory control, reporting and tracking of program income.
- B. Contractor's Personnel Policy, which incorporates due process protection and standard personnel procedures, and which the Contractor agrees to abide by in the performance of this Agreement.
- C. Agreements with Other Funding Sources: A copy of any agreements between Contractor and other public or private organizations that directly impact the activities funded under this Agreement shall be kept on file at Contractor's offices and be provided to the City upon Agreement execution. Contractor shall also notify City of any default, termination, or finding of disallowed costs under these agreements. Contractor warrants that no other funding source will be billed for services that are provided and paid for by the City under this Agreement.
- D. Board of Directors meeting minutes.

§106. Contractor's Duty To Notify City Of Changes

- A. Contractor agrees to provide the City sixty (60) days advance written notice of any facts that may materially affect the performance of this Agreement or impact the City's decision to continue this Agreement with the Contractor. Among the items to be disclosed are an amendment to its Articles of Incorporation or Bylaws, move to dissolve or transfer any assets derived from funds provided under §301 herein, negotiations leading to the sale,

merger or acquisition of Contractor; debarment or contract termination by any other public entity and/or any final audit findings regarding Contractor's administration of any contract with public funds.

- B. Contractor shall notify the City within five (5) days of changes affecting this Agreement including actions that would change Contractor's legal status, any action that may materially change the performance of the Scope of Work (i.e., bankruptcy) and/or a change in Contractor's corporate name.

II. TERM AND SERVICES TO BE PROVIDED

§201. Time Of Performance

- A. The term of this Agreement shall be from **March 1, 2026 to February 28, 2027**, and any additional time as may be necessary to close out activities, provided that said term is subject to the provisions of this Agreement ("Term"). Performance shall not commence until the City has approved all of the required documents described hereinabove, and is in receipt of those and/or other documents as described herein.
 - 1. Ratification Clause. Due to time constraints and the need for Contractor (and Subcontractor) services to be provided, Contractor may have provided services prior to the execution of this Agreement. To the extent that Contractor performed services in accordance with terms and conditions of this Agreement, it is hereby ratified.
- B. The City may, at its discretion, agree to extend the Term and/or provide additional funds to Contractor. Funding for contract extensions will be based on the availability to the City of state and/or federal funds and upon the Contractor's successful performance of all terms of this Agreement.

§202. Scope Of Work And Contractor Responsibility

The Contractor shall provide contractual services, which are supported by the work task schedule identified in this section and Exhibit D. All work is subject to prior City approval. Failure to receive approval may result in withholding compensation pursuant to §301.

The detailed Scope of Work is attached hereto as Exhibit "D" and incorporated herein by reference. Contractor shall complete the Scope of Work during the Term, except as otherwise provided herein.

§203. Budget

Contractor shall submit to the City for approval prior to the disbursement of any funds hereunder a proposed Budget. The Budget shall be prepared in accordance with the budget guidelines to be provided by the City. The Budget is a detailed listing of items for expenditure and scope of service(s) under the terms herein. The Budget shall be submitted with all backup documentation as required and/or a cost allocation plan, if necessary and appropriate. All requests to modify the Budget must be made in writing and must be approved in writing by the City. The Budget shall also describe all subcontractor services to be used by the Contractor and the payment procedures for subcontractors.

III. COMPENSATION

§301. Contractor Compensation

A. Compensation

1. The City shall pay Contractor an amount not to exceed One Hundred Twenty Thousand Dollars (\$120,000) for the complete and satisfactory performance of the Scope of Work (Exhibit D). These funds shall be allocated from the City General Fund. Contractor's right to receive compensation is conditioned upon approval of the Budget by the City, compliance with the City's indemnification and insurance requirements, satisfactory performance of the Scope of Work, and compliance with the terms and conditions contained herein.
2. In no event shall the final expenditures for the Term exceed the total compensation set forth above except as provided for by an amendment to this Agreement.
3. Contractor's reimbursement for expenses incurred in the performance of the Scope of Work shall be made only upon acceptance by the City of the Contractor's invoice and supporting documentation.
4. Expenditures shall be supported by properly executed payrolls, time records, invoices, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. Checks, payrolls, invoices, vouchers, orders, or other accounting documents shall be clearly identified and readily accessible. Undocumented expenditures shall not be paid under this Agreement.
5. The City shall pay Contractor for salaries and eligible, allowable, and reasonable expenses as detailed in the approved Budget.
6. Contractor shall be paid either on a cost reimbursement or advance basis. If the Contractor were to receive advance funds, it must execute a City approved Special Bank Account Agreement before receipt of funds and shall comply with all contract and regulatory requirements for safeguarding advance funds. Request for advance payment basis is subject to City approval. A Contractor on a cost reimbursement basis of payment shall be paid by the City only upon reporting of actual costs incurred.
7. The dollar amount set forth above is subject to change and may be reduced by an amendment to this Agreement should the City determine that Contractor's performance does not justify the level of funding as provided for herein.
8. The Contractor shall maintain records by funding source, by line item for every expenditure incurred directly or indirectly under this Agreement. Expenditures shall be supported by properly executed documentation which includes, but is not limited to, pay rolls, time cards, requisitions for payment, rentals, leases, invoices, vouchers and any other official documents pertinent to the expenditures. Such records shall be maintained in a file and made available for periodic review by authorized representatives of City, federal and/or state agencies or other source(s) of grant funds awarded to the Contractor. Undocumented expenditures shall not be paid under this Agreement.
9. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed

by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.

B. Funding of Agreement

Funding for the Scope of Work and Budget is subject to the continuing availability of funds for this program. This Agreement may be terminated immediately upon written notice to Contractor of a loss or reduction of funds.

C. Payment to the Contractor

1. The City makes no commitment to fund this project beyond the initial Term of this Agreement. The City shall review Contractor's performance on a periodic basis. In the event the City determines that Contractor is not meeting its proposed performance measures, the City may unilaterally reduce the compensation set forth above in compliance with the provisions set forth in this Agreement, upon written notice to Contractor and as set forth by a written amendment.
2. Contractor shall be reimbursed for reasonable and allowable expenses incurred. Unless Contractor has been approved to receive advance payments, all payments shall be on reimbursement basis. Contractors who are on an advance payment plan authorized by the City as described in the Budget shall bill the City for all reasonable and allowable costs incurred.
3. Contractors not receiving advance payment shall request reimbursement by submitting the cash request, monthly expenditure report and all other invoice documentation, as required by the City. Contractor shall be reimbursed after the City has received the monthly expenditure report and all other required documents and after the City determines that Contractor has incurred and expended funds for reasonable and allowable costs under this Agreement.
4. Reasonable and allowable costs shall be determined pursuant to the Allowable and Unallowable Cost section herein.

D. It is understood that the City makes no commitment to fund this Agreement beyond the terms set herein.

E. Invoices and supporting documentation shall be prepared at the sole expense and responsibility of the Contractor. The City will not compensate the Contractor for any costs incurred for invoice preparation. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.

F. Contractor agrees to offer the City any discount terms that are offered to its best customers for the goods and services to be provided hereunder and shall warrant that any applicable discounts have been included in the costs to the City.

G. Contractor acknowledges that it is aware of liabilities resulting from submitting a false claim for payment by the City under the False Claims Act (Cal. Gov. Code §§12650 *et seq.*),

including treble damages, costs of legal actions to recover payments, and civil penalties of up to \$10,000 per false claim.

- H. The Contractor shall submit monthly invoices to the Community Investment for Families Department. Each monthly invoice shall: a) be submitted on the Contractor's letterhead; b) include the name, hours, rate of pay for all personnel to be paid; c) include evidence of the completed project; d) include supporting documentation for all approved purchases of equipment or supplies; and e) be accompanied by a statement detailing the work completed for the month. All expenses for travel must receive prior approval from the City and must be documented and will be paid only in conformance with City policies and procedures. Any and all direct expenses must be documented and will be paid only in conformance with City policy and procedures. Funds shall not be released until the City has approved the work received and is satisfied with the documentation included in the invoice.
- I. It is understood that the City makes no commitment to fund this Agreement beyond the terms set herein.
- J. Invoices and supporting documentation shall be prepared at the sole expense and responsibility of the Contractor. The City will not compensate the contractor for any costs incurred for invoice preparation. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.
- K. Contractor agrees to offer the City any discount terms that are offered to its best customers for the goods and services to be provided hereunder and shall warrant that any applicable discounts have been included in the costs to the City.
- L. Contractor acknowledges that it is aware of liabilities resulting from submitting a false claim for payment by the City under the False Claims Act (Cal. Gov. Code §§12650 et seq.), including treble damages, costs of legal actions to recover payments, and civil penalties of up to \$10,000 per false claim.

IV. STANDARD PROVISIONS

The provisions of the body of this Agreement shall prevail over the provisions of the Standard Provisions for City Contracts, which is attached hereto as Exhibit A and incorporated herein, should there be any inconsistency. The term "contract" as used in the Standard Provisions for City Contracts shall include this Agreement.

§401 Americans with Disabilities Act

In implementing this Agreement, Contractor represents and certifies that it will:

- A. Comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 et seq., the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 et seq., the Fair Housing Act, and its implementing regulations and any subsequent amendments; and California Government Code Section 11135.

- B. Not discriminate in the provision of its programs, services or activities on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability.
- C. Provide reasonable accommodation upon request to ensure equal access to all of its programs, services and activities.

Contractor represents and certifies that any construction for housing performed with funds provided through this Agreement will be done in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 CFR, Part 40.

Contractor represents and certifies that its buildings, and facilities used to provide services in accordance with this Agreement, are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

Contractor understands that the City is relying upon these certifications and representations as a condition to funding this Agreement.

Contractor will require its subcontractors, if any, to include this language in any subcontract.

§402 Insurance

A. General Conditions

1. During the Term and without limiting Contractor's duty of indemnification herein, Contractor shall provide and maintain at its own expense a program of insurance having coverage and limits customarily carried and actually arranged by the Contractor but not less than the amounts and types listed on the Required Insurance And Minimum Limits Sheet (Form Gen. 146) in Exhibit B hereto, covering its operations hereunder. Such insurance shall conform to City requirements established by Charter, ordinance or policy, shall comply with instructions set forth on the City of Los Angeles–Instructions And Information On Complying With City Insurance Requirements (Revised 05/18) document, and shall otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. Specifically, such insurance shall: 1) protect City as an Insured or an Additional Interest Party, or a Loss Payee As Its Interest May Appear, respectively, when such status is appropriate and available depending on the nature of applicable coverage; 2) provide City at least thirty (30) days advance written notice of cancellation, material reduction in coverage or reduction in limits when such change is made at option of the insurer; and 3) be primary with respect to City's insurance plan. Except when City is a named insured, Contractor's insurance is not expected to respond to claims which may arise from acts or omissions of the City.
2. The standard City insurance conditions are incorporated into the sample standard subcontract provisions. The specific insurance coverages and limits shall be described by contractor in any RFP for subcontractor services. These coverages and limits should be tailored to the individual subcontract. For City contracts, Required Insurance and Minimum Limits are set by the City Risk Management staff in the Office of the City Administrative Officer on the Form Gen. 146. Electronic submission is the preferred method of submitting your evidence of insurance documents. KwikComply™ is the City's online insurance compliance system and is designed to make the experience of

submitting and retrieving insurance information quick and easy. The system is designed to be used primarily by insurance brokers and agents as they submit client insurance certificates directly to the City. It uses the standard insurance industry form known as the ACORD 25 Certificate of Liability Insurance in electronic format. The easiest and quickest way to obtain approval of your insurance is to have your insurance broker or agent access KwikComply™ at <https://kwikcomply.org> and follow the instructions to register and submit the appropriate proof of insurance on your behalf. Additional instructions and information on complying with City insurance requirements can be found at http://cao.lacity.org/risk/Submitting_proof_of_Insurance.pdf.

B. Modification of Coverage

City reserves the right at any time during the Term to change the amounts and types of insurance required hereunder by giving Contractor ninety (90) days advance written notice of such change. If such change should result in substantial additional cost to Contractor, City agrees to negotiate additional compensation proportional to the increased benefit to City.

C. Failure to Procure Insurance

All required insurance must be submitted and approved by the City Administrative Officer/Risk Management/Insurance and Bonds prior to the performance of services, inception of any operations or tenancy by Contractor. The required coverages and limits are subject to availability on the open market at reasonable cost as determined by City. Non-availability or non-affordability must be documented by a letter from Contractor's insurance broker or agent indicating a good faith effort to place the required insurance and showing as a minimum the names of the insurance carriers and the declinations or quotations received from each.

Within the foregoing constraints, Contractor's failure to procure or maintain required insurance or a self-insurance program during the Term shall constitute a material breach of this Agreement under which City may immediately suspend or terminate this Agreement or, at its discretion, procure or renew such insurance to protect City's interests and pay any and all premiums in connection therewith and recover all monies so paid from Contractor.

D. Workers' Compensation

By signing this Agreement, Contractor hereby certifies that it is aware of the provisions of §3700 et seq., of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all such times as they may apply during the performance of the work pursuant to this Agreement.

A Waiver of Subrogation in favor of City will be required when work is performed on City premises under hazardous conditions.

§403 Nondiscrimination and Affirmative Action

A. The Contractor shall comply with the applicable nondiscrimination and affirmative action provisions of the laws of the United States of America, the State of California, and the City. In performing this Agreement, the Contractor shall not discriminate in its employment practices, including compensation, against any employee or applicant for employment, because of such person's race, religion, national origin, ancestry, sex, sexual orientation,

gender identification, transgender status, sex stereotypes, age, physical handicap, mental disability, medical condition, marital status, domestic partner status, pregnancy, childbirth and related medical conditions, citizenship and political affiliation or belief. The Contractor shall comply with Executive Order 11246, entitled "Equal Employment Opportunity", as amended by Executive Order 11375, and as supplemented in Department of Labor regulations (41 CFR Part 60).

- B. The Contractor shall comply with the provisions of the Los Angeles Administrative Code Sections 10.8 through 10.13, to the extent applicable hereto. If this Agreement contains a consideration in excess of One Thousand Dollars (\$1,000), Contractor shall comply with the Equal Employment Practices provisions of Los Angeles Administrative Code Section 10.8.3, in which event said provisions are incorporated herein by this reference. If this Agreement contains a consideration in excess of Twenty Five Thousand Dollars (\$25,000), the Affirmative Action Program of this Agreement shall be the mandatory contract provisions set forth in Los Angeles Administrative Code Section 10.8.4, in which event said provisions are incorporated herein by this reference. The Contractor shall also comply with all rules, regulations, and policies of the City's Board of Public Works, Office of Contract Compliance relating to nondiscrimination and affirmative action.
- C. Any subcontract entered into by the Contractor relating to this Agreement, to the extent allowed hereunder, shall be subject to the provisions of this section.
- D. No person shall on the grounds of race, religion, national origin, ancestry, sex, sexual orientation, gender identification, transgender status, sex stereotypes, age, physical handicap, mental disability, medical condition, marital status, domestic partner status, pregnancy, childbirth and related medical conditions, citizenship, and political affiliation or belief be excluded from participation in, be denied the benefit of, or be subjected to discrimination under this program/project. For purposes of this Section, Title 24 Code of Federal Regulations Part 107 and Section 570.601(b) defines specific discriminatory actions that are prohibited and corrective action that shall be taken in a situation as defined therein.
- E. Contractor agrees to adhere to the Non-Discrimination/Equal Employment Practices ("ND/EEP") and Affirmative Action ("AA") program provisions during the entire duration of this contract. Contractor acknowledges its responsibility to comply with any and all ND/EEP and AA provisions as set forth in the applicable statutes, ordinances, rules, regulations, and/or laws.

§404 Conflict of Interest

- A. No City-funded Employees as Board Members

The City will not execute any agreements and/or amendments with Contractors where an employee (an individual who is paid or receives any financial benefit from funds from the agreement with the City), is a member of the Board of Directors. The Board minutes must reflect this requirement.

- B. Code of Conduct

- 1. The City requires that all contractors/subcontractors adopt a Code of Conduct that, at a minimum, reflects the constraints discussed in LAHD Directive Number FY 12-0001. The Code shall be submitted to the City for approval prior to execution of this Agreement.

2. Prior to obtaining the City's approval of any subcontract, Contractor shall disclose to the City any relationship, financial or otherwise, direct or indirect, of Contractor or any of its officers, directors or employees or their immediate family with the proposed subcontractor and its officers, directors or employees.
3. Contractor covenants that none of its directors, officers, employees, or agents shall participate in selecting, or administering any subcontract supported (in whole or in part) by City funds (regardless of source) where such person is a director, officer, employee or agent of the subcontractor; or where the selection of subcontractors is or has the appearance of being motivated by a desire for personal gain for themselves or others such as family business, etc.; or where such person knows or should have known that:
 - a. A member of such person's immediate family, or domestic partner or organization has a financial interest in the subcontract;
 - b. The subcontractor is someone with whom such person has or is negotiating any prospective employment; or
 - c. The participation of such person would be prohibited by the California Political Reform Act (California Government Code §87100 et seq.) if such person were a public officer, because such person would have a "financial or other interest" in the subcontract.
4. Definitions:
 - a. The term "immediate family" includes but is not limited to domestic partner and/or those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law.
 - b. The term "financial or other interest" includes, but is not limited to:
 - 1) Any direct or indirect financial interest in the specific contract, including a commission or fee, a share of the proceeds, prospect of a promotion or of future employment, a profit, or any other form of financial reward.
 - 2) Any of the following interests in the subcontractor ownership: partnership interest or other beneficial interest of five percent or more; ownership of five percent or more of the stock; employment in a managerial capacity; or membership on the board of directors or governing body.
 - c. A "subcontract" is any agreement entered into by a Contractor for the purchase of goods or services with any funds provided by this Agreement.
5. Minutes of Board Meetings must reflect disclosure of transactions where Board Members may have had a direct or indirect interest/benefit in the action.
6. No director, officer, employee (or agent) of Contractor may be on the Board of Directors if they receive any financial benefit provided by any City agreement.

7. Contractor further covenants that no officer, director, employee, or agent shall solicit or accept gratuities, favors, anything of monetary value from any actual or potential subcontractor, supplier, a party to a sub agreement (or persons who are otherwise in a position to benefit from the actions of any officer, employee, or agent).
8. Contractor shall not subcontract with a former director, officer, or employee within a one-year period following the termination of the relationship between said person and the Contractor.
9. For further clarification of the meaning of any of the terms used herein, the parties agree that references shall be made to the guidelines, rules, and laws of the City, State, and federal regulations regarding conflict of interest.
10. Contractor warrants that it has not paid or given and will not pay or give to any third person, any money or other consideration for obtaining this Agreement.
11. Contractor covenants that no member, officer or employee of Contractor shall have interest, direct or indirect, in any contract or subcontract or the proceeds thereof for work to be performed in connection with this project during his/her tenure as such employee, member or officer or for one year thereafter.
12. Contractor shall incorporate the foregoing subsections of this section into every agreement that it enters into in connection with this project and shall substitute the term "subcontractor" for the term "Contractor" and "sub-subcontractor" for "Subcontractor."
13. Contractor warrants that it has adopted and shall comply with the Code of Conduct, as approved by the City that meets the foregoing requirements.

§405 Federal, State and Local Taxes

Federal, State, and local taxes shall be the responsibility of Contractor as an independent contractor and not as a City employee.

§406 Zero Waste Ordinance

The Zero Waste City Facilities and Events on City Property Ordinance (Los Angeles Administrative Code, Section 10.53) became effective on January 23, 2023. City facilities, City-permitted events held on City property, food or beverage providers, and other retailers operating on City property must be in compliance with the ordinance. The intent of the ordinance is to eliminate the use of disposable foodware and other items such as paper towels, encourage recycling and the use of recycled materials, and reduce food waste in City facilities and at events on City property. In addition, it prohibits many plastic items, including expanded polystyrene (EPS) foodware, plastic bags, and promotional items. Any Contractor that is a Food or Beverage Provider pursuant to LAAC Section 10.53.1(K) shall comply with the Zero Waste City Facilities and Events on City Property Ordinance, Los Angeles Administrative Code Section 10.53 et seq., as amended from time to time, which provisions shall be incorporated into and made a part of the contract by reference. Any subcontract entered into by the Contractor for work to be performed under the contract must include an identical provision.

§407. Compliance with Applicable Law

Contractor warrants and certifies that it shall comply with all applicable statutes, rules, regulations, and orders of the United States, the State, the County and City of Los Angeles. Contractor understands that failure to comply with any of the following assurances may result in suspension, termination of the Agreement, or reduction of funds, and repayment by Contractor to the City of any unlawful and/or unallowable expenditures. Contractor further warrants and certifies that it shall comply with new, amended, or revised laws, regulations, and/or procedures that apply to the performance of this Agreement.

V. ENTIRE AGREEMENT

§501. Complete Agreement

This Agreement contains the full and complete Agreement between the two parties. No verbal agreement nor conversation with any officer or employee of either party shall affect or modify any of the terms and conditions of this Agreement.

§502. Counterparts and Electronic Signatures

This Agreement may be executed in one or more counterparts, and by the parties in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement. The parties further agree that facsimile signatures or signatures scanned into .pdf (or signatures in another electronic format designated by City) and sent by e-mail shall be deemed original signatures.

§503. Number of Pages and Attachments

This Agreement is executed in **three (3) duplicate originals**, each of which is deemed to be an original. This Agreement includes fourteen (14) pages and four (4) Exhibits which constitute the entire understanding and agreement of the parties. Alternatively, this Agreement may be executed with electronic signatures, resulting in an electronic final original, which shall be uploaded to the Regional Alliance Marketplace for Procurement (RAMP) website.

[Remainder of page left intentionally blank.]

[Signatures begin on the next page.]

VI. SIGNATURE PAGE

IN WITNESS WHEREOF, the City of Los Angeles and the Contractor have caused this Agreement to be executed by their duly authorized representatives.

APPROVED AS TO FORM:

Executed on _____

HYDEE FELDSTEIN SOTO, City Attorney

For: **THE CITY OF LOS ANGELES**,
a Municipal Corporation

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this contract.

By _____
Assistant/Deputy City Attorney

ABIGAIL R. MARQUEZ
General Manager
Community Investment for Families
Department

Date _____

ATTEST:

By: _____
ROSA E. BENAVIDES
Assistant General Manager
Community Investment for Families
Department

PATRICE Y. LATTIMORE, City Clerk

By: _____

Date: _____

Executed on _____

For: **CONTRACTOR'S NAME**

By: _____
1st Signer
Title

By: _____
2nd Signer
Title

City Business License Number: XXXXXX
Internal Revenue Service ID Number: XX-XXXXXXXX
Council File Number: XXXXXXXX
Dates of Approval: XXXX XX, XXXX (Council) and XXXX XX, XXXX (Mayor)
Said Agreement is Number _____ of City Contracts

Contractor Name
2026 - 2027

EXHIBIT A
STANDARD CITY PROVISIONS FOR CITY CONTRACTS

EXHIBIT B
INSURANCE REQUIREMENTS
 Form Gen 146 (Rev. 6/12)
Required Insurance and Minimum Limits

Name: Contractor Name Date: XX/XX/XXXX

Agreement/Reference: Measure ULA Income Support Program Outreach and Enrollment
 Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Limits

Workers' Compensation – Workers' Compensation (WC) and Employer's Liability (EL) WC **Statutory**
EL \$ 1,000,000

Waiver of Subrogation in favor of City Longshore & Harbor Workers
 Jones Act

General Liability \$ 1,000,000

Products/Completed Operations Sexual Misconduct \$1,000,000
 Fire Legal Liability _____

Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work) \$ _____

Professional Liability (Errors and Omissions) \$ 1,000,000
 Discovery Period 12 Months After Completion of Work or Date of Termination.

Property Insurance (to cover replacement cost of building - as determined by insurance company) \$ _____

All Risk Coverage Boiler and Machinery
 Flood Builder's Risk
 Earthquake _____

Surety Bonds – Performance and Payment (Labor and Materials) Bonds 100% of the contract price
 Crime Insurance \$ _____

Other: 1) Professional Liability Insurance is required for any Contractor or Sub-Contractor that requires a Licensed Professional to perform their duties as part of this agreement.
2) In the absence of imposed Auto Liability requirements, all contractors using vehicles during the course of their contract must adhere to the financial responsibility laws of State of California.

EXHIBIT B
INSTRUCTIONS AND INFORMATION
ON COMPLYING WITH CITY INSURANCE REQUIREMENTS

(Share this information with your insurance agent or broker.)

NAME:	Admin Division
CITY AGENCY:	Community Investment for Families Dept.
ADDRESS:	444 S. Flower Street, 14th Floor Los Angeles, CA 90017
EMAIL:	cifd-contracts@lacity.org

GENERAL INFORMATION

1. **Agreement/Reference** All evidence of insurance should identify the nature of your business with the CITY. Clearly show any assigned number of a bid, contract, lease, permit, etc. or give the project name and the job site or street address to ensure that your submission will be properly credited. Provide the **types of coverage and minimum dollar amounts** specified on the Required Insurance and Minimum Limits sheet (Form Gen. 146) included in your CITY documents.

2. **When to Submit** Normally, no work may begin until a CITY insurance certificate approval number (“CA number”) has been obtained, so insurance documents should be submitted as early as practicable. For **As-needed Contracts**, insurance need not be submitted until a specific job has been awarded. **Design Professionals** coverage for new construction work may be submitted simultaneously with final plans and drawings, but before construction commences.

3. **Acceptable Evidence and Approval** Electronic submission is the preferred method of submitting your documents. **KwikComply** is the CITY’s online insurance compliance system and is designed to make the experience of submitting and retrieving insurance information quick and easy. The system is designed to be used primarily by insurance brokers and agents as they submit client insurance certificates directly to the City. It uses the standard insurance industry form known as the **ACCORD 25 Certificate of Liability Insurance** in electronic format. KwikComply advantages include standardized, universally accepted forms, paperless approval transactions (24 hours, 7 days per week), and security checks and balances. The easiest and quickest way to obtain approval of your insurance is to have your insurance broker or agent access **KwikComply** at <https://kwikcomply.org/> and follow the instructions to register and submit the appropriate proof of insurance on your behalf.

Contractor must provide City a thirty (30) day notice of cancellation (ten (10) days for nonpayment of premium) AND an Additional Insured Endorsement naming the CITY an additional insured completed by your insurance company or its designee. If the policy includes an automatic or blanket additional insured endorsement, the Certificate must state the CITY is an automatic or blanket additional insured. An endorsement naming the CITY an Additional Named Insured and Loss Payee as Its Interests May Appear is required on property policies. All evidence of insurance must be authorized by a person with authority to bind coverage, whether that is the authorized agent/broker or insurance underwriter.

Additional Insured Endorsements DO NOT apply to the following:

- Indication of compliance with statute, such as Workers’ Compensation Law.
- Professional Liability insurance

Verification of approved insurance and bonds may be obtained by checking **KwikComply**, the CITY’s online insurance compliance system, at <https://kwikcomply.org/>.

4. **Renewal** When an existing policy is renewed, have your insurance broker or agent submit a new Accord 25 Certificate or edit the existing Accord 25 Certificate through KwikComply at <https://kwikcomply.org/>.

5. **Alternative Programs/Self-Insurance** Risk financing mechanisms such as Risk Retention Groups, Risk Purchasing Groups, off-shore carriers, captive insurance programs and self insurance programs are subject to separate approval after the CITY has reviewed the relevant audited financial statements. To initiate a review of your program, you should complete the Applicant’s Declaration of Self Insurance form (<http://cao.lacity.org/risk/InsuranceForms.htm>) to the Office of the City Administrative Officer,

Risk Management for consideration.

6. **General Liability** insurance covering your operations (and products, where applicable) is required whenever the CITY is at risk of third-party claims which may arise out of your work or your presence or special event on City premises. **Sexual Misconduct** coverage is a required coverage when the work performed involves minors. **Fire Legal Liability** is required for persons occupying a portion of CITY premises. (Information on two CITY insurance programs, the SPARTA program, an optional source of low-cost insurance which meets the most minimum requirements, and the Special Events Liability Insurance Program, which provides liability coverage for short-term special events on CITY premises or streets, is available at (www.2sparta.com), or by calling (800) 420-0555.)

7. **Automobile Liability** insurance is required only when vehicles are used in performing the work of your Contract or when they are driven off-road on CITY premises; it is not required for simple commuting unless CITY is paying mileage. However, compliance with California law requiring auto liability insurance is a contractual requirement.

8. **Errors and Omissions** coverage will be specified on a project-by-project basis if you are working as a licensed or other professional. The length of the claims discovery period required will vary with the circumstances of the individual job.

9. **Workers' Compensation and Employer's Liability** insurance are not required for single-person contractors. However, under state law these coverages (or a copy of the state's Consent To Self Insure) must be provided if you have any employees at any time during the period of this contract. Contractors with no employees must complete a Request for Waiver of Workers' Compensation Insurance Requirement (<http://cao.lacity.org/risk/InsuranceForms.htm>). A Waiver of Subrogation on the coverage is required only for jobs where your employees are working on CITY premises under hazardous conditions, e.g., uneven terrain, scaffolding, caustic chemicals, toxic materials, power tools, etc. The Waiver of Subrogation waives the insurer's right to recover (from the CITY) any workers' compensation paid to an injured employee of the contractor.

10. **Property** Insurance is required for persons having exclusive use of premises or equipment owned or controlled by the CITY. Builder's Risk/Course of Construction is required during construction projects and should include building materials in transit and stored at the project site.

11. **Surety** coverage may be required to guarantee performance of work and payment to vendors and suppliers. A Crime Policy may be required to handle CITY funds or securities, and under certain other conditions. Specialty coverages may be needed for certain operations. For assistance in obtaining the CITY required bid, performance and payment surety bonds, please see the City of Los Angeles Contractor Development and Bond Assistance Program website address at <http://cao.lacity.org/risk/BondAssistanceProgram.pdf> or call (213) 258-3000 for more information

12. **Cyber Liability & Privacy** coverage may be required to cover technology services or products for both liability and property losses that may result when a CITY contractor engages in various electronic activities, such as selling on the Internet or collecting data within its internal electronic network. Contractor's policies shall cover liability for a data breach in which the CITY employees' and/or CITY customers' confidential or personal information, such as but not limited to, Social Security or credit card information are exposed or stolen by a hacker or other criminal who has gained access to the CITY's or contractor's electronic network. The policies shall cover a variety of expenses associated with data breaches, including: notification costs, credit monitoring, costs to defend claims by state regulators, fines and penalties, and loss resulting from identity theft. The policies are required to cover liability arising from website media content, as well as property exposures from: (a) business interruption, (b) data loss/destruction, (c) computer fraud, (d) funds transfer loss, and (e) cyber extortion.

(Rev. 05/18)

EXHIBIT C
CERTIFICATION REGARDING
NOTICE OF PROHIBITION AGAINST RETALIATION

This certification is required by the regulations implementing Living Wage Ordinance. Contractor shall post a copy of the Notice to Employees Working on City Contracts Re: Living Wage Ordinance and Prohibition Against Retaliation, which is as below, in a prominent place in an area frequented by employees.

An employer subject to the Living Wage Ordinance shall post in a prominent place in an area frequented by employees a copy of the below notice to employees regarding the LWO prohibition against retaliation (also available in English at [http://bca.lacity.org/site/pdf/lwo/Notice To Employees Of Retaliation \(English\).pdf](http://bca.lacity.org/site/pdf/lwo/Notice%20To%20Employees%20Of%20Retaliation%20(English).pdf) and in Spanish at [http://bca.lacity.org/site/pdf/lwo/Notice To Employees Of Retaliation \(Spanish\).pdf](http://bca.lacity.org/site/pdf/lwo/Notice%20To%20Employees%20Of%20Retaliation%20(Spanish).pdf). The retaliation notice must be posted by an employer even if the employer has been exempted from the LWO.

NOTICE TO EMPLOYEES
WORKING ON CITY CONTRACTS
RE: LIVING WAGE ORDINANCE AND
PROHIBITION AGAINST RETALIATION

“Section 10.37.5 Retaliation Prohibited” of the Living Wage Ordinance (LWO) provides that any employer that has a contractual relationship with the City **may not** discharge, reduce the pay of, or discriminate against his or her employees working under the City contract for any of the following reasons:

1. Complaining to the City if your employer is not complying with the Ordinance.
2. Opposing any practice prohibited by the Ordinance.
3. Participating in proceedings related to the Ordinance, such as serving as a witness and testifying in a hearing.
4. Seeking to enforce your rights under this Ordinance by any lawful means.
5. Asserting your rights under the Ordinance.

Also, you may not be fired, lose pay or be discriminated against for asking your employer questions about the Living Wage Ordinance, or asking the City about whether your employer is doing what is required under the LWO. If you are fired, lose pay, or discriminated against, you have the right to file a complaint with the City’s Equal Employment Opportunity Enforcement Section, as well as file a claim in court.

For more information, or to obtain a complaint form, please call the Equal Employment Opportunity Enforcement Section at (213) 847-2625.

CITY OF LOS ANGELES
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway Street, Suite 300
Los Angeles, CA 90015
Phone: (213) 847-2625 — Fax: (213) 847-2777

Rev. 09/17

AGREEMENT NUMBER: _____

Contractor Name
CONTRACTOR/BORROWER/AGENCY

Representative Name, Representative Title
NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

SIGNATURE

DATE

EXHIBIT D
SCOPE OF WORK AND
CONTRACTOR RESPONSIBILITY

§1 GENERAL PURPOSE AND REQUIREMENTS OF STATEMENT OF WORK

A. Purpose

The Statement of Work is a general description of the services to be provided by the Contractor. If the Contractor alters significantly the services described, approval must be requested in writing. The approval must be received from the City in writing before any change is implemented and may require a contract amendment.

The Contractor shall provide contractual services as set forth below, and in accordance with the contract and budget. All work is subject to City approval. Failure to receive approval may result in withholding compensation pursuant to §301.

The scope of work shall align with the priorities of the United to House LA Emergency Income Support Program (Emergency ISP), a resource to help stabilize and rebuild the livelihoods of families that have been impacted by recent local emergencies.

B. Project Description

The United to House LA Income Support Program utilizes a portion of annual Measure ULA funding to provide direct financial assistance to low-income households with a senior and/or a person with a disability who are at risk of displacement from their homes.

To be eligible for the Emergency ISP Applicants must meet be a resident of the City of Los Angeles, must have a Senior or Person with Disability in their household, must be below 50% Area Median Income, must pay 30% or more of their total household income towards rent, must attest to being at risk of homelessness, must not be a landlord/master tenant/homeowner/related to the landlord, and must not have participated in the 2025 Interim Income Support Program.

Further Emergency ISP prioritization is given to applicants who were impacted by recent local emergencies, are below 30% Area Median Income, pay 50% or more of their total household income towards rent, and are currently residing in a rent-stabilized unit.

Contractor shall assist with the Emergency ISP by conducting outreach to prospective eligible applicants, facilitating completion of program applications and submission of eligibility documents, and conducting basic consultations.

C. Contractor Responsibilities

1. General Responsibilities

- a. Contractor shall outreach to eligible applicants to raise awareness of the availability of the Emergency ISP application among their existing clients and via other channels, including, but not limited to, partnerships with relevant service providers and government agencies, tabling and presentations at community events, and distribution of program collateral in person and digitally.
- b. Contractor is responsible for assisting applicants in applying for the program via an online application portal managed by FORWARD Platform. This application will include the provision of basic contact and demographic information and the submission of documentation demonstrating that the household meets the aforementioned program eligibility criteria.

c. Contractor staff involved in the Emergency ISP shall be required to do the following in order to provide guidance to program participants regarding interactions between the program and their existing public benefits:

- Attend a training session offered by the Legal Aid Foundation of Los Angeles (LAFLA)
- Offer and carry out basic benefits consultations to participants who accept
- Refer more complex cases and questions directly to LAFLA

2. Administrative Liaison

Contractor shall designate at a minimum one FTE to be the Administrative Liaison to the City for this Agreement. This position must be one that is employed on a full-time basis by the Contractor and shall serve as the primary liaison between the agency and the City with respect to responding to administrative issues, including the preparation and submission of required program data and reports, fiscal reports/requests for payment, and training.

3. Operational Responsibilities

a. Personnel

Of the overall \$120,000 contracted amount, Contractors shall allocate \$100,000 to staff time in support of Outreach, Application, and Benefits Consultation activities, and \$20,000 to other administrative and overhead needs. Contractors are welcome to determine staff FTEs however they determine best serves the goals of this program.

b. Collaborations

The Contractor shall collaborate with several organizations involved in the Emergency ISP, including, but not limited to, non-contracted community partners who work with potentially eligible applicants. This collaboration may include coordination on outreach and reporting program status updates to key stakeholders.

c. Language Accessibility

Contractor shall coordinate with the City and collaborative partners to ensure that eligible clients who speak a variety of languages have access to the ULA ISP application opportunity. Contractor shall be required to provide meaningful language access in the threshold languages identified in Table 1. Meaningful access means that a non-English speaking participant:

- ❖ Is given adequate information in their native language;
- ❖ Can understand the available program;
- ❖ Can receive the services for which they are eligible; and
- ❖ Can communicate the relevant circumstances of their situation.

Contractor shall also provide an accessible resource to interpret the needs of Participants fluent in other languages, but who do not speak English. Said resource may be in the form of paid staff (regular or on-call) or in the form of volunteer help. Contractor shall provide a written policy directive to the CIFD detailing its method of providing bilingual assistance to Participants.

Table 1: Threshold Languages

Tier 1	<ol style="list-style-type: none"> 1. Spanish 2. Korean 3. Armenian 4. Chinese 	<p>For these languages, must:</p> <ul style="list-style-type: none"> ● Provide visible, in-person and online translation of written notice of the participant’s right to language access / services in their language.
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	<ul style="list-style-type: none"> 5. Filipino/Tagalog 6. Farsi (Persian) 	<ul style="list-style-type: none"> • Be responsive to all requests for language access. • Provide translation for all vital documents. • Ensure targeted outreach of services, programs, and events. • Be prepared to provide interpretation in these languages at all public events, in response to advance requests submitted. • Have multilingual staff available or procure vendors who can provide services in these languages. • Prioritize the hiring of bilingual/multilingual staff in these languages.
Tier 2	<ul style="list-style-type: none"> 7. Russian 8. Vietnamese 9. Japanese 10. Thai 	<p>For these languages, must:</p> <ul style="list-style-type: none"> • Provide visible, in-person and online translated written notice of the Participant's right to language access / services in their language. • Be responsive to all requests for language access. • Have multilingual staff available or procure vendors who can provide services in these languages. • Prioritize the hiring of bilingual/multilingual staff in these languages. <p>For these languages, consider:</p> <ul style="list-style-type: none"> • Providing translation of all vital documents. • Ensuring targeted outreach of services, programs, and events. • Being prepared to provide interpretation in these languages at all public events in response to advance requests submitted.
Tier 3	<ul style="list-style-type: none"> 11. Arabic 12. Hindi 13. Bengali 14. Khmer/Cambodian 	<p>For these languages, must:</p> <ul style="list-style-type: none"> • Provide visible, in-person and online translated written notice of the person's right to language access services. • Be responsive to all ELL requests for language access. • Procure vendors who can provide services in these languages. <p>For these languages, consider:</p> <ul style="list-style-type: none"> • Providing translation for all vital documents. • Ensuring targeted outreach of services, programs, and events. • Being prepared to provide interpretation in these languages at all public events in response to advance requests submitted. • Prioritizing the hiring of bilingual/multilingual staff in these languages.

d. Minimum Standards for Program Performance

The City of Los Angeles maintains certain minimum expectations for Contractor performance and shall apply these standards in assessing actual Contractor performance relative to the goals as negotiated between the parties to this Agreement, or their respective designee(s). Non-compliance with or failure in meeting contracted goals may result in sanctions, as set forth herein. All contractors shall adhere to the standards specified herein. As applicable, the City may direct that contractors awarded funding under this Program to also perform the activities described herein.

e. Performance Measures

Contractors shall process a minimum of 150 applications, with additional applications as needed, depending on applicant eligibility, funding amount, and prioritization tier.

PROFESSIONAL SERVICES AGREEMENT

Contractor: Geocko, Inc. dba FORWARD

Title: Measure ULA Income Support Program Management

Said Agreement is Number _____ of City Contracts.

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Exhibits

- Exhibit A Standard City Provisions for City Contracts
- Exhibit B Required Insurance and Minimum Limits
Instructions and Information on Complying with City Insurance Requirements
- Exhibit C Notice of Prohibition Against Retaliation
- Exhibit D Scope of Work
- Exhibit E Fee Schedule

AGREEMENT NUMBER _____ OF CITY CONTRACTS
BETWEEN
THE CITY OF LOS ANGELES
AND
GEOCKO, INC., dba FORWARD

THIS AGREEMENT (“Agreement” or “Contract”) is entered into between the City of Los Angeles (“City”), a municipal corporation, and Geocko, Inc., dba FORWARD (“Contractor”), a California corporation, for the provision of services related to the Measure United to House LA (Measure ULA) Income Support Program Management.

RECITALS

WHEREAS, the Community Investment for Families Department, (“CIFD”), has been designated by the City to provide for the proper planning, coordination, direction and management of the City's various community development activities;

WHEREAS, CIFD cooperates with private organizations, other agencies of the City and agencies of other governmental jurisdictions in carrying out certain functions and programs which are its responsibility;

WHEREAS, the Measure ULA Income Support Program (ISP) that is the subject of this Agreement, has been established by the City as one of the above described programs, and has been funded by a measure approved by the voters of Los Angeles, which has been approved by the Los Angeles City Council and the Mayor, pursuant to the City's General Fund to provide outreach and application facilitation services to eligible applicants, especially those impacted by the wildfires in 2025;

WHEREAS, the services to be provided herein are of a professional, expert, temporary, and occasional nature;

WHEREAS, pursuant to Los Angeles City Charter Section 1022, the City Council or designee has determined that the work can be performed more economically or feasibly by independent contractors than by City employees;

WHEREAS, on or about October 31, 2025, the City Attorney approved the sole source contracting of the service described herein as exempt from procurement; and

WHEREAS, the City and the Contractor are desirous of executing this Agreement as authorized by the City Council and the Mayor (refer to Council File Number XX-XXXX approved by City Council on XXXXX XX, 2026 and concurred by the Mayor on XXXXX XX, 2026) which authorizes the General Manager of CIFD to negotiate and execute the Agreement.

NOW, THEREFORE, the City and the Contractor agree as follows:

I. INTRODUCTION

§101. Parties To The Agreement

The parties to this Agreement are:

- A. The City of Los Angeles, a municipal corporation, having its principal office at 200 North Spring Street, Los Angeles, California 90012.
- B. The Contractor, known as Geocko Inc., dba FORWARD, a California corporation, having its principal office at 720 Seneca Lane, Suite 107, Seattle, Washington 98101.

§102. Representatives Of The Parties And Service Of Notices

The representatives of the respective parties who are authorized to administer this Agreement and to whom formal notices, demands and communications shall be given are as follows:

- A. The representative of the City shall be, unless otherwise stated in the Agreement:

Abigail R. Marquez, General Manager
Community Investment for Families Department
444 S. Flower Street, 14th Floor
Los Angeles, CA 90071

With copies to:

Jacqueline D. Rodriguez, Director of Program Operations
Community Investment for Families Department
444 S. Flower Street, 14th Floor
Los Angeles, CA 90071

- B. The representative of the Contractor shall be:

Adnan Mahmud, Chief Executive Officer
Geocko, Inc. dba FORWARD
720 Seneca Lane, Suite 107
Seattle, Washington 98101
adnan@forwardplatform.com

§103. Service Of Notices

- A. The City's representative as stated above is the party authorized to provide written approvals by City to Contractor in reference to matters addressed in this Agreement.
- B. Formal notices, demands, and communications required by this Agreement to be given by either party shall be made in writing and may be delivered personally or by registered or certified mail, postage prepaid, return receipt requested, and shall be deemed communicated as of the date of mailing.
- C. If the name and/or address of the person designated to receive the notices, demands or communications changes, the affected party shall notify the other party in writing of the change in accordance with this section within five (5) days of the change.

§104. Conditions Precedent To The Execution

Contractor shall provide copies of the following documents to the City:

- A. Proof of insurance as required by the City in accordance with and attached hereto as Exhibit A.
- B. A Certification of Compliance with the Living Wage Ordinance Service Contractor Worker Retention and Living Wage Policy in accordance with the Los Angeles Administrative Code §10.37 *et seq.*
- C. A Certification of Compliance with Slavery Disclosure Ordinance in accordance with §433, First Source Hiring Ordinance in accordance with §434, Local Business Preference Ordinance in accordance with §435, and Disclosure of Border Wall Contracting Ordinance in accordance with §445, available on the City of Los Angeles' Regional Alliance Marketplace for Procurement (RAMP) residing at www.rampla.org, prior to award of a City contract.
- D. Contractor shall submit a Code of Conduct to the City for approval and that it must meet the requirements of the Executive Directive Number FY 12-0001.

§105. Contractor's Administrative And Personnel Documents

Contractor warrants that it has adopted, shall retain, and make available upon request from the City, the following documents and their amendments, if any:

- A. Contractor's Financial and Accounting Procedures, which incorporate Generally Accepted Accounting Principles (GAAP) including, but not limited to, the preparation and submission of invoices, reconciliation of cash on-hand and earnings with City records, reporting and tracking of customer activity and earnings, repayment of unearned funds, preparation for the resolution of audits and inspections, inventory control, reporting and tracking of program income.
- B. Contractor's Personnel Policy, which incorporates due process protection and standard personnel procedures, and which the Contractor agrees to abide by in the performance of this Agreement.
- C. Agreements with Other Funding Sources: A copy of any agreements between Contractor and other public or private organizations that directly impact the activities funded under this Agreement shall be kept on file at Contractor's offices and be provided to the City upon Agreement execution. Contractor shall also notify City of any default, termination, or finding of disallowed costs under these agreements. Contractor warrants that no other funding source will be billed for services that are provided and paid for by the City under this Agreement.
- D. Board of Directors meeting minutes.

§106. Contractor's Duty To Notify City Of Changes

- A. Contractor agrees to provide the City sixty (60) days advance written notice of any facts that may materially affect the performance of this Agreement or impact the City's decision to continue this Agreement with the Contractor. Among the items to be disclosed are an amendment to its Articles of Incorporation or Bylaws, move to dissolve or transfer any assets derived from funds provided under §301 herein, negotiations leading to the sale,

merger or acquisition of Contractor; debarment or contract termination by any other public entity and/or any final audit findings regarding Contractor's administration of any contract with public funds.

- B. Contractor shall notify the City within five (5) days of changes affecting this Agreement including actions that would change Contractor's legal status, any action that may materially change the performance of the Scope of Work (i.e., bankruptcy) and/or a change in Contractor's corporate name.

II. TERM AND SERVICES TO BE PROVIDED

§201. Time Of Performance

- A. The term of this Agreement shall be from **March 1, 2026 to February 28, 2027** and any additional time as may be necessary to close out activities, provided that said term is subject to the provisions of this Agreement ("Term"). Performance shall not commence until the City has approved all of the required documents described hereinabove, and is in receipt of those and/or other documents as described herein.
 - 1. Ratification Clause. Due to time constraints and the need for Contractor (and Subcontractor) services to be provided, Contractor may have provided services prior to the execution of this Agreement. To the extent that Contractor performed services in accordance with terms and conditions of this Agreement, it is hereby ratified.
- B. The City may, at its discretion, agree to extend the Term and/or provide additional funds to Contractor. Funding for contract extensions will be based on the availability to the City of state and/or federal funds and upon the Contractor's successful performance of all terms of this Agreement.

§202. Scope Of Work And Contractor Responsibility

The Contractor shall provide contractual services, which are supported by the work task schedule identified in this section and Exhibit D. All work is subject to prior City approval. Failure to receive approval may result in withholding compensation pursuant to §301.

The detailed Scope of Work is attached hereto as Exhibit "D" and incorporated herein by reference. Contractor shall complete the Scope of Work during the Term, except as otherwise provided herein.

§203. Budget

Contractor shall submit to the City for approval prior to the disbursement of any funds hereunder a proposed Budget. The Budget shall be prepared in accordance with the budget guidelines to be provided by the City. The Budget is a detailed listing of items for expenditure and scope of service(s) under the terms herein. The Budget shall be submitted with all backup documentation as required and/or a cost allocation plan, if necessary and appropriate. All requests to modify the Budget must be made in writing and must be approved in writing by the City. The Budget shall also describe all subcontractor services to be used by the Contractor and the payment procedures for subcontractors.

III. COMPENSATION

§301. Contractor Compensation

A. Compensation

1. The City shall pay Contractor an amount not to exceed Four Hundred Sixty Three Thousand Five Hundred Dollars (\$463,500) for the complete and satisfactory performance of the Scope of Work (Exhibit D). These funds shall be allocated from the City General Fund. Contractor's right to receive compensation is conditioned upon approval of the Budget by the City, compliance with the City's indemnification and insurance requirements, satisfactory performance of the Scope of Work, and compliance with the terms and conditions contained herein.
2. In no event shall the final expenditures for the Term exceed the total compensation set forth above except as provided for by an amendment to this Agreement.
3. Contractor's reimbursement for expenses incurred in the performance of the Scope of Work shall be made only upon acceptance by the City of the Contractor's invoice and supporting documentation.
4. Expenditures shall be supported by properly executed payrolls, time records, invoices, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. Checks, payrolls, invoices, vouchers, orders, or other accounting documents shall be clearly identified and readily accessible. Undocumented expenditures shall not be paid under this Agreement.
5. The City shall pay Contractor for salaries and eligible, allowable, and reasonable expenses as detailed in the approved Budget.
6. Contractor shall be paid either on a cost reimbursement or advance basis. If the Contractor were to receive advance funds, it must execute a City approved Special Bank Account Agreement before receipt of funds and shall comply with all contract and regulatory requirements for safeguarding advance funds. Request for advance payment basis is subject to City approval. A Contractor on a cost reimbursement basis of payment shall be paid by the City only upon reporting of actual costs incurred.
7. The dollar amount set forth above is subject to change and may be reduced by an amendment to this Agreement should the City determine that Contractor's performance does not justify the level of funding as provided for herein.
8. The Contractor shall maintain records by funding source, by line item for every expenditure incurred directly or indirectly under this Agreement. Expenditures shall be supported by properly executed documentation which includes, but is not limited to, pay rolls, time cards, requisitions for payment, rentals, leases, invoices, vouchers and any other official documents pertinent to the expenditures. Such records shall be maintained in a file and made available for periodic review by authorized representatives of City, federal and/or state agencies or other source(s) of grant funds awarded to the Contractor. Undocumented expenditures shall not be paid under this Agreement.
9. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed

by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.

B. Funding of Agreement

Funding for the Scope of Work and Budget is subject to the continuing availability of funds for this program. This Agreement may be terminated immediately upon written notice to Contractor of a loss or reduction of funds.

C. Payment to the Contractor

1. The City makes no commitment to fund this project beyond the initial Term of this Agreement. The City shall review Contractor's performance on a periodic basis. In the event the City determines that Contractor is not meeting its proposed performance measures, the City may unilaterally reduce the compensation set forth above in compliance with the provisions set forth in this Agreement, upon written notice to Contractor and as set forth by a written amendment.
2. Contractor shall be reimbursed for reasonable and allowable expenses incurred. Unless Contractor has been approved to receive advance payments, all payments shall be on reimbursement basis. Contractors who are on an advance payment plan authorized by the City as described in the Budget shall bill the City for all reasonable and allowable costs incurred.
3. Contractors not receiving advance payment shall request reimbursement by submitting the cash request, monthly expenditure report and all other invoice documentation, as required by the City. Contractor shall be reimbursed after the City has received the monthly expenditure report and all other required documents and after the City determines that Contractor has incurred and expended funds for reasonable and allowable costs under this Agreement.
4. Reasonable and allowable costs shall be determined pursuant to the Allowable and Unallowable Cost section herein.

D. It is understood that the City makes no commitment to fund this Agreement beyond the terms set herein.

E. Invoices and supporting documentation shall be prepared at the sole expense and responsibility of the Contractor. The City will not compensate the Contractor for any costs incurred for invoice preparation. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.

F. Contractor agrees to offer the City any discount terms that are offered to its best customers for the goods and services to be provided hereunder and shall warrant that any applicable discounts have been included in the costs to the City.

G. Contractor acknowledges that it is aware of liabilities resulting from submitting a false claim for payment by the City under the False Claims Act (Cal. Gov. Code §§12650 *et seq.*),

including treble damages, costs of legal actions to recover payments, and civil penalties of up to \$10,000 per false claim.

- H. The Contractor shall submit monthly invoices to the Community Investment for Families Department. Each monthly invoice shall: a) be submitted on the Contractor's letterhead; b) include the name, hours, rate of pay for all personnel to be paid; c) include evidence of the completed project; d) include supporting documentation for all approved purchases of equipment or supplies; and e) be accompanied by a statement detailing the work completed for the month. All expenses for travel must receive prior approval from the City and must be documented and will be paid only in conformance with City policies and procedures. Any and all direct expenses must be documented and will be paid only in conformance with City policy and procedures. Funds shall not be released until the City has approved the work received and is satisfied with the documentation included in the invoice.
- I. It is understood that the City makes no commitment to fund this Agreement beyond the terms set herein.
- J. Invoices and supporting documentation shall be prepared at the sole expense and responsibility of the Contractor. The City will not compensate the contractor for any costs incurred for invoice preparation. The City may request, in writing, changes to the content and format of the invoice and supporting documentation at any time. The City reserves the right to request additional supporting documentation to substantiate costs at any time. All invoices must be signed by an officer of the Contractor under penalty of perjury that the information submitted is true and correct.
- K. Contractor agrees to offer the City any discount terms that are offered to its best customers for the goods and services to be provided hereunder and shall warrant that any applicable discounts have been included in the costs to the City.
- L. Contractor acknowledges that it is aware of liabilities resulting from submitting a false claim for payment by the City under the False Claims Act (Cal. Gov. Code §§12650 et seq.), including treble damages, costs of legal actions to recover payments, and civil penalties of up to \$10,000 per false claim.

IV. STANDARD PROVISIONS

The provisions of the body of this Agreement shall prevail over the provisions of the Standard Provisions for City Contracts, which is attached hereto as Exhibit A and incorporated herein, should there be any inconsistency. The term "contract" as used in the Standard Provisions for City Contracts shall include this Agreement.

§401 Americans with Disabilities Act

In implementing this Agreement, Contractor represents and certifies that it will:

- A. Comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 et seq., the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 et seq., the Fair Housing Act, and its implementing regulations and any subsequent amendments; and California Government Code Section 11135.

- B. Not discriminate in the provision of its programs, services or activities on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability.
- C. Provide reasonable accommodation upon request to ensure equal access to all of its programs, services and activities.

Contractor represents and certifies that any construction for housing performed with funds provided through this Agreement will be done in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 CFR, Part 40.

Contractor represents and certifies that its buildings, and facilities used to provide services in accordance with this Agreement, are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

Contractor understands that the City is relying upon these certifications and representations as a condition to funding this Agreement.

Contractor will require its subcontractors, if any, to include this language in any subcontract.

§402 Insurance

A. General Conditions

1. During the Term and without limiting Contractor's duty of indemnification herein, Contractor shall provide and maintain at its own expense a program of insurance having coverage and limits customarily carried and actually arranged by the Contractor but not less than the amounts and types listed on the Required Insurance And Minimum Limits Sheet (Form Gen. 146) in Exhibit B hereto, covering its operations hereunder. Such insurance shall conform to City requirements established by Charter, ordinance or policy, shall comply with instructions set forth on the City of Los Angeles–Instructions And Information On Complying With City Insurance Requirements (Revised 05/18) document, and shall otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. Specifically, such insurance shall: 1) protect City as an Insured or an Additional Interest Party, or a Loss Payee As Its Interest May Appear, respectively, when such status is appropriate and available depending on the nature of applicable coverage; 2) provide City at least thirty (30) days advance written notice of cancellation, material reduction in coverage or reduction in limits when such change is made at option of the insurer; and 3) be primary with respect to City's insurance plan. Except when City is a named insured, Contractor's insurance is not expected to respond to claims which may arise from acts or omissions of the City.
2. The standard City insurance conditions are incorporated into the sample standard subcontract provisions. The specific insurance coverages and limits shall be described by contractor in any RFP for subcontractor services. These coverages and limits should be tailored to the individual subcontract. For City contracts, Required Insurance and Minimum Limits are set by the City Risk Management staff in the Office of the City Administrative Officer on the Form Gen. 146. Electronic submission is the preferred method of submitting your evidence of insurance documents. KwikComply™ is the City's online insurance compliance system and is designed to make the experience of

submitting and retrieving insurance information quick and easy. The system is designed to be used primarily by insurance brokers and agents as they submit client insurance certificates directly to the City. It uses the standard insurance industry form known as the ACORD 25 Certificate of Liability Insurance in electronic format. The easiest and quickest way to obtain approval of your insurance is to have your insurance broker or agent access KwikComply™ at <https://kwikcomply.org> and follow the instructions to register and submit the appropriate proof of insurance on your behalf. Additional instructions and information on complying with City insurance requirements can be found at http://cao.lacity.org/risk/Submitting_proof_of_Insurance.pdf.

B. Modification of Coverage

City reserves the right at any time during the Term to change the amounts and types of insurance required hereunder by giving Contractor ninety (90) days advance written notice of such change. If such change should result in substantial additional cost to Contractor, City agrees to negotiate additional compensation proportional to the increased benefit to City.

C. Failure to Procure Insurance

All required insurance must be submitted and approved by the City Administrative Officer/Risk Management/Insurance and Bonds prior to the performance of services, inception of any operations or tenancy by Contractor. The required coverages and limits are subject to availability on the open market at reasonable cost as determined by City. Non-availability or non-affordability must be documented by a letter from Contractor's insurance broker or agent indicating a good faith effort to place the required insurance and showing as a minimum the names of the insurance carriers and the declinations or quotations received from each.

Within the foregoing constraints, Contractor's failure to procure or maintain required insurance or a self-insurance program during the Term shall constitute a material breach of this Agreement under which City may immediately suspend or terminate this Agreement or, at its discretion, procure or renew such insurance to protect City's interests and pay any and all premiums in connection therewith and recover all monies so paid from Contractor.

D. Workers' Compensation

By signing this Agreement, Contractor hereby certifies that it is aware of the provisions of §3700 et seq., of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all such times as they may apply during the performance of the work pursuant to this Agreement.

A Waiver of Subrogation in favor of City will be required when work is performed on City premises under hazardous conditions.

§403 Nondiscrimination and Affirmative Action

A. The Contractor shall comply with the applicable nondiscrimination and affirmative action provisions of the laws of the United States of America, the State of California, and the City. In performing this Agreement, the Contractor shall not discriminate in its employment practices, including compensation, against any employee or applicant for employment, because of such person's race, religion, national origin, ancestry, sex, sexual orientation,

gender identification, transgender status, sex stereotypes, age, physical handicap, mental disability, medical condition, marital status, domestic partner status, pregnancy, childbirth and related medical conditions, citizenship and political affiliation or belief. The Contractor shall comply with Executive Order 11246, entitled "Equal Employment Opportunity", as amended by Executive Order 11375, and as supplemented in Department of Labor regulations (41 CFR Part 60).

- B. The Contractor shall comply with the provisions of the Los Angeles Administrative Code Sections 10.8 through 10.13, to the extent applicable hereto. If this Agreement contains a consideration in excess of One Thousand Dollars (\$1,000), Contractor shall comply with the Equal Employment Practices provisions of Los Angeles Administrative Code Section 10.8.3, in which event said provisions are incorporated herein by this reference. If this Agreement contains a consideration in excess of Twenty Five Thousand Dollars (\$25,000), the Affirmative Action Program of this Agreement shall be the mandatory contract provisions set forth in Los Angeles Administrative Code Section 10.8.4, in which event said provisions are incorporated herein by this reference. The Contractor shall also comply with all rules, regulations, and policies of the City's Board of Public Works, Office of Contract Compliance relating to nondiscrimination and affirmative action.
- C. Any subcontract entered into by the Contractor relating to this Agreement, to the extent allowed hereunder, shall be subject to the provisions of this section.
- D. No person shall on the grounds of race, religion, national origin, ancestry, sex, sexual orientation, gender identification, transgender status, sex stereotypes, age, physical handicap, mental disability, medical condition, marital status, domestic partner status, pregnancy, childbirth and related medical conditions, citizenship, and political affiliation or belief be excluded from participation in, be denied the benefit of, or be subjected to discrimination under this program/project. For purposes of this Section, Title 24 Code of Federal Regulations Part 107 and Section 570.601(b) defines specific discriminatory actions that are prohibited and corrective action that shall be taken in a situation as defined therein.
- E. Contractor agrees to adhere to the Non-Discrimination/Equal Employment Practices ("ND/EEP") and Affirmative Action ("AA") program provisions during the entire duration of this contract. Contractor acknowledges its responsibility to comply with any and all ND/EEP and AA provisions as set forth in the applicable statutes, ordinances, rules, regulations, and/or laws.

§404 Conflict of Interest

- A. No City-funded Employees as Board Members

The City will not execute any agreements and/or amendments with Contractors where an employee (an individual who is paid or receives any financial benefit from funds from the agreement with the City), is a member of the Board of Directors. The Board minutes must reflect this requirement.

- B. Code of Conduct

- 1. The City requires that all contractors/subcontractors adopt a Code of Conduct that, at a minimum, reflects the constraints discussed in LAHD Directive Number FY 12-0001. The Code shall be submitted to the City for approval prior to execution of this Agreement.

2. Prior to obtaining the City's approval of any subcontract, Contractor shall disclose to the City any relationship, financial or otherwise, direct or indirect, of Contractor or any of its officers, directors or employees or their immediate family with the proposed subcontractor and its officers, directors or employees.
3. Contractor covenants that none of its directors, officers, employees, or agents shall participate in selecting, or administering any subcontract supported (in whole or in part) by City funds (regardless of source) where such person is a director, officer, employee or agent of the subcontractor; or where the selection of subcontractors is or has the appearance of being motivated by a desire for personal gain for themselves or others such as family business, etc.; or where such person knows or should have known that:
 - a. A member of such person's immediate family, or domestic partner or organization has a financial interest in the subcontract;
 - b. The subcontractor is someone with whom such person has or is negotiating any prospective employment; or
 - c. The participation of such person would be prohibited by the California Political Reform Act (California Government Code §87100 et seq.) if such person were a public officer, because such person would have a "financial or other interest" in the subcontract.
4. Definitions:
 - a. The term "immediate family" includes but is not limited to domestic partner and/or those persons related by blood or marriage, such as husband, wife, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law.
 - b. The term "financial or other interest" includes, but is not limited to:
 - 1) Any direct or indirect financial interest in the specific contract, including a commission or fee, a share of the proceeds, prospect of a promotion or of future employment, a profit, or any other form of financial reward.
 - 2) Any of the following interests in the subcontractor ownership: partnership interest or other beneficial interest of five percent or more; ownership of five percent or more of the stock; employment in a managerial capacity; or membership on the board of directors or governing body.
 - c. A "subcontract" is any agreement entered into by a Contractor for the purchase of goods or services with any funds provided by this Agreement.
5. Minutes of Board Meetings must reflect disclosure of transactions where Board Members may have had a direct or indirect interest/benefit in the action.
6. No director, officer, employee (or agent) of Contractor may be on the Board of Directors if they receive any financial benefit provided by any City agreement.

7. Contractor further covenants that no officer, director, employee, or agent shall solicit or accept gratuities, favors, anything of monetary value from any actual or potential subcontractor, supplier, a party to a sub agreement (or persons who are otherwise in a position to benefit from the actions of any officer, employee, or agent).
8. Contractor shall not subcontract with a former director, officer, or employee within a one-year period following the termination of the relationship between said person and the Contractor.
9. For further clarification of the meaning of any of the terms used herein, the parties agree that references shall be made to the guidelines, rules, and laws of the City, State, and federal regulations regarding conflict of interest.
10. Contractor warrants that it has not paid or given and will not pay or give to any third person, any money or other consideration for obtaining this Agreement.
11. Contractor covenants that no member, officer or employee of Contractor shall have interest, direct or indirect, in any contract or subcontract or the proceeds thereof for work to be performed in connection with this project during his/her tenure as such employee, member or officer or for one year thereafter.
12. Contractor shall incorporate the foregoing subsections of this section into every agreement that it enters into in connection with this project and shall substitute the term "subcontractor" for the term "Contractor" and "sub-subcontractor" for "Subcontractor."
13. Contractor warrants that it has adopted and shall comply with the Code of Conduct, as approved by the City that meets the foregoing requirements.

§405 Federal, State and Local Taxes

Federal, State, and local taxes shall be the responsibility of Contractor as an independent contractor and not as a City employee.

§406 Zero Waste Ordinance

The Zero Waste City Facilities and Events on City Property Ordinance (Los Angeles Administrative Code, Section 10.53) became effective on January 23, 2023. City facilities, City-permitted events held on City property, food or beverage providers, and other retailers operating on City property must be in compliance with the ordinance. The intent of the ordinance is to eliminate the use of disposable foodware and other items such as paper towels, encourage recycling and the use of recycled materials, and reduce food waste in City facilities and at events on City property. In addition, it prohibits many plastic items, including expanded polystyrene (EPS) foodware, plastic bags, and promotional items. Any Contractor that is a Food or Beverage Provider pursuant to LAAC Section 10.53.1(K) shall comply with the Zero Waste City Facilities and Events on City Property Ordinance, Los Angeles Administrative Code Section 10.53 et seq., as amended from time to time, which provisions shall be incorporated into and made a part of the contract by reference. Any subcontract entered into by the Contractor for work to be performed under the contract must include an identical provision.

§407. Compliance with Applicable Law

Contractor warrants and certifies that it shall comply with all applicable statutes, rules, regulations, and orders of the United States, the State, the County and City of Los Angeles. Contractor understands that failure to comply with any of the following assurances may result in suspension, termination of the Agreement, or reduction of funds, and repayment by Contractor to the City of any unlawful and/or unallowable expenditures. Contractor further warrants and certifies that it shall comply with new, amended, or revised laws, regulations, and/or procedures that apply to the performance of this Agreement.

V. ENTIRE AGREEMENT

§501. Complete Agreement

This Agreement contains the full and complete Agreement between the two parties. No verbal agreement nor conversation with any officer or employee of either party shall affect or modify any of the terms and conditions of this Agreement.

§502. Counterparts and Electronic Signatures

This Agreement may be executed in one or more counterparts, and by the parties in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement. The parties further agree that facsimile signatures or signatures scanned into .pdf (or signatures in another electronic format designated by City) and sent by e-mail shall be deemed original signatures.

§503. Number of Pages and Attachments

This Agreement is executed in **three (3) duplicate originals**, each of which is deemed to be an original. This Agreement includes fourteen (14) pages and five (5) Exhibits which constitute the entire understanding and agreement of the parties. Alternatively, this Agreement may be executed with electronic signatures, resulting in an electronic final original, which shall be uploaded to the Regional Alliance Marketplace for Procurement (RAMP) website.

[Remainder of page left intentionally blank.]

[Signatures begin on the next page.]

VI. SIGNATURE PAGE

IN WITNESS WHEREOF, the City of Los Angeles and the Contractor have caused this Agreement to be executed by their duly authorized representatives.

APPROVED AS TO FORM:

Executed on _____

HYDEE FELDSTEIN SOTO, City Attorney

For: **THE CITY OF LOS ANGELES**,
a Municipal Corporation

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this contract.

By _____
Assistant/Deputy City Attorney

ABIGAIL R. MARQUEZ
General Manager
Community Investment for Families
Department

Date _____

ATTEST:

By: _____
ROSA E. BENAVIDES
Assistant General Manager
Community Investment for Families
Department

PATRICE Y. LATTIMORE, City Clerk

By: _____

Date: _____

Executed on _____

For: **GEOCKO, INC. dba FORWARD**

By: _____
Adnan Mahmud
Chief Executive Officer

City Business License Number: XXXXXX
Internal Revenue Service ID Number: XX-XXXXXXX
Council File Number: XXXXXXX
Dates of Approval: XXXX XX, XXXX (Council) and XXXX XX, XXXX (Mayor)
Said Agreement is Number _____ of City Contracts

EXHIBIT A
STANDARD CITY PROVISIONS FOR CITY CONTRACTS

EXHIBIT B
INSURANCE REQUIREMENTS
 Form Gen 146 (Rev. 6/12)
Required Insurance and Minimum Limits

Name: Geocko, Inc. dba FORWARD Date: XX/XX/XXXX

Agreement/Reference: Measure ULA Income Support Program Management

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Limits

Workers' Compensation – Workers' Compensation (WC) and Employer's Liability (EL) WC Statutory
EL \$ 1,000,000

Waiver of Subrogation in favor of City Longshore & Harbor Workers
 Jones Act

General Liability \$ 1,000,000

Products/Completed Operations Sexual Misconduct \$1,000,000
 Fire Legal Liability _____

Automobile Liability (for any and all vehicles used for this contract, other than commuting to/from work) \$ _____

Professional Liability (Errors and Omissions) \$ 1,000,000
 Discovery Period 12 Months After Completion of Work or Date of Termination.

Property Insurance (to cover replacement cost of building - as determined by insurance company) \$ _____

All Risk Coverage Boiler and Machinery
 Flood Builder's Risk
 Earthquake _____

Surety Bonds – Performance and Payment (Labor and Materials) Bonds 100% of the contract price
 Crime Insurance \$ _____

Other: 1) Professional Liability Insurance is required for any Contractor or Sub-Contractor that requires a Licensed Professional to perform their duties as part of this agreement.
2) In the absence of imposed Auto Liability requirements, all contractors using vehicles during the course of their contract must adhere to the financial responsibility laws of State of California.

EXHIBIT B
INSTRUCTIONS AND INFORMATION
ON COMPLYING WITH CITY INSURANCE REQUIREMENTS

(Share this information with your insurance agent or broker.)

NAME:	Admin Division
CITY AGENCY:	Community Investment for Families Dept.
ADDRESS:	444 S. Flower Street, 14th Floor Los Angeles, CA 90017
EMAIL:	cifd-contracts@lacity.org

GENERAL INFORMATION

1. **Agreement/Reference** All evidence of insurance should identify the nature of your business with the CITY. Clearly show any assigned number of a bid, contract, lease, permit, etc. or give the project name and the job site or street address to ensure that your submission will be properly credited. Provide the **types of coverage and minimum dollar amounts** specified on the Required Insurance and Minimum Limits sheet (Form Gen. 146) included in your CITY documents.

2. **When to Submit** Normally, no work may begin until a CITY insurance certificate approval number (“CA number”) has been obtained, so insurance documents should be submitted as early as practicable. For **As-needed Contracts**, insurance need not be submitted until a specific job has been awarded. **Design Professionals** coverage for new construction work may be submitted simultaneously with final plans and drawings, but before construction commences.

3. **Acceptable Evidence and Approval** Electronic submission is the preferred method of submitting your documents. **KwikComply** is the CITY’s online insurance compliance system and is designed to make the experience of submitting and retrieving insurance information quick and easy. The system is designed to be used primarily by insurance brokers and agents as they submit client insurance certificates directly to the City. It uses the standard insurance industry form known as the **ACCORD 25 Certificate of Liability Insurance** in electronic format. KwikComply advantages include standardized, universally accepted forms, paperless approval transactions (24 hours, 7 days per week), and security checks and balances. The easiest and quickest way to obtain approval of your insurance is to have your insurance broker or agent access **KwikComply** at <https://kwikcomply.org/> and follow the instructions to register and submit the appropriate proof of insurance on your behalf.

Contractor must provide City a thirty (30) day notice of cancellation (ten (10) days for nonpayment of premium) AND an Additional Insured Endorsement naming the CITY an additional insured completed by your insurance company or its designee. If the policy includes an automatic or blanket additional insured endorsement, the Certificate must state the CITY is an automatic or blanket additional insured. An endorsement naming the CITY an Additional Named Insured and Loss Payee as Its Interests May Appear is required on property policies. All evidence of insurance must be authorized by a person with authority to bind coverage, whether that is the authorized agent/broker or insurance underwriter.

Additional Insured Endorsements DO NOT apply to the following:

- Indication of compliance with statute, such as Workers’ Compensation Law.
- Professional Liability insurance

Verification of approved insurance and bonds may be obtained by checking **KwikComply**, the CITY’s online insurance compliance system, at <https://kwikcomply.org/>.

4. **Renewal** When an existing policy is renewed, have your insurance broker or agent submit a new Accord 25 Certificate or edit the existing Accord 25 Certificate through KwikComply at <https://kwikcomply.org/>.

5. **Alternative Programs/Self-Insurance** Risk financing mechanisms such as Risk Retention Groups, Risk Purchasing Groups, off-shore carriers, captive insurance programs and self insurance programs are subject to separate approval after the CITY has reviewed the relevant audited financial statements. To initiate a review of your program, you should complete the Applicant’s Declaration of Self Insurance form (<http://cao.lacity.org/risk/InsuranceForms.htm>) to the Office of the City Administrative Officer,

Risk Management for consideration.

6. **General Liability** insurance covering your operations (and products, where applicable) is required whenever the CITY is at risk of third-party claims which may arise out of your work or your presence or special event on City premises. **Sexual Misconduct** coverage is a required coverage when the work performed involves minors. **Fire Legal Liability** is required for persons occupying a portion of CITY premises. (Information on two CITY insurance programs, the SPARTA program, an optional source of low-cost insurance which meets the most minimum requirements, and the Special Events Liability Insurance Program, which provides liability coverage for short-term special events on CITY premises or streets, is available at (www.2sparta.com), or by calling (800) 420-0555.)

7. **Automobile Liability** insurance is required only when vehicles are used in performing the work of your Contract or when they are driven off-road on CITY premises; it is not required for simple commuting unless CITY is paying mileage. However, compliance with California law requiring auto liability insurance is a contractual requirement.

8. **Errors and Omissions** coverage will be specified on a project-by-project basis if you are working as a licensed or other professional. The length of the claims discovery period required will vary with the circumstances of the individual job.

9. **Workers' Compensation and Employer's Liability** insurance are not required for single-person contractors. However, under state law these coverages (or a copy of the state's Consent To Self Insure) must be provided if you have any employees at any time during the period of this contract. Contractors with no employees must complete a Request for Waiver of Workers' Compensation Insurance Requirement (<http://cao.lacity.org/risk/InsuranceForms.htm>). A Waiver of Subrogation on the coverage is required only for jobs where your employees are working on CITY premises under hazardous conditions, e.g., uneven terrain, scaffolding, caustic chemicals, toxic materials, power tools, etc. The Waiver of Subrogation waives the insurer's right to recover (from the CITY) any workers' compensation paid to an injured employee of the contractor.

10. **Property** Insurance is required for persons having exclusive use of premises or equipment owned or controlled by the CITY. Builder's Risk/Course of Construction is required during construction projects and should include building materials in transit and stored at the project site.

11. **Surety** coverage may be required to guarantee performance of work and payment to vendors and suppliers. A Crime Policy may be required to handle CITY funds or securities, and under certain other conditions. Specialty coverages may be needed for certain operations. For assistance in obtaining the CITY required bid, performance and payment surety bonds, please see the City of Los Angeles Contractor Development and Bond Assistance Program website address at <http://cao.lacity.org/risk/BondAssistanceProgram.pdf> or call (213) 258-3000 for more information

12. **Cyber Liability & Privacy** coverage may be required to cover technology services or products for both liability and property losses that may result when a CITY contractor engages in various electronic activities, such as selling on the Internet or collecting data within its internal electronic network. Contractor's policies shall cover liability for a data breach in which the CITY employees' and/or CITY customers' confidential or personal information, such as but not limited to, Social Security or credit card information are exposed or stolen by a hacker or other criminal who has gained access to the CITY's or contractor's electronic network. The policies shall cover a variety of expenses associated with data breaches, including: notification costs, credit monitoring, costs to defend claims by state regulators, fines and penalties, and loss resulting from identity theft. The policies are required to cover liability arising from website media content, as well as property exposures from: (a) business interruption, (b) data loss/destruction, (c) computer fraud, (d) funds transfer loss, and (e) cyber extortion.

(Rev. 05/18)

EXHIBIT C
CERTIFICATION REGARDING
NOTICE OF PROHIBITION AGAINST RETALIATION

This certification is required by the regulations implementing Living Wage Ordinance. Contractor shall post a copy of the Notice to Employees Working on City Contracts Re: Living Wage Ordinance and Prohibition Against Retaliation, which is as below, in a prominent place in an area frequented by employees.

An employer subject to the Living Wage Ordinance shall post in a prominent place in an area frequented by employees a copy of the below notice to employees regarding the LWO prohibition against retaliation (also available in English at [http://bca.lacity.org/site/pdf/lwo/Notice To Employees Of Retaliation \(English\).pdf](http://bca.lacity.org/site/pdf/lwo/Notice%20To%20Employees%20Of%20Retaliation%20(English).pdf) and in Spanish at [http://bca.lacity.org/site/pdf/lwo/Notice To Employees Of Retaliation \(Spanish\).pdf](http://bca.lacity.org/site/pdf/lwo/Notice%20To%20Employees%20Of%20Retaliation%20(Spanish).pdf). The retaliation notice must be posted by an employer even if the employer has been exempted from the LWO.

NOTICE TO EMPLOYEES
WORKING ON CITY CONTRACTS
RE: LIVING WAGE ORDINANCE AND
PROHIBITION AGAINST RETALIATION

“Section 10.37.5 Retaliation Prohibited” of the Living Wage Ordinance (LWO) provides that any employer that has a contractual relationship with the City **may not** discharge, reduce the pay of, or discriminate against his or her employees working under the City contract for any of the following reasons:

1. Complaining to the City if your employer is not complying with the Ordinance.
2. Opposing any practice prohibited by the Ordinance.
3. Participating in proceedings related to the Ordinance, such as serving as a witness and testifying in a hearing.
4. Seeking to enforce your rights under this Ordinance by any lawful means.
5. Asserting your rights under the Ordinance.

Also, you may not be fired, lose pay or be discriminated against for asking your employer questions about the Living Wage Ordinance, or asking the City about whether your employer is doing what is required under the LWO. If you are fired, lose pay, or discriminated against, you have the right to file a complaint with the City’s Equal Employment Opportunity Enforcement Section, as well as file a claim in court.

For more information, or to obtain a complaint form, please call the Equal Employment Opportunity Enforcement Section at (213) 847-2625.

CITY OF LOS ANGELES
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway Street, Suite 300
Los Angeles, CA 90015
Phone: (213) 847-2625 — Fax: (213) 847-2777

Rev. 09/17

AGREEMENT NUMBER: _____

Geocko, Inc. dba FORWARD
CONTRACTOR/BORROWER/AGENCY

Adnan Mahmud, Chief Executive Officer
NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

SIGNATURE

DATE

EXHIBIT D SCOPE OF WORK

CIFD Hub

- Includes a custom URL to manage programs in one centralized hub.
- Customizable application builder with document collection and standard, multi-user review workflows
- Reporting dashboard with application counts, workflow status, demographics, and custom field responses
- Secure platform with HIPAA, SOC 2 Type 2, and MFA compliance
- Integrated Communication Center for centralized applicant/staff messaging with automated notifications
- Application platform management to maintain, update, and support active programs
- Content translated into up to 10 languages
- Program catalog
- Platform hosting

Program Oversight

Project Management

- FORWARD will lead all aspects of program management from start to finish, partnering exclusively with CIFD program managers to ensure programmatic design questions are addressed effectively. FORWARD will provide CIFD with programmatic documents and applicant-facing materials for approval prior to implementation or distribution.

Program Strategy Consulting and Compliance Design

- Provide expert guidance to align program design with funding source requirements, policy goals, and compliance standards.
- Support the development of operational procedures that ensure audit readiness and equitable access.
- Develop timetable to launch work plan
- Develop and maintain a structured implementation plan that outlines key milestones, roles and responsibilities, and critical path activities to ensure the program launches on schedule.

Application Form Design & Intake Configuration

- Collaborate with CIFD to design an application form tailored to program goals and applicant accessibility standards (e.g., mobile responsiveness, plain language, multilingual needs).
- Configure payment-related fields and conditional logic to ensure accurate and secure disbursement data collection.
- Provide recommendations for eligibility criteria, document requirements, and application flow to maximize clarity and minimize applicant friction.
- Support configuration of intake settings, including intake caps, application windows, and prioritization logic if applicable.

Applicant Communications Setup

- Set up system-generated email and SMS notifications to guide applicants through each stage of the process (e.g., confirmation, missing documents, approval, or denial).
- Customize messaging to align with program tone, branding, and language accessibility requirements.

Eligibility Determination & Testing

- Implement eligibility rules within the platform in alignment with program guidelines.
- Conduct end-to-end testing of the applicant journey—including eligibility scenarios, document upload, and reviewer workflows—to ensure functionality prior to launch.
- Application Review, Outreach, and Determination - responsible for reviewing submitted applications and supporting documentation for completeness and eligibility; conducting applicant outreach to resolve missing or unclear information; issuing approvals or denials based on program criteria; and providing timely status updates and final determination notifications through email and/or SMS.

Marketing Support

- Provide light-touch support for public-facing messaging and branded collateral, including flyer templates, key messages, FAQs, and email copy.
- Offer guidance on communicating program timelines, eligibility, and application instructions in user-friendly, inclusive language.

Launch Phase Support & Adjustments

- Offer real-time configuration adjustments and troubleshooting support during the launch window.
- Monitor performance and feedback to optimize the user experience and ensure successful application intake.

Payment Enablement Preparation + Compliance + Tax Documentation

Monthly Payment Coordination with Payment Vendor

- Coordinate with payment vendor to facilitate the timely distribution of program funds.
- Prepare and upload payment files on a monthly basis to initiate disbursements.
- Ensure accurate formatting and validation of files to support prepaid card and check-based payment options.
- Monitor disbursement statuses and reconcile any failed or returned payments in coordination with the payment vendors support team.

Coordination of W-9 Validation

- W-9 collection and IRS TIN validation for all payees.
- Outreach to payees when W-9s are missing or invalid.
- Tracking and documentation of outreach attempts.

Customer Support

- Provide applicant support via phone and email in English and Spanish, and additional languages, as needed, based on the demographics of the applicant population.
- Ensure responses to inquiries—such as application status, eligibility questions, document submission, etc.

EXHIBIT E FEE SCHEDULE

Item	Description	Term Mths.	Amount
CIFD Hub	<p>Branded Custom HUB</p> <ul style="list-style-type: none"> • Includes a custom URL to manage programs in one centralized hub. • Customizable application builder with document collection and standard multi-user review workflows • Reporting dashboard with application counts, workflow status, demographics, and custom field responses • Secure platform with HIPAA, SOC 2 Type 2, and MFA compliance • Integrated Communication Center for centralized applicant/staff messaging with automated notifications • Application platform management to maintain, update, and support active programs • Includes up to 10 languages • Program Catalog • Platform Hosting 	12	INCLUDED
Program Configuration	<p>Project Management</p> <ul style="list-style-type: none"> • FORWARD will lead all aspects of program management from start to finish, partnering exclusively with CIFD program managers to ensure programmatic design questions are addressed effectively. FORWARD will provide CIFD with programmatic documents and applicant-facing materials for approval prior to implementation or distribution. <p>Program Strategy Consulting and Compliance Design</p> <ul style="list-style-type: none"> • Provide expert guidance to align program design with funding source requirements, policy goals, and compliance standards. Support the development of operational procedures that ensure audit readiness and equitable access. • Time-Bound Launch Work Plan • Develop and maintain a structured implementation plan that outlines key milestones, roles and responsibilities, and critical path activities to ensure the program launches on schedule. <p>Application Form Design & Intake Configuration</p> <ul style="list-style-type: none"> • Collaborate with the customer to design an application form tailored to program goals and applicant accessibility standards (e.g., mobile responsiveness, plain language, multilingual needs). • Configure payment-related fields and conditional logic to ensure accurate and secure disbursement data collection. • Provide recommendations for eligibility criteria, document requirements, and application flow to maximize clarity and minimize applicant friction. • Support configuration of intake settings, including intake caps, application windows, and prioritization logic if applicable. <p>Applicant Communications Setup</p> <ul style="list-style-type: none"> • Set up system-generated email and SMS notifications to guide applicants through each stage of the process (e.g., confirmation, missing documents, approval, or denial). • Customize messaging to align with program tone, branding, and language accessibility requirements. 		\$65,000.00
Program Management	<p>Project Management</p> <ul style="list-style-type: none"> • FORWARD will lead all aspects of program management from start to finish, partnering with CIFD program managers to ensure programmatic design questions are addressed effectively. <p>Eligibility Determination & Testing</p> <ul style="list-style-type: none"> • Implement eligibility rules within the platform in alignment with program guidelines. • Conduct end-to-end testing of the applicant journey—including eligibility scenarios, document upload, and reviewer workflows—to ensure functionality prior to launch. • Application Review, Outreach, and Determination - responsible for reviewing submitted applications and supporting documentation for completeness and eligibility; conducting applicant outreach to resolve missing or unclear information; issuing approvals or denials based on program criteria; and providing timely status updates and final determination notifications through email and/or SMS <p>Marketing Support</p> <ul style="list-style-type: none"> • Provide light-touch support for public-facing messaging and branded collateral, including flyer templates, key messages, FAQs, and email copy. • Offer guidance on communicating program timelines, eligibility, and application instructions in user-friendly, inclusive language. <p>Launch Phase Support & Adjustments</p> <ul style="list-style-type: none"> • Offer real-time configuration adjustments and troubleshooting support during the launch window. • Monitor performance and feedback to optimize the user experience and ensure successful application intake. 		\$235,000.00
Payment Enablement Preparation + Compliance + Tax Documentation	<p>Monthly Payment Coordination with Payment Vendor:</p> <ul style="list-style-type: none"> • Coordinate with payment vendor to facilitate the timely distribution of program funds. • Prepare and upload payment files on a monthly basis to initiate disbursements. • Ensure accurate formatting and validation of files to support prepaid card and check-based payment options. • Monitor disbursement statuses and reconcile any failed or returned payments in coordination with the payment vendors support team. <p>Coordination of W9 Validation</p> <ul style="list-style-type: none"> • W-9 collection and IRS TIN validation for all payees • Outreach to payees when W-9s are missing or invalid • Tracking and documentation of outreach attempts 		\$133,500.00
Customer Support	<ul style="list-style-type: none"> • Provide applicant support via phone and email in English and additional languages as needed, based on the demographics of the applicant population. • Ensure responses to inquiries—such as application status, eligibility questions, document submission etc. 		\$30,000.00
Total			\$463,500.00

Homelessness Prevention in Los Angeles: Environmental Scan and Business Plan

July 2025

Prepared for:

Community Investment for Families Department
City of Los Angeles
444 S Flower St, 14th Floor, Los Angeles, CA 90017



Prepared by:

Northridge Consulting Group

Cristina Rubino, Ph.D.

Loren Naidoo, Ph.D.

Gabrielle Halim

California State University, Northridge
David Nazarian College of Business and Economics
18111 Nordhoff St, Northridge, CA 91330

NCG

**Northridge
Consulting
Group**

CSUN

**DAVID NAZARIAN
COLLEGE OF BUSINESS
AND ECONOMICS**

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Executive Summary

Introduction and Scope of Engagement

The City of Los Angeles faces an escalating homelessness crisis despite substantial investments in mitigation efforts. Housing instability is on the rise, driven primarily by the lack of affordable housing, increasing living costs, and systemic inequities in employment and income. Recognizing the urgent need for a proactive approach, the Community Investment for Families Department (CIFD) engaged California State University, Northridge (CSUN) to conduct an in-depth analysis of homelessness prevention strategies. This report evaluates existing initiatives and provides strategic recommendations to create a unified homelessness prevention system.

The Problem of Homelessness

Over 650,000 Americans experience homelessness each night, with Los Angeles having the second-largest homeless population in the country. The 2024 Los Angeles Homeless Services Authority (LAHSA) homelessness count revealed a slight decline in homelessness for the first time in six years, yet the crisis persists. The city faces a deficit of 380,006 affordable housing units, with 59.2% of renters classified as cost-burdened (i.e., spending more than 30% of their incomes on their rent and utilities) the highest percentage among major U.S. cities. Vulnerable populations, including extremely low-income renters, racial minorities, formerly incarcerated individuals, and foster youth aging out of the system, remain at heightened risk. Investing in prevention programs is generally a sound economic proposition. Some evidence suggests a return on investment for homelessness prevention of \$4.70 for every dollar spent¹, making homelessness prevention a cost-effective way to reduce homelessness and its associated social burdens.

Methodology

To develop actionable insights, we employed the following methodology:

- **Literature Review:** We examined academic research and public reports on homelessness prevention.
- **Stakeholder Interviews & Focus Groups:** We conducted 18 sessions with city and county officials, service providers, and at-risk individuals to identify gaps and opportunities.
- **Comparative Analysis:** We assessed homelessness prevention strategies in three comparator cities, New York, Chicago, and Santa Clara, and highlighted best practices.
- **Homelessness Metrics Review:** We reviewed data and predictive tools for identifying individuals at risk of homelessness.

Key Findings

1. **Lack of Coordinated Prevention Efforts:** There is no central authority responsible for homelessness prevention in LA, leading to fragmented and inefficient service delivery.

2. **Targeted Financial Assistance Works:** Programs providing short-term financial aid (\$2,000 per individual) have successfully prevented homelessness in other cities.
3. **Data-Driven Approaches Enhance Effectiveness:** Predictive analytics and cross-sector data sharing can improve early intervention efforts.
4. **Comprehensive Services Are Essential:** Prevention initiatives should integrate financial aid, legal support, workforce development, and mental health services to address root causes.

Strategic Recommendations¹

1. **Establish a Centralized Homelessness Prevention Authority:** CIFD should serve as the lead agency, coordinating citywide efforts and collaborating with county and state programs.
2. **Expand Financial Assistance Programs:** Increase funding for direct rental and utility assistance to stabilize at-risk households before eviction occurs.
3. **Implement Predictive Analytics Tools:** Adopt and integrate data-driven models, such as the California Policy Lab's predictive tool, to proactively identify individuals at risk.
4. **Strengthen Cross-Sector Partnerships:** Foster collaboration among social services, housing providers, workforce development, healthcare agencies, and community-based organizations to create a seamless support network.
5. **Develop a Public Awareness Campaign:** Increase outreach to ensure vulnerable populations are aware of available resources and can access services before reaching a crisis point.
6. **Develop and Formalize Partnerships:** Build partnerships with entities to make homelessness prevention a policy priority, expand funding for homelessness prevention initiatives and job training programs and enforce policies that increase the availability of affordable housing, including landlord incentives and inclusionary zoning.

Conclusion

Homelessness prevention is the most cost-effective and humane solution to addressing Los Angeles' housing crisis. By centralizing efforts, leveraging data-driven approaches, and expanding direct financial assistance, the city can proactively reduce homelessness and ensure long-term housing stability for its residents. The time to act is now—strategic investments in prevention will not only save public resources but also transform lives and communities.

¹ Our methodology, findings, and recommendations were based on the administrative structures that currently exist in the City and County of Los Angeles. In the event that these structures are changed, the implementation or other practicalities surrounding some of our recommendations would have to be reconsidered.

I. Introduction and Scope of Engagement

The City of Los Angeles (LA) is experiencing a homelessness crisis, despite the extensive resources allocated to addressing it. The crisis is expected to persist, with the number of Angelenos experiencing housing instability and at risk of becoming homeless continuing to rise. The leading cause of housing instability is a lack of affordable housing, a problem likely to worsen due to escalating housing costs and inequities in employment, income, and education. The best way to avert a forever-growing, never-ending homelessness problem is for the City of Los Angeles to adopt a long-term strategy in which additional and adequate resources are devoted towards homelessness prevention.

Los Angeles Mayor Karen Bass declared a state of emergency on homelessness on the day she took office in December of 2022.² The 2023 City budget allocated \$1.3 billion to the homelessness crisis. While many City initiatives (e.g., project Inside Safe) target individuals who are currently homeless, the City is also pursuing new approaches to homelessness *prevention*, including an initiative to provide foster youth, a particularly at-risk population, with resources to help them stay housed. In 2022, the Los Angeles City Council tasked the Chief Legislative Analyst (CLA) with evaluating homelessness prevention programs in the City and County of Los Angeles.³ The recommendations in the CLA report included seeking additional information from City and County departments on funding, employment training, outreach, and public education on existing prevention programs. The report also suggested exploring the feasibility of a single call hotline for homelessness prevention services, assessing the potential use of predictive analytics to target those in need, and determining which City department is best positioned to coordinate all homelessness prevention efforts. This department would be responsible for evaluating prevention programs and serving as a liaison to the County and Los Angeles Homeless Services Authority (LAHSA) to enhance collaboration on prevention efforts.

Following the CLA report, the Community Investment for Families Department (CIFD) was tasked with spearheading and coordinating all homelessness prevention efforts in the City. CIFD engaged California State University Northridge (CSUN) to produce a report that provides guidance on how best to achieve this goal.

The Problem of Homelessness

According to The U.S. Department of Housing and Urban Development's (HUD) 2023 Annual Homelessness Assessment Report, more than 650,000 people were homeless on a given night in the United States, 40% of whom were unsheltered.⁴ This represented a 12% increase from 2022. Los Angeles (City and County) has the second largest homeless population, behind that of New York City. In 2024, the Los Angeles Homeless Services Authority's (LAHSA) homelessness count revealed the first decrease in homelessness in six years: with 75,312 (-0.3%) homeless individuals in LA County and 45,252 (-2.2%) homeless individuals in the City of LA; in 2023, the previous year, homelessness increased around 10% in both the County and City.⁵

Homelessness has profound and far-reaching impacts on individuals, families, and communities. Homeless adults have higher rates of chronic diseases and mental health disorders,⁶ and episodes of homelessness often lead to prolonged unemployment and diminished quality of life, with barriers to reintegration persisting even after housing is secured.⁷ Children who experience homelessness face increased risks of developmental delays and poor academic performance, potentially limiting their future opportunities.⁸ Homelessness also impacts mortality rates. In 2021 and 2022, people experiencing homelessness were almost four times more likely to die than the Los Angeles County population as a whole.⁹ Beyond individual impacts, homelessness strains community resources, burdening social services, healthcare systems, and public safety.¹⁰ Prioritizing homelessness prevention is imperative to avert these cascading personal and societal costs, and preserve both individual potential and community well-being.

HOUSING CRISIS BY NUMBERS: A Breaking Point in Los Angeles

National Crisis:

- **650,000+** Americans experience homelessness each night, with **40%** unsheltered
- Homelessness **increased 12%** from 2022 to 2023

Los Angeles Housing Crisis:

- **Only 21 affordable homes** exist for every 100 extremely low-income households
- LA faces a **deficit of 380,000** affordable housing units
- **59.2%** of LA renters are cost-burdened - highest in any major U.S. city
- **362,000** LA households are severely cost-burdened

Prevention ROI:

- Just \$2,000 in prevention assistance **reduced homelessness by 3.8%**
- Prevention programs have shown a **return of \$4.70** for every dollar invested

Nevertheless, considerable challenges remain. The lack of available affordable housing is especially dire for extremely low-income renters—those with a household income 30% of the area median income (AMI) or lower. In the Los Angeles-Long Beach-Anaheim area, there is a deficit of 380,006 affordable and available housing units for this population.¹¹ Statewide, estimates suggest that only 24 affordable houses are available for every 100 extremely low-income renter households, the second-lowest ratio in the nation, behind only Nevada. The situation is even more critical in the Los Angeles-Long Beach-Anaheim area, where just 21 affordable homes are available for every 100 extremely low-income renter households.

The availability of affordable housing has continuously decreased since the 1970s, when low-income households who experienced a loss of income could more easily find alternative housing. Household incomes have been unable to keep up with rising home prices, especially for low-income households. The COVID-19 pandemic further exacerbated existing income disparities. Although post-pandemic increases in employment and decreases in rent inflation suggest that the economy is on the upswing, Los Angeles had the highest percentage of cost-burdened renter households (59.2%) of any major U.S. city.¹² Approximately 362,000 LA households are *severely* cost-burdened (i.e., spending more than 50% of their income on rent and utilities) and at risk of experiencing housing instability.

In our view the best long-term solution to homelessness is to stop people from becoming homeless in the first place. Investing in prevention not only averts individual and societal costs, but helps build communities where all members can thrive. In social intervention contexts, investing in prevention is often a winning proposition economically. For example, research has found positive returns on investment (ROI) of \$3-\$10 (per dollar spent) in healthcare interventions such as vaccinations and screenings,¹³ \$7-\$12 for early childhood education programs like Michigan's Perry Preschool,¹⁴ \$2.50 for crime prevention programs that target youth,¹⁵ and \$4-\$10 for community substance abuse prevention programs.¹⁶ Sturm (2021)¹⁷ found a ROI of \$4.70 for a United Way homelessness prevention program in Maryland. Phillips and Sullivan (2023)¹⁸ used a randomized control trial to study the effects of a financial assistance intervention on housed individuals at moderate risk of becoming homeless in Santa Clara County, California. They found that temporary financial assistance of about \$2,000 per person reduced homelessness 3.8% (from 4.1% to 0.3%) over the following six months. Pleace and Culhane (2016)¹⁹ showed that investing in homelessness prevention provided large costs savings in the UK.

The City of LA cannot effectively combat homelessness without investing in homelessness prevention. Homelessness prevention requires collaboration and partnership among various government and community-based organizations. As there is currently no unified effort around homelessness prevention in the City of LA, there is a huge opportunity to more effectively and

efficiently serve those at risk of becoming homeless by coordinating across relevant government departments and community-based organizations (CBOs), leveraging existing resources, and building new resources.

Methodology

The goal of this report is to provide an overview of research and best practices in homelessness prevention that can inform the creation of a unified homelessness prevention system in the City of LA. In preparing this report, we took an evidence-based, systems-thinking, and human-centered approach to understanding homelessness and developing strategic recommendations for the design and implementation of a homelessness prevention system that will be effective and sustainable in the long term.

We employed a multi-faceted approach to gather and analyze data, which informed our conclusions and recommendations. First, we conducted an extensive review of publicly available studies, reports, tools, data, and other sources. These efforts provided insight into understanding the status quo of homelessness prevention—what do we know? What can be done? What is being done? What works and does not work? Second, we conducted 18 focus groups and interviews with key stakeholders in the City and County of Los Angeles. The goal of these meetings was to gather their perspectives on existing homelessness prevention efforts and to identify what aspects of the current system (1) work, (2) don't work, and (3) are missing. Third, we performed a review of publicly available documents and held discussions with various stakeholders. This led us to create a relationship map of current homelessness prevention efforts in the City and County of Los Angeles (see Exhibit 5), including state and federally funded components, and the roles of CBOs. Fourth, we performed a comparative analysis of three target cities comparable to Los Angeles with effective homelessness prevention programs: New York, Chicago, and Santa Clara. Our methodology included a review of publicly available documents (e.g., program evaluations, reports, etc.), as well as interviews with subject matter experts from these cities. Six focus groups were conducted with members of CBOs that manage and administer homelessness prevention services in each city, including relevant advisors to their systems. We interviewed New York City's Department of Social Services and CAMBA, Chicago's Catholic Charities, and Santa Clara County's Destination: Home, Sacred Heart Community Service, and All Home. Key findings across our research efforts were integrated to form our final conclusions and recommendations.

In the following sections of this report, we integrate the academic and government literatures, publicly available reports, and best practices to describe homelessness prevention and discuss the situational and individual antecedents of housing instability and homelessness. We then

explore extant homelessness prevention strategies and tools. Next, we provide a landscape analysis of current homelessness prevention efforts within the City and County of LA. Following this, we present findings from our comparative analysis of homelessness prevention programs in three different U.S. cities, highlighting their key challenges and features. We then describe the findings of our stakeholder interviews and focus groups, which provide City and County stakeholders' views of which aspects of homelessness prevention are working, not working, and needed. The last sections of the report are a summary of our findings, detailed strategic recommendations for developing a coordinated and comprehensive homelessness prevention system in the City of LA, and phased action plan that outlines key steps and necessary resources.

II. Homelessness Prevention: The What, Who, Why, and How

Homelessness prevention is a proactive strategy that aims to intervene with individuals or families before they lose their housing. It encompasses policies, programs, and strategies designed to help those at risk of homelessness maintain stable housing.²⁰ According to the United States Interagency Council on Homelessness (USICH) effective prevention entails a range of strategies, including increasing access to affordable housing, employment opportunities, and health services to address the underlying causes of housing instability.²¹

The cornerstone of prevention efforts is identifying and supporting those experiencing housing instability, the primary indicator of homelessness risk.²² By stabilizing housing situations before they reach crisis levels, these initiatives seek to break the potential cycle of homelessness and guide individuals and families toward sustainable, safe, and adequate housing.²³

This section presents a comprehensive review of current literature on homelessness prevention, synthesizing research on target populations, underlying factors, how it is operationalized, and proven interventions. By examining these key aspects, we aim to provide a solid foundation for developing impactful and sustainable prevention strategies. The insights gleaned from this analysis will underscore the critical importance of a data-driven, proactive approach to addressing housing instability and preventing homelessness.

Antecedents of Homelessness

There are many reasons that individuals and families become homeless, and these reasons vary depending on an individual's age, family circumstances, education and employment opportunities, and past experiences. Recent events have further exacerbated these challenges.

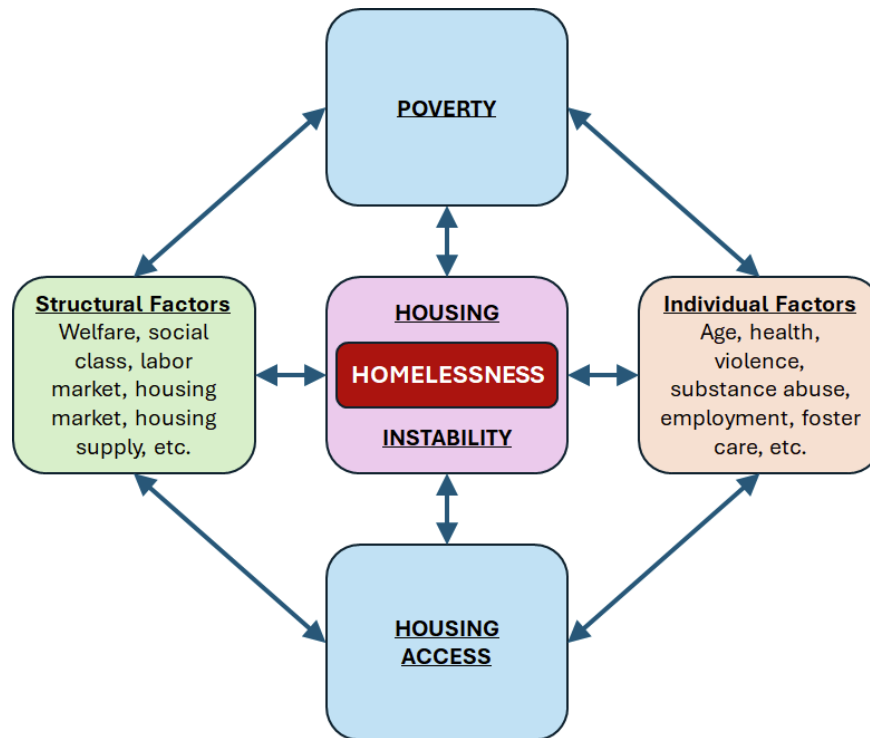
The January 2025 Los Angeles wildfires have forced more than 150,000 residents²⁴ to evacuate and led to the loss or damage of approximately 12,000 structures,²⁵ significantly straining an already fragile housing system. In sum, homelessness prevention is inherently complex and multifaceted.

While an exhaustive review of the academic research literature on homelessness is beyond the scope of this report (for in-depth reviews, see Boland et al., 2018; Evans et al., 2019; Fitzpatrick, 2005; Grattan et al., 2022, Johnsen & Watts, 2014, Rukmana, 2020), we provide an overview of key findings. We start by identifying key antecedent conditions that lead to homelessness.

Poverty and Economic Instability. The general consensus among homelessness researchers is that poverty is the primary risk factor for homelessness.²⁶ Individuals experiencing economic hardship, particularly in situations where there is a large gap between income and available housing, are more likely to become homeless.²⁷ Those who are unemployed or who have employment that is precarious (e.g., low wage, temporary, part-time, or unregulated work) are at higher risk of losing their housing.²⁸ Economic instability may also arise from transitions from institutions such as the foster care system, prison, and the military, making such individuals vulnerable populations in terms of their increased risk of homelessness. Additionally, unexpected financial emergencies, such as those arising from safety net failures and health problems, also contribute to homelessness.²⁹

Housing Access. Housing affordability and availability are key antecedent conditions for homelessness. Johnsen and Watts (2014)³⁰ highlighted the lack of affordable housing supply as a factor that makes it especially difficult for individuals who lose their accommodation to remain housed. Similarly, Boland et al. (2018)³¹ identified housing affordability as a key factor that impacts tenancy sustainment after homelessness. Angelenos are burdened by both very high housing costs *and* low supply of affordable housing units. In fact, one study by Zhu et al. (2021)³² estimated that of the 50 largest metropolitan areas in the United States, LA ranks as the ninth least affordable, is the second most overcrowded (based on doubling up rates), has the second lowest vacancy rate, and has a shortfall of over half a million housing units affordable to individuals at the median or below of the income distribution.³³ In 2022, an estimated 4.1 million people in Los Angeles County lacked affordable housing.³⁴ The wildfires in early 2025 have only worsened the housing availability crisis.

Exhibit 1. Simplified Model of Antecedents of Homelessness



Populations at Risk: Identifying Vulnerable Groups

While macro-level factors like poverty and housing access are primary drivers of homelessness, certain demographic groups face disproportionately higher risks. Housing instability—a concept closely related to housing insecurity—represents the most immediate precursor to homelessness, making it the critical focus for prevention efforts. Research has identified numerous key subpopulations that are particularly vulnerable to housing instability (and homelessness). These at-risk groups often experience multiple, intersecting barriers that heighten their susceptibility to becoming homeless. Understanding the specific risk factors impacting vulnerable populations is crucial for designing effective homelessness prevention strategies. It is important to recognize that the causes of housing instability (and homelessness) are not the same for all groups. The following section examines demographic groups that have been empirically linked to increased risks of homelessness and highlights factors that put them at risk.

In general, renters in California are twice as likely as homeowners to experience housing hardship, with almost half of low-income renters experiencing hardship.

Low-income renter households. Households with incomes below 30% of the Area Median Income (AMI) are considered extremely low-income households and are particularly vulnerable to housing instability (and homelessness). These households are more than twice as likely to experience housing instability compared to those with higher incomes.³⁵ High rent burdens, stagnant wages, and a lack of affordable housing contribute to their vulnerability. Eighty-seven percent of extremely low-income renters are severely cost-burdened, compared to 35% of very low-income renters and 9% of low-income renters. This places low-

income renters at severe risk of eviction and homelessness. Over 8 million households in the United States³⁶ and nearly 600,000 households in Los Angeles are severely rent-burdened.^{37,38} In general, renters in California are twice as likely as homeowners to experience housing hardship, with almost half of low-income renters experiencing hardship.³⁹ The high rate of rent burden, coupled with the lack of affordable housing and rising rents that outpace income growth, places a large segment of Los Angeles' population at risk of homelessness.⁴⁰

Racial and Ethnic Minorities. Historically marginalized communities, particularly Black, Latino, Native Hawaiian/Pacific Islander and Native American/Alaskan Native populations, face disproportionately high risks of homelessness due to longstanding systemic inequities in housing, employment, education, and healthcare access. In the United States, historically marginalized households also are much more likely to be renters, with the percentage of renters ranging between 45%-63%, compared to only 27% of White households.⁴¹ Further exacerbating these differences, renters from these same populations are at least two times more likely to be extremely low income, with 13%-19% of households being extremely low income compared to only 6% of White renters.⁴² Black people are disproportionately at risk. They are four times more likely to experience homelessness than White people, with 48 out of every 10,000 Black individuals experiencing homelessness compared to 11 out of every 10,000 White individuals.⁴³ We see similar trends in Los Angeles, where Black residents, despite making up only about 8% of the population, represent 34% of the homeless population.⁴⁴ Black individuals also represent 43% of those evicted every year, with one in five renter households being threatened with eviction each year.⁴⁵ Findings also highlight existing disparities in income, with Black men and women in Los Angeles making a median income of \$50,000, compared to White males who make \$79,000 median income.⁴⁶ These stark disparities underscore the systemic issues contributing to housing instability.

Families with Children. Families with children are an important demographic at risk of homelessness. In 2022, they constituted 28% of the total homeless population.⁴⁷ In California, nearly 40% of families receiving housing services were headed by a single adult female and 80% were people of color.⁴⁸ Shinn et al. (1998)⁴⁹ examined factors that predict homelessness by conducting interviews with 266 families at their point of entry to shelters and compared their outcomes to 298 families who were randomly selected from welfare caseloads. The study identified several predicting factors, including being a pregnant mother, having a young child, and experiencing overcrowding or frequent moves. A history of debt, rental arrears, or receipt of public assistance were also risk factors.⁵⁰

Domestic violence. Domestic violence is an antecedent factor for homelessness, especially among youth and women.⁵¹ Individuals fleeing domestic violence are more than 3 times more likely to be homeless than the general population.⁵² Nearly half of the women in the LA countywide Women’s Needs Assessment survey ($N = 563$) reported domestic violence as the antecedent cause of their homelessness.⁵³ Domestic violence is an external factor that increases the probability of homelessness either directly (e.g., incidents of domestic violence may cause individuals to flee their homes and/or seek emergency shelter) or via its relationship with poverty (domestic violence makes poverty more likely, and vice versa).⁵⁴

Individuals Exiting Systems. Individuals exiting systems, including those exiting from jail or prison and aging out of the foster system, represent two of the most vulnerable populations. These populations struggle to secure stable housing due to limited financial, social, and personal resources. One in five individuals who exit from institutions (e.g., jail or prison) become homeless.⁵⁵ Each year, more than 20,000 youth age out of foster care and lose access to the financial, educational, and social supports provided through the child welfare system.⁵⁶ Of these, 31% to 46% will experience homelessness before they are 28 years old.⁵⁷ One study found that

AT-RISK GROUPS: Who is most vulnerable?

- 87% of **extremely low-income renters** spend over half their income on housing
- **Black individuals** are 4x more likely to experience homelessness than Whites, making up 34% of the homeless population in LA
- **Individuals fleeing domestic violence** are more than 3x more likely to be homeless
- 1 in 5 **formerly incarcerated individuals** become homeless
- Up to 46% of **former foster youth** experience homelessness by age 28
- **Mental illness** increases homelessness risk 8-fold

among 732 youth who exited foster care, 30% had been homeless by age 23.⁵⁸ Similarly, youth placed in state custody or a treatment facility were at high risk of becoming homeless once exiting the institution; 33% of the 83 participants experienced homelessness post-discharge.⁵⁹

Veterans. Veterans are at greater risk of homelessness than the general population. Tsai et al. (2017)⁶⁰ found that among the national sample of 306,351 veterans seen in VA specialty mental health clinics, 5.6% were homeless within one year of their referral. Veterans who reported a drug use disorder, were African American, or earned less than \$25,000 were more than one and a half times as likely to be homeless.⁶¹ Female veterans were four times more likely to be homeless than non-veteran women.⁶²

Youth and Young Adults. Youth, especially those aging out of foster care and LGBTQ+ youth, are particularly vulnerable to homelessness. The USICH reports that 700,000 youth aged 13-17 and 3.5 million young adults aged 18-25 experienced some form of homelessness, including couch-surfing and doubling up, over a 12-month period.⁶³ Unaccompanied youth under 25 account for 6% of the overall homeless population.⁶⁴ In 2022, about 10% of people experiencing homelessness in Los Angeles were under the age of 18, highlighting the impact of systemic barriers (e.g., discrimination), lack of resources (e.g., family support), and limited access to housing and employment opportunities on homelessness.⁶⁵

Individuals with Disabilities. People with disabilities, particularly those with *mental health* conditions or *substance use* disorders, face increased housing instability and are more likely to experience chronic homelessness.⁶⁶ Limited income, challenges in obtaining accessible housing, and higher healthcare costs exacerbate housing instability among this group. Mental health problems have been identified as a factor that increases the risk of homelessness. Individuals experiencing severe mental illness are eight times more likely to experience homelessness than the general population.⁶⁷ Yet, a review of studies on tenancy sustainment indicates that people with mental illness can maintain stable housing as effectively as others.⁶⁸ Similarly complex is the role of substance use, where evidence^{69,70} suggests that substance use is both a cause and a consequence of homelessness, as well as a barrier to exiting it.⁷¹ While substance use disorders are prevalent among LA's homeless population, particularly among men,⁷² research controlling for other factors has found no evidence of a causal relationship between substance use and homelessness.⁷³

Overarching themes

Two important overarching insights bear discussion. The first is that while we have discussed numerous factors that are statistically associated with increased risks of homelessness, there is

no simple statistical model that is able to accurately predict which individuals and families will become homeless, and which will not. While predictive modeling can help to target those individuals most at risk, the benefits are improvements in statistical probabilities: some individuals and families at high risk of homelessness will never become homeless, while some at low risk will become homeless.

The second insight is that the experience of homelessness itself often exacerbates the antecedent factors that lead to homelessness (this is illustrated by the double arrow lines in Exhibit 1, above). For example, losing a job increases the risk of homelessness, and being homeless makes it much more difficult to find and maintain employment, creating a vicious cycle that may be increasingly difficult to escape. Consequently, while interventions that target the homeless are certainly necessary and laudable, those that prevent individuals and families from falling into homelessness in the first place may be particularly effective and necessary to reduce homelessness in the long term.

Homelessness Prevention Approaches and Guidelines

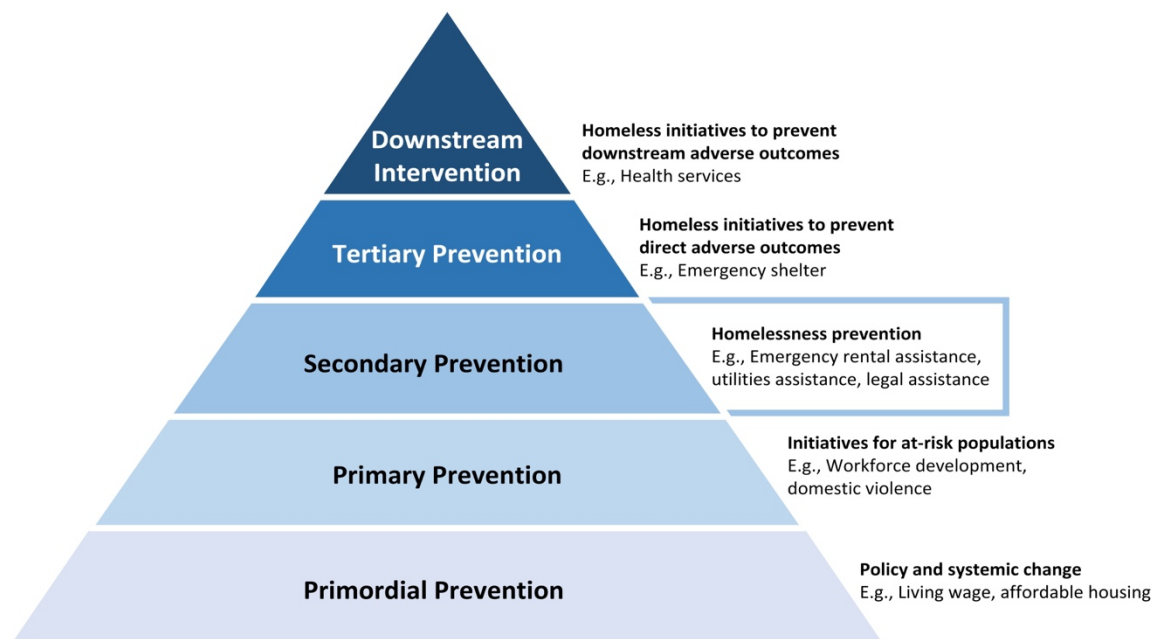
Homelessness prevention is distinct from programs serving unhoused populations in terms of their goals, the services provided, and the target population. Homelessness prevention programs focus on *directly* addressing the needs of those experiencing housing instability, which differ from those experiencing homelessness. For example, chronically homeless individuals often need more intensive support, including mental health and substance use services, whereas nonchronically homeless individuals might benefit more from rapid rehousing and financial assistance.⁷⁴

The commonly used framework for types of prevention categorizes homelessness prevention strategies into *primary*, *secondary*, and *tertiary*⁷⁵ (see Exhibit 2, below). These vary in scope, with more upstream interventions addressing root causes of homelessness and more downstream interventions (i.e., *tertiary prevention*) focused on providing services to meet the immediate needs of people experiencing homelessness.

In our view, most interventions that directly target homelessness prevention fall into the category of *secondary prevention*. These would include providing services to individuals targeted as being at risk of homelessness such as emergency rental assistance, assistance paying utilities, and providing legal assistance to prevent eviction. In contrast, *primordial* prevention includes efforts to build more affordable housing and to ensure a living wage for workers, whereas *primary* prevention efforts include workforce development and services for domestic violence survivors. These initiatives can help support those at risk of homelessness and often offer similar wrap-

around services, such as financial planning. Though *primordial* and *primary* prevention efforts are important and needed to prevent homelessness, they represent ongoing initiatives to address root causes of homelessness rather than addressing housing instability directly. Thus, we do not see them as necessarily falling under the purview of a homelessness prevention system. However, partnerships across these initiatives could strengthen homelessness prevention efforts. Some individuals experiencing housing instability may be career-ready and could benefit from services typically offered through primary and primordial prevention programs, highlighting the importance of coordinated partnerships across prevention levels.

Exhibit 2. Homelessness Intervention Strategies



Recent research and policy recommendations converge on a set of homelessness prevention strategies that are human-centered, evidence-based, and comprehensive in scope. These approaches prioritize reducing inequities, address root causes, and respond to the complex, multifaceted needs of at-risk individuals and families. As our previous analysis demonstrates, these needs stem from an intricate interplay of personal, societal, and economic factors. Synthesizing findings from multiple authoritative sources,^{76,77,78} we present key strategies that align with state and federal recommendations. These evidence-supported approaches offer a framework for developing effective, sustainable interventions to prevent homelessness. The following section details these strategies and their potential impact on vulnerable populations.

1. The Housing First Approach

There is broad agreement across scholars and government entities that housing stability is the cornerstone of homelessness prevention. Government reports stress that securing stable housing is essential for preventing homelessness and improving outcomes in other areas, such as health, education, and employment.⁷⁹ The housing first model holds that providing permanent housing to those in need trumps all other considerations and is preferred over the use of temporary shelters. Much of the research supporting this model comes from studies of individuals who are already homeless. For example, studies of homeless individuals experiencing mental health or substance abuse problems have found higher housing retention rates⁸⁰ and lower rates of substance use and psychiatric symptoms over time⁸¹ when they are provided housing with no conditions compared to more traditional housing models that require compliance with treatment before housing. Further, there is evidence that housing first programs like long-term rental subsidies reduce family homelessness compared to transitional housing.⁸²

From a prevention standpoint, the primary goal is to help individuals and families in crisis to *retain* their housing or find an alternative permanent housing solution. This is typically accomplished with direct financial assistance to cover rent, providing people with vouchers to find their own housing, and shifting them to low-income family housing. The California Statewide Study of People Experiencing Homelessness (2021-2022)⁸³ cited loss of income as the number one cause of homelessness and noted that most homeless participants believe financial interventions would have prevented them from becoming homeless. When asked whether certain financial interventions could have prevented them from becoming homeless, 71% of participants (not including those exiting from institutions) cited a \$300-\$500/month subsidy, 82% cited a one-time payment between \$5,000-\$10,000, and 90% cited an ongoing housing voucher capping their housing costs at 30% of their income.⁸⁴ These percentages are very similar, albeit slightly higher, for those coming out of institutions.⁸⁵ Multiple empirical studies have established the effectiveness of direct financial assistance in reducing homelessness and shelter use.

2. Comprehensiveness of Support Services

Integrating comprehensive support services is widely seen as crucial to effective homelessness prevention. Yet, initiatives vary in how broadly they define homelessness prevention. Some place a strong emphasis on legal and financial interventions, such as eviction prevention programs, while others adopt a broader view, including long-term interventions like housing subsidies, which not only prevent initial episodes of homelessness but also reduce the likelihood of future occurrences by addressing the root causes of instability.⁸⁶ The Urban Institute's report on supportive housing in the child welfare system⁸⁷ stresses the importance of providing housing alongside services such as case management, mental health care, and employment assistance to prevent homelessness among vulnerable families. Similarly, the Family Options Study⁸⁸ by

HUD found that long-term housing subsidies, when combined with supportive services, significantly improve housing stability and overall well-being for families at risk of homelessness. Comprehensive support services for those at risk include eviction prevention, emergency rental assistance, assistance obtaining public benefits, access to education and job placement services, financial counseling, help relocating, and short-term financial assistance.

Eviction prevention is a key component of homelessness prevention programs as it addresses the immediate needs of individuals and families at risk of losing their homes.⁸⁹ From a primordial prevention standpoint, these efforts include comprehensive landlord/tenant legislation that clearly defines the rights and responsibilities of both parties.⁹⁰ While not everyone who is evicted will become homeless, evictions represent a significant vulnerability point where providing resources and building assets within households can effectively reduce homelessness. Secondary prevention efforts include emergency financial assistance,⁹¹ legal representation,⁹² and landlord-tenant mediation⁹³ for those who have received an eviction notice. Although eviction support has not been directly linked to reducing homelessness, there is stronger evidence supporting the role of financial assistance than landlord-tenant mediation and legal representation in aiding housing stability.⁹⁴

To provide comprehensive services, **policies** that support and fund these initiatives are needed. Considering the limited resources available, policies are needed to make existing resources more accessible and available. For example, policies can make existing funds more flexible, broadening how financial assistance can be used and allocated. Additionally, policies can modify eligibility requirements, such as needing to be a lease holder or having utilities in one's name, that currently prevent at-risk individuals and families from receiving certain benefits. Lastly, homelessness *prevention* must be prioritized, with funds and other resources allocated to support homelessness prevention programs and services.

3. Targeted Support for At-Risk Populations

Initiatives prioritize different populations depending on their focus. For instance, some studies and programs zero in on families involved in the child welfare system, advocating for supportive housing as a way to keep families together and prevent homelessness (e.g., Urban Institute, 2023).⁹⁵ Others advocate for a more comprehensive approach that considers a wide range of at-risk groups, including veterans, people with disabilities, and survivors of domestic violence (e.g., USICH, 2022).⁹⁶ In its "State of Homelessness 2023 Edition," The National Alliance to End Homelessness underscored the importance of tailored approaches for specific groups, such as veterans, individuals with disabilities, and people of color, who are disproportionately affected by homelessness.⁹⁷ This need is echoed in reports focused specifically on Los Angeles, which

emphasize the need for diverse and tailored solutions that address the specific needs of different subpopulations (e.g., Angeleno Journey project).⁹⁸

Once target populations are identified through research, homelessness prevention programs should implement practices that foster connection (e.g., via outreach through CBOs, predictive targeting tools, or marketing) to improve their ability to serve those at risk through a better understanding of the needs of target populations. For example, eviction prevention programs should prioritize households in neighborhoods with historically high rates of homelessness and eviction.

Targeted support entails taking a **human-centered approach** by developing an in-depth understanding of the unique situations and needs of those experiencing housing instability, through customer journey mapping, community outreach and ongoing data collection. Homelessness prevention initiatives, including accessibility and services provided, should be tailored according to the unique needs of different populations.

4. Data-Driven Approaches

In data-driven approaches, policies and processes to collect data are implemented so that programs can be monitored and evaluated to determine their effectiveness, and so that improvements can be made to the programs in an ongoing basis.

Homelessness prevention approaches use an evidence-based approach to identify individuals most at risk of homelessness, which allows for more precise targeting of resources to better serve those at risk. Additionally, this data can help inform the design of eligibility criteria, the services needed, and service design. Further, disaggregating data by race, gender, age, and disability status can help identify disparities and tailor interventions so that they better serve the most vulnerable groups. Homelessness prevention tools for identifying at-risk individuals are discussed in-depth below in the Metrics section.

Pilot programs are a key component of the data-driven approach and of making evidence-based decisions. Programs can leverage supporting initiatives to test and evaluate the potential of new practices (e.g., universal basic income) or tools (e.g., predictive tools), which is key to creating an effective homelessness prevention program. Further, pilot data is needed to define and scale successful models. Initiatives should first be piloted with a small group of providers or small number of customers prior to rolling out homelessness prevention efforts.

5. Cross-Sector Collaboration

Many sources underscore the importance of developing partnerships with public and private organizations and aligning efforts across all levels of government to create a comprehensive support system that matches those at risk of homelessness to needed services. The Urban Institute, for example, emphasizes the need for coordinated efforts between housing providers, child welfare agencies, and other service providers to effectively prevent homelessness among vulnerable families.⁹⁹ This view is echoed by USICH,¹⁰⁰ which advocates for integrated, cross-system strategies that address the multifaceted nature of homelessness. Fostering collaboration between social services, healthcare providers, the criminal justice system, and community organizations is vital to creating a coordinated homelessness prevention program. Collaborative efforts are needed to break down silos and provide more holistic support, addressing both the immediate and underlying causes of housing instability. Currently, studies have noted that the fragmented service delivery system in Los Angeles is a significant barrier to effective homelessness prevention.¹⁰¹ Yet, coordination across agencies and stakeholders is essential for developing a more efficient and effective response. The need for cross-sector collaboration is also highlighted in the “Homelessness Prevention Metrics and Tools” section below.

6. Focus on Equity and Access

There is a huge focus across levels of government and scholars on equity and access—underserved communities are suffering and do not have equitable access to education, employment, and housing, making them more at risk for homelessness. The California Statewide Study of People Experiencing Homelessness (2021-2022) found that very few participants were aware of eviction or homelessness prevention resources prior to becoming homeless. To ensure that homelessness prevention initiatives are equitable, it is crucial to acknowledge the role of systemic barriers, such as racial discrimination and economic inequality and implement strategies to address these broader social determinants of homelessness by ensuring that prevention efforts are equitable and inclusive.^{102,103,104} Further, homelessness prevention efforts should focus on improving access to and the availability of resources for at-risk populations.

7. Direct Strategies: Addressing Root Causes

The most effective way to address housing insecurity and homelessness is through policies and programs that directly address their root causes. These efforts, which take a more primordial or primary prevention approach (see Exhibit 2), include increasing the availability of affordable housing, accessibility to education/training opportunities and quality jobs, social support, and public outreach to raise awareness, destigmatize prevention-seeking behaviors, and promote equitable policies that protect vulnerable populations (e.g., requiring landlords to accept government housing vouchers, as is the case in New York City). Unfortunately, many root causes stem from deeply ingrained systemic issues that are complex and difficult to address or require

substantial resources (e.g., it is expensive and time-consuming to build enough affordable housing to meet community needs), limiting the ability of programs to address the issues. Although we commend ongoing efforts across government, community-based, academic, and other organizations to address these issues, secondary prevention strategies are needed as housing instability and homelessness remain dire problems.

Homelessness Prevention Metrics and Tools

There is general agreement among scholars and other subject matter experts that housing instability is the key metric for homelessness prevention. Housing instability exists on a continuum where experiencing homelessness is total housing instability, having affordable, stable, decent, and safe housing is total housing stability, and everything in between represents varying degrees of housing instability.¹⁰⁵ Despite the consensus on the importance of housing instability, there is variability in how it has been operationalized.^{106,107}

The Department of Housing and Urban Development (HUD), which leads Federal homelessness prevention efforts, identifies three critical indicators of housing *insecurity*, a concept similar to housing instability: a lack of housing **(1) affordability, (2) stability, and (3) safety and decency**. To accurately assess and track housing insecurity, HUD utilized data from their Housing Insecurity Research Module embedded in the 2019 American Housing Survey to create a reliable and valid measure of housing insecurity.¹⁰⁸ The Housing Insecurity Index is an evidence-based tool that measures all three dimensions of housing insecurity through specific indicators.¹⁰⁹

Affordability is assessed through two key metrics: low-income status and cost burden. This is consistent with findings that extremely low income and housing cost-burdened households are at risk of homelessness.¹¹⁰ **Income status** compares household income to AMI, with households below 30% AMI being considered extremely low-income and particularly vulnerable to housing instability (and homelessness). **Housing cost-burdened** considers the proportion of income spent on housing. Households spending more than 30% of their incomes on rent and utilities are considered cost-burdened, while those spending over 50% are *severely* cost-burdened. Housing stability examines factors such as housing disruption history (eviction, foreclosure, and homelessness), current living situation (“doubled- up” households, couch surfing), stress/worry about housing, paying an unsustainable amount for housing, and frequency of moves. The third dimension, safe and decent housing, evaluates house qualities for basic functionality (plumbing, climate control), safety conditions both inside and outside the house, and overcrowding (both objectively and subjectively).

This operationalization of housing insecurity is integrated into federal initiatives and databases to determine target populations and eligibility criteria for homelessness prevention programs. Through advanced statistical models, researchers were able to identify classifications and profiles of housing insecurity. Federal homelessness prevention initiatives utilize the “worst case needs” approach to identify those most at risk.^{111,112} “Worst case needs” households are defined as **low-income** (income below 50% of AMI) **renters**, who are either **not receiving housing assistance and live in inadequate housing**, are **housing cost-burdened** (paying over 50% of income to rent), or both. It is important to consider the affordability, availability, and adequacy of housing in the local area when setting the income cut-off for cost-burdened households. For example, in Western states, which include California, Oregon, and Washington, low-income renters (1-50% AMI) are less likely to find affordable housing compared to other U.S. regions, so initiatives need to include broader eligibility criteria. Though these metrics can identify those experiencing housing instability due to income and housing costs, they do not consider other risk factors known to increase one’s likelihood of experiencing homelessness.

Data Available for Identifying At-Risk Individuals

The multi-faceted nature of housing instability adds complexity to the process of identifying individuals and families at risk of homelessness. To provide equitable access to resources for *all* those at risk of homelessness, prevention initiatives should invest in tools and strategies that identify the subpopulations most vulnerable to housing instability.

The most established and utilized database is HUD’s Homeless Management Information System (HMIS), a locally administered data system used by communities across the United States to collect and manage data on homelessness. HMIS is more than a database; it is a system that provides a centralized platform for coordinated entry, service provision, program enrollments, and housing outcomes across multiple agencies.

The HMIS database is now integrated with the Veterans Affairs (VA) databases to facilitate the identification of at-risk veterans. Additionally, some communities are able to cross-reference the HMIS database with data from criminal justice systems to identify at-risk individuals exiting jails and prisons to offer reentry and financial support services.

However, HMIS has notable limitations. It only includes individuals who have received housing services, meaning it does not fully capture those who are at risk but unaware of or disconnected from available resources. Additionally, federal regulations prohibit the inclusion of client-level data for survivors of domestic violence, sexual assault, and human trafficking (DV/SA/HT), to ensure safety and confidentiality. As a result, certain vulnerable populations may be underrepresented in HMIS data. Given these constraints, LAHSA’s Victim Service Providers use a

separate comparable platform on DV/SA/HT survivors to allow for continued coordination while respecting privacy protections.¹¹³

As findings suggest that most individuals experiencing homelessness are not aware of existing housing services, the HMIS database would need to be integrated with additional data sources. Exhibit 3 includes a list of other databases that can help identify individuals and families at high risk of homelessness. Not only would integration of multiple databases increase its ability to reach all those at risk, but it would provide service providers a more comprehensive understanding of individual circumstances and risk factors.

Predictive Analytics and Screening Tools

Predictive tools offer a forward-looking approach, enabling early intervention before individuals become homeless. They are particularly effective when combined with robust data from HMIS and other sources. These tools can also be used to screen individuals for service eligibility.

The Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) is the most widely-used tool for assessing the vulnerability of individuals and families experiencing homelessness, but it can be adapted to focus specifically on housing instability and homelessness prevention. It considers factors such as health conditions, social supports, and housing history and can be integrated into many HMIS platforms to identify at-risk populations. It is touted for its flexibility (i.e., it is easily adapted to different contexts and populations), efficiency (i.e., designed to be brief and takes only a few minutes to administer), and integration (i.e., it can be integrated into existing systems, such as HMIS, or other local data platforms).

However, within homelessness initiatives, the tool has been criticized for being unreliable¹¹⁴ and racially biased.^{115,116} In December 2020, OrgCode¹¹⁷ released a statement highlighting that the VI-SPDAT was designed as a triage tool to assist decision-making, not as a comprehensive assessment or decision-making tool itself. While it collects self-reported information to help inform next steps, it should be followed by thorough assessments that incorporate multiple data sources, including professional observations, service records, and other documentation. Many criticize the VI-SPDAT for failing to perform functions it was never intended to serve, particularly when communities rely on it as their sole assessment tool rather than as one component in a broader, more comprehensive evaluation process.¹¹⁸ Evaluations on the VI-SPDAT suggested mixed results on the tool's ability to predict an individual or household's return to homelessness.^{119,120}

Exhibit 3. Additional Data Sources for Identifying People At-Risk of Homelessness

Type of Data	Data Sources
Public Assistance Programs	<ol style="list-style-type: none"> 1. CalFresh (SNAP): Data on households applying for or receiving food assistance can be used to identify those experiencing economic hardship, which often correlates with housing instability. 2. Medicaid: Health data from Medicaid can help identify individuals with chronic health conditions or disabilities who are at risk of homelessness. 3. Utility Assistance Programs: Enrollment in utility assistance programs can indicate households struggling to meet basic living costs, potentially signaling housing instability.
Eviction Data	<ol style="list-style-type: none"> 1. Court Records: Access to eviction filings and judgments can provide direct insights into households at immediate risk of homelessness. Many cities collaborate with local courts to identify tenants facing eviction and offer interventions. 2. Rental Arrears Data: Data from rental assistance programs or landlord reports can indicate households that are behind on rent and at risk of eviction.
Criminal Justice System Data	<ol style="list-style-type: none"> 3. Jail and Prison Release Records: Data on individuals exiting incarceration can be used to identify those at risk of homelessness due to the lack of stable housing upon release. Collaboration with probation and parole offices can further enhance this identification. 4. Court-Ordered Treatment Programs: Individuals involved in drug courts or mental health courts may be at elevated risk of homelessness due to their conditions.
Health and Social Services Data	<ol style="list-style-type: none"> 1. Emergency Room (ER) Visits: Frequent ER visits, particularly for issues related to substance use, mental health, or chronic conditions, can be indicators of housing instability. 2. Community Health Clinics: Data from clinics serving low-income populations can help identify individuals experiencing housing instability, particularly those who may not engage with traditional healthcare systems.
Education System Data	<ol style="list-style-type: none"> 1. Free and Reduced-Price Lunch Program: Data on students enrolled in these programs can indicate families experiencing economic hardship, which is often linked to housing instability. 2. McKinney-Vento Act Data: This data tracks students experiencing homelessness or housing instability, providing a direct source for identifying at-risk youth and their families.
Utility and Payment Default Data	<ol style="list-style-type: none"> 1. Utility Shutoff Records: Data on households experiencing utility shutoffs due to non-payment can be a strong indicator of housing instability. 2. Credit Agencies: Credit data, particularly regarding defaults on rent or mortgage payments, can identify individuals at risk of losing their housing.
Community-Based Organizations (CBOs)	<ol style="list-style-type: none"> 1. Food Banks and Shelters: Data from CBOs providing food, emergency shelter, or financial assistance can be used to identify individuals who are not yet in the formal homelessness system but are showing signs of instability. 2. Legal Aid Services: Data from organizations providing eviction defense or tenant rights services can highlight individuals at immediate risk of losing their housing.

In 2016, OrgCode developed an adapted version of the tool for homelessness prevention, the Prevention/Re-Housing Vulnerability Index-Service Prioritization Decision Assistance Tool (PR-VI-SPDAT). While the tool provides specific service recommendations based on the respondents' scores, OrgCode emphasizes that a comprehensive assessment should accompany any results obtained. Individuals scoring above 22 are eligible for financial and case management and those scoring below 10 are ineligible for services,¹²¹ but there is no publicly available information on how these thresholds and risk factor weightings were determined. OrgCode encourages tool administrators to determine their own cutoffs based on their needs. For example, service providers in Santa Clara use different thresholds, allowing participants scoring above 13 to qualify for financial assistance and those scoring below 8 to be ineligible.¹²²

New York City developed an evidence-based tool to determine eligibility for their HomeBase prevention program. Shinn et al.¹²³ and Greer et al.¹²⁴ utilized data from intake surveys (including demographic variables, education, employment, housing situation, experience with domestic violence, childhood experiences, and shelter history) along with administrative records (such as applicants' interactions with the shelter system and dates of any shelter entry). The authors applied Cox proportional hazards modeling to identify factors that increased or decreased the risk of shelter entry. Based on their findings, they assigned one to six points to each risk factor according to its correlation with the future risk of homelessness. Separate screening models were developed for families and individuals, as the risk factors differed between these populations. The authors emphasized that decisions about cutoff scores should consider the moral, ethical, and cost implications for both people experiencing homelessness and the public.

Given New York City's tailored approach used in developing their screening tool, replicating this process using Los Angeles administrative data could be beneficial. Los Angeles County has made strides in adopting evidence-based targeting. The tool developed by California Policy Lab (CPL)¹²⁵ leverages predictive analytics by integrating data from various sources, such as HMIS, public assistance programs, health services, and criminal justice systems, to identify individuals who are at high risk of becoming homeless based on patterns observed in the data.¹²⁶ There are several notable benefits to the CPL's Predictive Tool, including (1) it is highly data-driven, allowing for proactive identification of at-risk individuals **who have not yet accessed homelessness services** but are showing signs of housing instability and 2) because it incorporates data from VA sources, justice systems, and other service providers, it can target individuals who are particularly likely to experience homelessness¹²⁷ (e.g., veterans, individuals exiting incarceration). This tool has been used by the County of Los Angeles to flag at-risk individuals before they lose their housing, enabling earlier intervention.¹²⁸

Cross-Sector Data Sharing Initiatives

As mentioned above, integrating multiple data sources is needed to effectively identify and serve those at risk of housing instability. Several systems or platforms, including the HMIS, have been developed that involve cross-sector data sharing and allow for real-time tracking and coordination across multiple agencies. One such system is Justice Information Sharing Solutions.

Several communities have developed justice information-sharing solutions that integrate data from different sectors, including criminal justice, healthcare, social services, and housing authorities to identify individuals at risk of homelessness, particularly those exiting incarceration, hospital stays, or other institutional settings. This system provides a comprehensive approach to preventing homelessness for vulnerable populations by linking criminal justice with housing and social services data, allowing for the identification of at-risk individuals who are **not yet in the homelessness service system** but may have interactions with other systems that indicate vulnerability. For example, some communities have developed shared databases that track individuals exiting jails or hospitals who lack stable housing and ensure that they are connected to housing resources upon release.

The Coordinated Entry Systems (CES) is another tool designed to streamline access to housing and services by using a standardized assessment process. The CES often integrates data from HMIS, VI-SPDAT, and other local data sources to identify and prioritize those most in need. Strengths of the CES include its ability to (1) enhance collaboration among service providers, ensuring that individuals are not lost in the system and that resources are allocated to those most in need, (2) allow for the identification of veterans across various service providers, and (3) in cases where jail release data is integrated into their CES, ensure that individuals exiting incarceration are immediately assessed and connected to housing resources.

Lastly, Integrated Data Systems (IDS) are collaborative platforms where data from various public and private agencies—such as healthcare, education, and housing—are integrated. These systems can be used to identify individuals or families experiencing multiple forms of instability, which may indicate a risk of homelessness. By integrating numerous databases, they enable a more holistic view of an individual's circumstances than other systems, allowing for early identification and intervention for those who may not yet have accessed homelessness services. For example, some cities and counties have implemented IDS to better understand the interconnected factors that contribute to housing instability and to identify those at risk across multiple domains.

In general, systems like the CES and IDS, that offer data sharing solutions that integrate data from multiple sectors, increase the effectiveness of predictive tools and streamline processes. They can provide a shared, centralized platform for coordinated entry, service provision, and client tracking across multiple agencies.

Community Outreach Tools and Strategies

Data-sharing systems offer powerful solutions for tracking and coordinating services to the extent that they are able to integrate data from multiple data sources, yet data sharing constraints may

affect their feasibility. To address this gap, several alternative strategies can be employed together with the aforementioned tools to better identify and target those at risk of homelessness. First, initiatives can leverage community networks. CBOs, such as food banks, legal aid services, and faith-based groups, often interact with individuals facing housing instability who have not yet accessed homelessness services. Trusted by the communities they serve, CBOs can act as early warning systems to identify those at-risk by reaching individuals who are reluctant to engage with formal service systems. Additionally, networks of CBOs can be trained to administer simple pre-screening tools to assess housing instability among their clients and refer those at risk to appropriate services.

Homelessness prevention initiatives can also utilize outreach and engagement tools, such as mobile outreach platforms, to reach at-risk populations. These tools can be used to connect with individuals who are experiencing housing instability or are living in other non-traditional settings before their situation worsens. Another approach to reaching those at risk who may be reluctant to seek support services is to utilize community events as outreach opportunities. For example, New York's HomeBase utilizes RVs - the UCAN Vans – to disseminate information at baseball games.

Conclusion

Homelessness prevention initiatives provide services to those at risk of homelessness but who is considered at risk may vary based on how housing instability is defined. There are numerous tools and strategies homelessness prevention programs can implement to more effectively allocate resources to those who need them the most. System solutions and technology platforms can provide the infrastructure needed to process and manage client data, streamlining processes to determine client eligibility, enroll clients, and track client outcomes by providing easily accessible, user-friendly tools that reduce administrative workload, help better service clients, and provide valuable information. Many platforms are available that can serve this purpose. Other recommendations for homelessness prevention efforts are to continue expanding predictive analytics tools that draw from a wide range of data sources and identify those at risk before they enter the homelessness service system. Also, in the absence of a data-sharing system or platform, initiatives should establish data-sharing agreements across sectors and different systems that can help identify individuals at risk, particularly those who may not yet have sought out homelessness services.

III. Existing Prevention Programs in LA

Los Angeles faces a unique homelessness crisis, driven by a combination of historical factors, modern challenges, and the sheer scale and persistence of the problem. Los Angeles has one of the largest populations of people experiencing homelessness in the United States, with 69,000 people in LA County experiencing homelessness in 2022—an increase of 56% from 2015 to 2022.¹²⁹ In 2024, the City’s point-in-time count showed a 2.2% decline, marking the first decrease since 2017.¹³⁰ Unlike many other cities, Los Angeles’ homelessness crisis is amplified by its vast geographic size, large population, and complex governance structure. With over 88 cities within Los Angeles County and a fragmented approach to service delivery, coordinating an effective response has been challenging.¹³¹ This section provides an overview of programs and departments that focus on or impact homelessness prevention in Los Angeles.

Policies

Measure H

The Los Angeles County Board of Supervisors established the Homeless Initiative, in an effort to end homelessness in Los Angeles County in 2015.¹³² Through policy summits between County departments, cities, community-based organizations, and stakeholders, several strategies were recommended to combat the homelessness crisis. Homelessness prevention-related strategies included: Strategy A1, which addressed homelessness prevention programs for families, and Strategy A5, which focused on individuals and transition-aged youth (TAY).¹³³ The following year, the Homeless Initiative piloted the first homelessness prevention program for families through a one-time Department of Public Social Services Fraud Incentive of \$5 million.¹³⁴ In response, voters in Los Angeles County passed Measure H in March 2017, implementing a \$0.25 sales tax increase to create a fund to combat homelessness and increase/subsidize housing. Under the Homeless Initiative’s Measure H-funded prevention programs, families, single adults, and TAY who are imminently at-risk of becoming homeless can receive prevention services from providers contracted with the Los Angeles Homeless Service Authority.^{135,136,137} Other Measure H-funded programs include Bringing Families Home, LA:RISE, and the Homeless Prevention Unit; these are discussed in greater detail below.

The Measure H fund had a total budget of \$259 million in its first year.¹³⁸ Of the \$167 million spent in FY2018, \$3.3 million (2.00%) was spent on homelessness prevention, \$22 million (13.33%) on case management and services, and \$63 million (38.22%) on creating a coordinated system, with the remainder spent on increasing or subsidizing income and housing and program

administration. The fund has grown to \$527 million as of FY2023, with an average of about \$12 million (3.61%) per year spent on homelessness prevention.

Exhibit 4. Average Yearly Spending of Measure H Funds over FY2018-FY2023

Measure H Objectives	Average \$ Spent	Av. %
A: Prevent Homelessness	\$ 12,152,596	3.61%
B: Subsidize Housing	\$ 96,128,039	28.53%
C: Increase Income	\$ 13,390,384	3.97%
D: Provide Case Management and Services	\$ 65,203,488	19.35%
E: Create a Coordinated System	\$ 142,586,537	42.32%
F: Increase Affordable/Homeless Housing	\$ 5,018,936	1.49%
Administrative:	\$ 2,459,837	0.73%
Total	\$ 336,939,817	100.00%

According to the most recent audit, Measure H raised a total of \$13.5 million in FY 2023 for homelessness prevention programs overseen by LAHSA and the Department of Children and Family Services.¹³⁹ An evaluation of Measure H-funded prevention programs found that 14.5% of prevention clients returned to homelessness within 12 months.¹⁴⁰ Of these, clients who did not receive any financial assistance were four times more likely to return to homelessness (19.9%) than those who did receive financial assistance (5.3%).¹⁴¹

Measure A

In November 2024, Los Angeles County voters passed Measure A, replacing the existing Measure H \$0.25 sales tax with a new \$0.50 sales tax.¹⁴² Measure A took effect on April 1, 2025, and is projected to generate approximately \$1.2 billion annually. The measure focuses on five goals: (1) increasing the number of people moving from encampments into permanent housing, (2) reducing homelessness among individuals with mental illness, (3) increasing the number of people permanently exiting homelessness, (4) preventing homelessness, and (5) expanding access to affordable housing.¹⁴³ The measure allocates 36% of its revenue to fund the Los Angeles County Affordable Housing Solutions Agency, a new regional organization established through state legislation sponsored by community organizations for homelessness prevention and affordable housing development.

Exhibit 5. Revenue Allocation of Measure A Funds (Assumes \$1.2 billion)

Allocation	Amount	%
Comprehensive Homelessness Services	\$ 735,000,000	60.00%
Los Angeles County Affordable Housing Solutions Agency	\$ 438,000,000	35.75%
Local Housing Production	\$ 36,000,000	3.00%
Accountability, Data, and Evaluation	\$ 15,000,000	1.25%

Note. Comprehensive Homelessness Services are social, medical, and behavioral health services to reduce and prevent homelessness (e.g., case management, employment services, permanent and affordable housing).

Measure ULA

Despite the implementation of Measure H services, the number of Angelenos falling into homelessness increased by 12% in the measure’s second year.¹⁴⁴ In response, a coalition of affordable housing developers, CBOs, labor unions, and faith-based groups throughout the city proposed a new ballot measure to comprehensively address the homelessness crisis.¹⁴⁵ The approval of the United to House LA (ULA) ballot measure in November 2022, which increased the city’s real estate transfer tax on property sales over \$5 million, has become the largest single source of revenue for affordable housing and homelessness prevention in the city’s budget.¹⁴⁶

In the first 10 months, Measure ULA generated \$192 million in revenue, with plans to allocate \$150 million to affordable housing and homelessness prevention programs.¹⁴⁷ It is further estimated that Measure ULA will raise over \$900 million dollars annually, with 70% allocated to affordable housing and 30% to homelessness prevention.¹⁴⁸ Through Measure ULA’s funding and the ULA Oversight Committee, the Homelessness Prevention Program aims to stabilize housing situations and ensure rental protection, legal assistance, accessibility, and affordability. As of March 2024, 4,652 households have been approved for a total of \$24 million in ULA-funded emergency rental assistance, preventing thousands of evictions.¹⁴⁹ Measure ULA also funds an income support program that provides rental debt resolution and targeted cash assistance to rent-burdened seniors and individuals with disabilities.¹⁵⁰

Los Angeles Homeless Service Authority

The Los Angeles County Board of Supervisors and Los Angeles mayor and City Council created LAHSA as an independent, joint power authority in 1993.¹⁵¹ LAHSA currently operates a homelessness prevention program aimed at assisting low-income individuals at-risk of experiencing homelessness.¹⁵² Funded by the HUD and the County’s homeless initiative, LAHSA distributes funds through request for proposal processes to nonprofit and public organizations.

Any of LAHSA’s Family, Adult, or Youth Solution Centers, operated by partner CBOs across the eight service planning areas, can serve as an entry-point to the program.¹⁵³ LAHSA uses a homelessness prevention targeting tool to (1) verify eligibility for homelessness prevention services and (2) identify the most vulnerable individuals or households.¹⁵⁴ To qualify, an individual or household must be experiencing a financial crisis, have received an unlawful detainer or notice, score above the tool’s threshold, and earn less than 50% of the AMI¹⁵⁵ (formerly unhoused Section 8 holders may earn up to 80% of the AMI). Eligible individuals work with a case manager to develop an individualized plan that may include short-term financial assistance, housing-conflict resolution, landlord mediation, legal assistance, and referrals to other services.¹⁵⁶

A core principle of LAHSA’s programs is the progressive assistance approach, which aims to provide only the level of assistance necessary to effectively resolve the housing crisis.¹⁵⁷ Individuals who meet the threshold on LAHSA’s homelessness prevention targeting tool receive full “homelessness prevention assistance,” which includes a combination of direct services and limited financial assistance provided by case managers for up to six months.¹⁵⁸ Conversely, those who do not meet the threshold receive “light touch assistance,” which excludes financial assistance. Additionally, all clients are initially screened using “problem solving,” an intervention that relies on the individual’s social network or resources for assistance to deter them from shelter entry.

County Initiatives

Department of Children and Family Services

The Department of Children and Family Services (DCFS) operates an evidence-based rapid-rehousing and permanent supportive housing (PSH) program called Bringing Families Home (BFH).¹⁵⁹ BFH is the first large-scale program to provide assistance to families involved with the child welfare system—a particularly vulnerable population facing additional barriers to securing housing.^{160,161} The program offers financial assistance and comprehensive wraparound supportive services, including rental assistance, case management, housing navigation, legal services, and moving costs. A matched control-group regression analysis of the program found that BFH families spent fewer days in traditional shelter services (i.e., emergency shelter and transitional housing stays) than the non-BFH families.¹⁶²

Department of Health Services, Department of Mental Health, and California Policy Lab

Housing for Health, a division within the County Department of Health Services, has partnered with the County Department of Health and CPL to create the Homeless Prevention Unit (HPU).¹⁶³ The pilot program uses predictive analytics integrating public service and housing databases to

identify and target interventions for individuals who are at highest risk of becoming homeless.¹⁶⁴ Program participants receive short-term financial assistance and are connected to health care, employment training, and legal services. The average financial assistance provided ranged between \$1,000 to \$5,000.

Department of Aging and Disability

The County Department of Aging and Disability Adult Protective Services and LAHSA administer the Home Safe program, which provides short-term housing and housing assistance for older or dependent adults experiencing or at-risk of homelessness.¹⁶⁵ The Home Safe program also offers case management and additional supportive services, such as assistance with applying for public benefits.

Department of Public Social Services

The Department of Public Social Services (DPSS) operates the California Work Opportunity and Responsibility to Kids (CalWorks) Program.¹⁶⁶ Within CalWorks, families who are experiencing a financial crisis or at risk of homelessness may qualify for moving assistance funds or emergency assistance to prevent eviction. The emergency assistance program provides up to \$3,000 to help families pay rent or utilities to maintain permanent housing. Separate from CalWorks, the DPSS also offers the General Relief program, which provides cash aid to adults and children who are ineligible for federal or state programs.¹⁶⁷ Enrolled individuals receive a monthly cash grant of \$221 and access to employment and skills training.

City Initiatives

Community Investment for Families Department

The Community Investment for Families Department (CIFD) operates a diverse range of programs housed in their 19 FamilySource Centers (FSCs) located in high-need neighborhoods that provide a continuum of services, including, but not limited to, rental assistance, multi-benefit screening, financial planning, and tax preparation.

Homeless Prevention Program

The CIFD's Homelessness Prevention Program (HPP) was established to assist families at risk of homelessness who may not qualify for LAHSA's homelessness prevention program. Originally piloted in 2018 at a single FSC in Van Nuys, the program has since expanded to all 19 FSCs across the City. During the 2021-2022 program year, HPP served over 1,000 individuals, collectively increasing their income by more than \$1 million.

Services and Eligibility. CIFD's HPP aims to prevent new cases of homelessness through housing stabilization services, which include case management, housing navigation, and short-term financial assistance. Similar to LAHSA, CIFD's FSCs use the homelessness prevention targeting tool to (1) verify eligibility for homelessness prevention assistance and (2) identify the households that are most likely to experience homelessness without intervention. Both tools were adapted from CPL's revision of LAHSA's tool, applying an income limit of 50% below the AMI.

CIFD further refined the tool further based on feedback from partnering CBOs operating the FSCs, broadening eligibility criteria to a wider range of households. However, the tool has not yet undergone formal evaluation. Unlike LAHSA, CIFD's requires households to have at least one child under the age of 18 and does not require an unlawful detainer, 3-day pay notice, or 30-day notice to vacate. CIFD does not have a separate program for individuals.

Clients who meet the threshold on the HPP targeting tool qualify for full HPP services, including short-term financial assistance and other supportive services. In contrast, clients eligible only for brief HPP services do not receive short-term financial assistance.

Funding. Each FSC is allocated \$200,000 annually for HPP rental assistance, targeting support for 100 families per fiscal year. In the 2024-2025 fiscal year, \$3.8 million of CIFD's total budget was dedicated to homelessness prevention. To supplement their budgets, FSCs often secure extra funding through private donations and other sources, such as angel funds from The Change Reaction and United Way.

Staff and Operational Challenges. Each FSC has at least two full-time case managers dedicated to the HPP. Despite their experience and dedication, case managers face several challenges. Case managers may spend considerable time helping landlords with paperwork, which detracts from other essential tasks. Additionally, the broad focus on various outcomes limits resources available for in-depth, holistic case management, which is needed for effective homelessness prevention. Case managers can only engage in limited outreach to those experiencing housing instability and have limited flexibility in how they allocate funding to those in need. CIFD staff have noted that additional staffing dedicated to assisting landlords—similar to the support provided by LAHD's ULA-funded Emergency Rental Assistance program—would be beneficial. Additionally, facilitating access to legal aid services remains a significant barrier due to the impacted nature of existing programs.

CIFD employs six full-time program monitors, each responsible for managing contracts for 2 to 5 FSC sites and overseeing specific CIFD initiatives, such as the Homeless Prevention Program or youth programming.

Survivor Services System

Through partnerships with service providers, CIFD's survivor services system offers a connected spectrum of programs that address the unique needs of DV/SA/HT survivors, funded through a blend of local, county, state, and federal sources. As of April 2025, CIFD contracts 16 CBOs to administer survivor programs- an expansion from just 10 providers in 2023. Each organization operates its own 24-hour hotline. During the 2022-2023 fiscal year, the 10 original providers received 15,851 calls related to domestic violence and human trafficking. In the 2023-2024 fiscal year, the number of calls across the expanded network of 16 providers increased to 23,617.

Survivors First Program: Launched in 2021, this trauma-informed program is modeled after the statewide Domestic Violence Housing First Program, it serves as (1) a homelessness prevention measure to help survivors maintain their homes, and (2) a remedy for women transitioning from domestic violence shelters to permanent housing. The program offers case management services and short-term financial assistance to cover housing and other related expenses, such as childcare, debt resolution, and rental arrears.

Domestic Violence Employment Program: In collaboration with the EWDD's WorkSource Centers, CIFD has been piloting a program designed to help domestic violence survivors navigate employment opportunities in a trauma-informed manner. However, CIFD's s DV/SA/HT providers face several challenges. Since each agency operates its own hotline, this results in redundancy for survivors, who must check with each agency for available space. Additionally, DV/SA/HT providers often lack awareness of HPP resources. Cross-training DV/SA/HT staff in both DV/SA/HT and HPP resources, including housing subsidy navigation, is recommended to improve service delivery. Finally, DV/SA/HT providers currently lack effective collaboration with housing providers, requiring clients to undergo full intake processes again. While data sharing between agencies is possible, it requires written consent from the client.

Collaboration with LAHSA and County

CIFD has partnered with the County and LAHSA to develop a centralized hotline staffed by live operators to assist survivors, improving upon the current fully automated county hotline. The project has secured \$500,000 in seed funding, while LAHSA has secured \$1.6 million annually over the past two years to support related efforts. For the 2024–25 fiscal year, CIFD has secured an additional \$267,000 in funding.

Guaranteed Income Program

Basic Income Guaranteed: Los Angeles Economic Assistance (BIG:LEAP) Program: This program provided 3,200 individuals with \$1,000 per month for twelve months, aiming to offer financial relief and support. The pilot, which ran from 2022 to 2023, employed a randomized controlled trial design, with eligible applicants randomly assigned either to receive the

Guaranteed Income or to a control group that did not receive payments. Findings showed that participants who received the Guaranteed Income were more likely to report improved financial well-being, reduced housing cost burden, decreased stress, greater food security, and fewer experiences of intimate partner violence, compared to the control group.¹⁶⁸ Additionally, all interview participants (n = 22) credited the Guaranteed Income with helping them offset rental costs, and most reported that it directly prevented homelessness. The flexibility and fungibility of the Guaranteed Income served as a critical financial buffer.¹⁶⁹ These findings suggest that programs like BIG:LEAP can be powerful tools for homelessness prevention by addressing financial precarity at its roots.

Free Tax Prep L.A.

In partnership with the County of Los Angeles, Koreatown Youth + Community Center, and United Way of Greater Los Angeles, CIFD runs the Free Tax Prep Los Angeles (FTPLA) coalition. FTPLA is a public awareness campaign that seeks to educate working Angelenos about the available federal and state tax credits and provides free tax preparation services via IRS-certified volunteers and staff to those making under \$67,000 annually.

Since the program's launch, Free Tax Prep L.A. has helped file over 100,000 returns, putting approximately \$110 million back into the hands of working-class Angelenos and the local economy.

By promoting awareness of available tax credits and providing free tax preparation services, this regional effort is working to address the over 330,000 Federal EITC and nearly 100,000 CalEITC credits going unclaimed in L.A. County, totaling nearly \$580 million that could supplement the earnings of hard-working families.

Economic and Workforce Development Department

The Economic and Workforce Development Department (EWDD), in collaboration with the Roberts Enterprise Development Fund, a non-profit that invests in small businesses, established the Los Angeles Regional Initiative for Social Enterprise (LA:RISE).¹⁷⁰ This program provides transitional employment services to populations facing significant barriers to employment, including opportunity youth (18- to 24-year-olds not involved in school or work), individuals with a criminal record, and those with unstable housing (individuals experiencing homelessness or at-risk of homelessness). LA:RISE partners with WorkSource and YouthSource centers operated by CBOs to deliver case management, training, employment placement services, and other supportive services to enrolled LA:RISE participants. According to the program's annual evaluation, LA:RISE has fostered collaborations between organizations that previously did not work together. As of 2024, LA:RISE has provided transitional employment services to over 7,500 Angelenos.¹⁷¹

Youth Development Department

The City's Youth Development Department (YDD) has developed a strategic plan aimed at enhancing young Angelenos' economic well-being, mental health, affordable housing, and public safety.¹⁷² This plan aligns with the overarching goal of creating a better safety net for homelessness prevention. Currently, the YDD's Earn Learn Play website provides youth with access to a comprehensive database of programs and services from partner City departments and organizations.¹⁷³

Housing Authority of the City of Los Angeles

The Housing Authority of the City of Los Angeles (HACLA) is the primary provider of affordable housing in the City.¹⁷⁴ HACLA's Section 8 program, funded by HUD, offers rent subsidies in the form of housing assistance payments to private landlords.¹⁷⁵ While most of HACLA's Section 8 initiatives are directed at individuals already experiencing homelessness, individuals at risk of homelessness may apply for Emergency Housing Vouchers (EHVs). HACLA receives referrals for the EHV program from LAHSA, prioritizing individuals currently experiencing homelessness.¹⁷⁶ HACLA is responsible for notifying, processing, and extending the vouchers, which served 3,120 families in 2023.¹⁷⁷ Additionally, HACLA administers Section 8 Family Self-Sufficiency Program, offering provides families supportive services to achieve economic self-sufficiency by reaching their educational and career goals (e.g., case management, job search assistance).¹⁷⁸

Los Angeles Housing Department

The Los Angeles Housing Department (LAHD) operates the Affordable Housing and Preservation Program, which develops and implements strategies to preserve affordable housing at risk of losing its affordability.¹⁷⁹ Key components of this program include maintaining the City's affordable housing database, developing affordable housing data reports, and monitoring preservation regulations and legislation. LAHD also administers the HUD-funded Section 8 Housing Opportunities for Persons with HIV/AIDS program, which provides housing assistance and services to low-income individuals with HIV/AIDS and their families.¹⁸⁰ These services, administered by partner CBOs, include short-term financial assistance, permanent housing placement, and other supportive services. Additionally, LAHD works closely with the ULA COC to administer the Emergency Rental Assistance program and processes ULA tax exemptions on property conveyances over \$5 million for developers of affordable housing.¹⁸¹

Mayor's Office

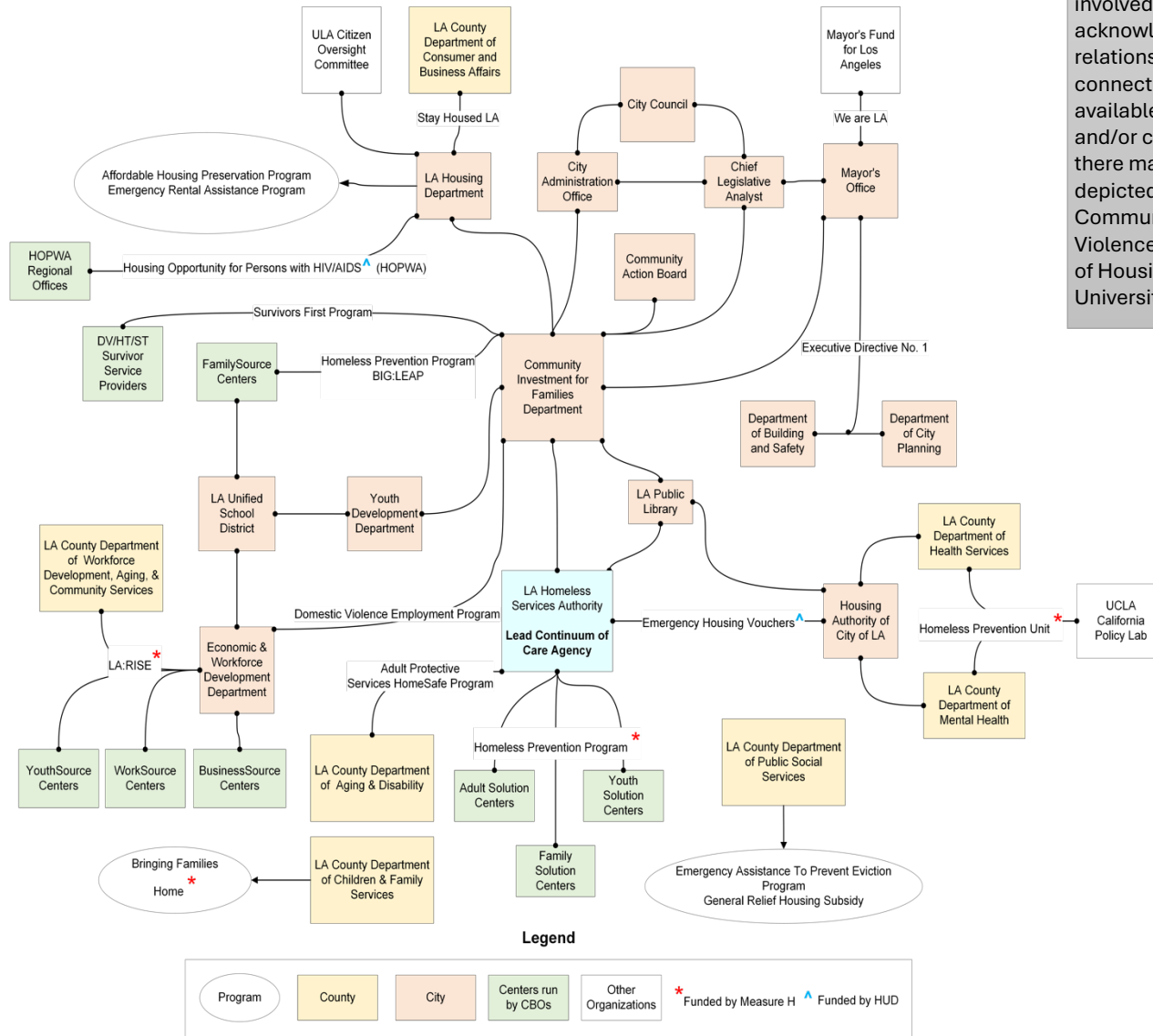
According to the FY 2024-2025 Budget Resolution,¹⁸² \$2.2 million was allocated to the Department of City Planning to support the development of affordable and permanent supportive housing, expedite affordable housing projects, and streamline the permit approval process.

Additionally, the Stay Housed LA (SHLA) program is a partnership between Los Angeles County, the City of Los Angeles, and local CBOs, providing workshops on tenant rights and free legal services to eligible tenants facing eviction.¹⁸³ SHLA's website also provides information on local laws and resources for tenants in eviction proceedings.

The Mayor's Office works in collaboration with the Mayor's Fund for Los Angeles, a nonprofit organization founded in 2014. Their primary initiative, "We Are LA," connects Angelenos at risk of eviction with existing resources through their website and dedicated hotline.¹⁸⁴ Program caseworkers screen and refer participants to programs for which they qualify. We Are LA also partners with FSCs, hosting regular tenant resource clinics to further support the community. The program plans to expand its services to youth aging out of foster care, aiming to prevent homelessness among this vulnerable group.¹⁸⁵

Exhibit 5. Relationship Map of Los Angeles Homelessness Prevention Initiatives

Note. This figure illustrates the relationships and collaborations among various departments and programs in Los Angeles involved in homelessness prevention. It is important to acknowledge that this figure might not capture all the existing relationships or departments engaged in these efforts. The connections demonstrated in the figure are based on publicly available documents and public statements regarding funding and/or collaboration. Therefore, this list is not exhaustive, and there may be additional entities or connections that are not depicted. Abbreviations used in the figure include CBOs: Community-Based Organizations; DV/HT/ST: Domestic Violence/Human Trafficking/Sex Trafficking; HUD: Department of Housing and Human Development; LA: Los Angeles; UCLA: University of California, Los Angeles; ULA: United to House LA.



IV. Comparative Analysis

In our effort to address homelessness prevention in Los Angeles, we focused on analyzing successful strategies implemented in other cities that share similar challenges. Specifically, we examined New York City, Chicago, and Santa Clara, all of which have been recognized for their effectiveness in homelessness prevention. The goal of the analysis was to gather insights that could be adapted or replicated in Los Angeles to improve local efforts.

A key challenge shared by these cities is a severe shortage of affordable housing. According to the National Low Income Housing Coalition, New York, Chicago, and Santa Clara have approximately 32, 29, and 33 affordable and available housing units per 100 households with incomes at or below the federal poverty line, respectively, compared to just 21 per 100 in Los Angeles.¹⁸⁶

Despite this challenge, these cities have proven track records in implementing effective homelessness prevention strategies. In Chicago, residents who received short-term financial assistance were 76% less likely to enter a homeless shelter over the next six months compared to residents who did not.¹⁸⁷ This program was particularly effective among the lowest-income individuals, suggesting potential for greater efficiency with more targeted income restrictions.¹⁸⁸ In New York City, legal representation and landlord-tenant mediation have played a significant role in reducing homelessness. Providing legal counsel to low-income tenants resulted in a 77% reduction in eviction orders.¹⁸⁹ All three cities also work closely with non-profit organizations that

provide community-based services such as case management, employment services or referrals, benefits enrollment, and financial counseling.

Experimental and quasi-experimental research in New York City has demonstrated that these community-based services not only prevent families from entering shelters but also have a long-term impact. Recent data indicate that New York City's program prevented 97% of families with children from entering the shelter system for 12 months after receiving these preventive services.¹⁹⁰ Furthermore, the program's empirical targeting model

PREVENTION WORKS!

- NYC's HomeBase **prevented 97% of families from entering shelters** within 12 months
- Chicago **reduced shelter entries by 76%** over 6 months
- Santa Clara's financial assistance (avg \$2,000) **reduced homelessness from 4.1% to 0.3%**

improved efficiency, leading to a 26% increase in correctly targeting families at risk of homelessness and a significant reduction in incorrect targeting.¹⁹¹

Our methodology involved examining publicly available documents, such as program evaluations and reports, and conducting interviews and focus groups with subject matter experts in each of these cities. We organized six sessions with members of community-based organizations and advisors integral to their systems that manage and administer homelessness prevention services in these cities. We analyze the key features of each system and attempt to derive generalizable (though tentative) insights into the characteristics that are present in effective homelessness prevention systems and should therefore be considered in future implementations.

Exhibit 6. Subject-Matter Experts (SMEs) Interviewed

SME	Date Interviewed
Catholic Charities of the Archdiocese of Chicago	5/14/2024
Destination: Home (Santa Clara)	6/11/2024
New York City Department of Social Services	6/11/2024
All Home (Santa Clara)	6/13/2024
NYC CAMBA HomeBase	6/18/2024
Sacred Heart Community Services (Santa Clara)	6/20/2024

Chicago

Catholic Charities is the CBO that manages Cook County’s homelessness prevention call center, serving as the initial entry point for homelessness prevention services. The call center processes about 75,000 calls per year.¹⁹² Individuals who call and are eligible for services are referred to one of the 17 agencies that operate within the county. These agencies provide an array of services including case management, short-term financial assistance, legal assistance for eviction, assistance for domestic violence, and referrals to other community resources. An external evaluation of the call center revealed that eligible callers who received temporary financial assistance through the agencies were 76% less likely to enter the shelter system.¹⁹³

Key Features

Centralized Call Center. A widely advertised telephone hotline serves as the primary entry point into the system. The single-entry point simplifies and streamlines the entry process, reducing confusion on the part of potential clients. The use of a telephone hotline (as opposed to an app or website) provides simplicity and ease of access for potential clients, the vast majority of whom have access to a telephone. Moreover, potential clients do not need to physically visit multiple agencies until they find one that provides homelessness prevention services. While potential clients technically can walk into agencies and ask for services, they are encouraged to call.

Standardized Assessments. Client eligibility is pre-assessed with a standardized assessment administered by the phone operator who is a specialist subject matter expert on homelessness prevention services in Chicago. Close collaboration between the call center and agencies allows for the implementation of standardized eligibility assessments and clear communication on available funds and resources. This unified system also prevents duplication of services between multiple agencies. The call center assessment of eligibility also allows agencies to focus on providing the necessary services to the clients instead of conducting in-depth eligibility assessments.

Homelessness Management Information System (HMIS). Client information is entered into a HMIS, allowing for seamless coordination and communication across agencies. This feature reduces the amount of time clients spend in line at agencies, filling out repetitive paperwork, and waiting for services. This system also reduces duplication of services and double dipping.

Coordinated Client Flow. After establishing eligibility, call center staff locate agencies near the client's home, and collaborate with them to check available referral slots. Once an agency is located, the client will go to the agency, meet their case manager, and provide needed documentation, and their case manager will reach out to their landlord (if needed) to confirm the information provided. The agencies are spread across different regions in the service area.

Challenges

Inflexible Eligibility Criteria. Current Cook County-set eligibility criteria prevent some individuals from accessing funds they would otherwise benefit from. For example, regarding the requirement of financial self-sufficiency, some individuals don't have the proper documentation (e.g., pay stubs, a letter from an employer, etc.) at the moment that they require help for a variety of reasons (e.g., they are undocumented, are working under the table, have side hustle jobs that are paid in cash, etc.). In the time that they are waiting to receive the documentation, their financial situation becomes even more dire, and consequently more difficult and costly to resolve. Therefore, case

managers often are required to engage in some creative problem-solving to help their clients qualify and access funds quickly.

Underfunded and Understaffed. Despite a high volume of calls, only three to four staff members are available to answer, resulting in wait times of 90-120 minutes. Ideally, 10 staff members are needed for optimal operation of the call center given the volume of calls (80,000 calls per year). Funding constraints, including insufficient government grants, contribute to this understaffing. Indeed, Catholic Charities has decided no longer to provide homelessness prevention services moving forward due to insufficient funding from government grants, and it is unclear what Chicago's homelessness prevention system will look like in years to come.

New York City

HomeBase is New York City (NYC) Department of Social Services' (DSS) community-based program for individuals at risk of homelessness. As of 2024, 26 HomeBase locations operated by seven CBOs offer services such as eviction prevention, assistance obtaining public benefits, education and job search assistance, financial counseling and money management, and short-term financial assistance. The NYC DSS oversees the program with a team of 20 staff members dedicated to managing the seven CBOs.

Key Features

Piloting. HomeBase started as a pilot program established in six high need community districts, informed by an evaluation of a sample of shelter entrants' last permanent addresses. The initial funding was \$6 million allocated among the six community districts, with a total staff of seven to eight individuals. The strategy of delivering services at a community level through neighborhood groups, coupled with the integration of the HomeBase unit with New York City's existing homelessness prevention administration, provided more holistic and seamless client support. The expansion of the program was supported by an independent evaluation revealing that the first four years of HomeBase resulted in 10 to 20 fewer families entering the shelter system for every 100 families enrolled in HomeBase.¹⁹⁴

Homeless Management Information System (HMIS). Like Chicago, HomeBase uses a centralized intake system, HMIS, which promotes collaboration across agencies. Homebase also recently introduced their Access HRA web portal and app to facilitate clients' access to rental arrears services.

Staffing. NYC CAMBA is a particularly effective example of a HomeBase CBO. NYC CAMBA has a 96% success rate in keeping people housed after being enrolled for at least one year. NYC CAMBA serves 4,000 households and screens 10,000 households annually. Funding is approximately \$12 million per year for five brick-and-mortar locations and a centralized office that handles administration. NYC CAMBA's staffing model is as follows:

- There is one **administrative assistant** per location who handles the preliminary assessment of clients and referrals prior to their first appointment.
- **Enrollment Specialists** screen for client eligibility and initiate the service planning process and the design of a service plan. Enrollment specialists work closely with Case Consultants. There are two to five enrollment specialists per location, with a 400:2 client-to-enrollment specialist ratio.
- **Case Consultants** work with the client, the landlord, and the broker to solve the housing crisis. Their work includes linking clients with financial assistance, benefits, and other referrals. Cases are typically solved within 120 days. There are five to 15 case consultants per location, with a 400:5 to 1700:15 client-to-case consultant ratio.
- **Case Support Staff** are part-time workers who support case consultants. Generally, there is one case support staff member per location, though the ideal number is two per location.
- **Program Supervisors** supervise enrollment specialists and case consultants. There are one to four Program Supervisors per location, with approximately a 1:4 program supervisor to case consultant ratio. Program supervisors revise service plans for quality assurance.
- **Program Managers** supervise program supervisors. Program managers report to the program director. There are one to two program managers per location.
- The **Program Director** oversees the entire program. There is one program director per location.

Agencies are required to hire a designated number of individuals receiving public assistance, fostering a peer-based connection with clients. Beyond these requirements, staffing decisions are left to the discretion of each agency.

Challenges

Inflexible Eligibility Criteria. Client eligibility is assessed through a risk score encompassing previous shelter experience, number of dependents, and prior moves. This assessment tool was designed with funding requirements in mind. As elsewhere, the requirements of the funds used to provide services create barriers to potential clients from accessing needed services.

Underfunded and Understaffed. Similar to Chicago, HomeBase staff encounter high caseloads, often juggling the responsibilities of multiple roles. HomeBase programs have been tasked with providing additional supports beyond their original scope, such as rental assistance vouchers, but without funding in their contracts to hire specialized staff for those roles. One HomeBase location reported a 52% staff attrition rate from June 2021 to 2022.¹⁹⁵

Long Wait Times. Appointment waitlists can stretch six weeks or longer for non-emergency cases.

Santa Clara

Destination:Home, the initial funder of Santa Clara County's homelessness prevention system, appointed Sacred Heart Community Services as the lead agency to coordinate the system. As the network coordinator, Sacred Heart monitors and reports the data from each agency to Destination:Home, private funders, and government stakeholders. The network includes 19 service provider locations operated by 19 CBOs, offering short-term financial assistance, case management, and referrals to legal services or other resources. The system is informed and evaluated by a lived experience advisory board.

Key Features

Piloting. The program started in 2017 with a yearly budget of \$1.6 million, largely from the private sector (68%). During that initial year, seven CBOs served a total of 215 households. As described in a prior section, Phillips and Sullivan (2023)¹⁹⁶ conducted a randomized control trial testing the effects of the temporary financial assistance provided by Destination:Home on future homelessness. Their results showed that of those individuals and families who were provided modest financial assistance (\$2,000 on average), only 0.3% subsequently fell into homelessness within the following 6-months, compared to a base rate of 4.1% for individuals and families who did not receive the support.¹⁹⁷ In 2024, the budget had increased to \$29.7 million, mostly from public funding (82%), and 1,700 households are served annually.

Flexible Funding. Representatives of both Destination:Home and Sacred Heart described the importance of flexibility in funding due to the highly variable financial situations that clients present. The Santa Clara system has separate funding streams for operations and client financial assistance. Unique to Santa Clara, there is no hard cap on the amount of financial assistance a household can receive. This is, in part, due to their receipt of relatively more funding from private donors compared to public grants. The average financial assistance for a household is \$7,400, with 90% of clients using the funds for rent.

Client Eligibility. Unlike New York City’s HomeBase, client eligibility is not based on previous shelter experience or a 3-day eviction notice. Instead, eligibility is dependent on whether the client lives in Santa Clara County, earns less than 80% AMI, and is currently housed but at risk of losing housing.

Adapted Risk Assessment Tool. Enrolled clients are prioritized using a 10-item risk assessment tool, called the Homeless Prevention Assessment Tool, that was adapted from the PR-VI-SPDAT. The 10-item tool, tailored for Santa Clara County, was developed by researchers at the University of Notre Dame and informed by people with lived experiences. The tool includes questions about household composition, debt, credit, physical and mental health problems, legal problems, and past experiences with violence and homelessness. The use of a single risk assessment tool across the system helps to prioritize the potential clients who would best benefit from homelessness prevention services.

Client Intake and HMIS Database. Similar to Chicago’s call center approach, the system of incorporating eligibility pre-screening through referral providers alleviates the load on service providers, allowing the case managers to focus more on providing services to clients. Simultaneously, the partnership with Santa Clara County’s emergency shelter hotline (“Here4You”) for the referral to homelessness prevention services increases the accessibility of the system. This also involves integrating the HMIS to the homelessness prevention system, allowing efficient referrals and transfers between agencies, including the prevention of dual enrollment. Clients can access the homelessness prevention system through the Destination:Home website, calling the emergency shelter hotline or a provider, or walking-in to any of the 19 service provider locations.

Staffing. Staffing at the Sacred Heart Community Service Provider Location is structured as follows.

- The **Intake Specialists** screen potential clients’ eligibility. There are three intake specialists each handling approximately 100 calls/week.
- The **Case Managers** develop a housing stability plan and process financial assistance for clients. The location has nine case managers who each handle an average caseload of 20 to 30 households. The average length of assistance provided to each household is approximately four months.
- There is one **Housing Specialist** who assist clients in the search for housing.
- There is one **Manager** per location who is responsible for supervising all staff members.

Staffing at the other 18 agencies varies from that of the Sacred Heart location. For instance, smaller agencies might only have one case manager and no housing specialist, whereas larger agencies might have staffing that is similar to Sacred Heart’s location. In addition to staff at their service provider location, Sacred Heart has nine staff members (seven full-time) whose jobs are to coordinate among the 19 agencies that provide homelessness prevention services in Santa Clara. Their primary tasks are to (1) manage funding, subcontracts, and monthly invoicing with each partnering agency, (2) maintain policies, procedures, and information sharing with agencies, and (3) ensure data quality through HMIS.

Challenges

Staff retention. Retaining case managers is challenging due to the demanding nature of the position, which is prone to high burnout, as noted by a Sacred Heart director. Management has considered increasing pay rates to address retention issues, but this approach is difficult to implement because it requires raising salaries across the entire organization.

IV. Stakeholder Analysis

CSUN conducted 12 focus groups and interviews to ask key stakeholders their views of homelessness prevention in Los Angeles (see Exhibit 7). Respondents were presented with the following prompt “Considering the needs of homeless and housing insecure populations in the City of LA and current initiatives to prevent homelessness, (a) what is working, (b) what is not working, and (c) what is missing?” In large focus groups, ideas for an improved homelessness prevention system were discussed and evaluated using the nominal group technique. The results of these discussions are included in the “what is missing” category below.

Exhibit 7. Stakeholders Interviewed

Stakeholder	Date Interviewed
Office of the Chief Legislative Analyst	2/15/2024
Department of Recreation and Parks	2/20/2024
Youth Development Department	2/20/2024
Los Angeles Public Library	2/21/2024
Economic and Workforce Development Department: LA Rise	2/21/2024
Economic and Workforce Development Department	2/22/2024

Stakeholder	Date Interviewed
Los Angeles Housing Department	3/6/2024
Family Source System	3/8/2024
Community Investment for Families Department	3/21/2024
City of Los Angeles Office of the Mayor	3/22/2024
Los Angeles Homeless Services Authority	3/27/2024
Los Angeles 4 th City Council District	4/2/2024
California Policy Lab	5/13/2024
Los Angeles 12 th City Council District	5/17/2024

While responses to the prompts varied considerably, there were several themes that emerged which we discuss next.

What is working?

While responses to this prompt varied, several aspects of the existing homelessness prevention system were identified by multiple respondents as working well.

Solid Ground

The Solid Ground Homelessness Prevention Program was identified as an aspect of homelessness prevention that is working well. Solid Ground aims to prevent new cases of homelessness by helping families to stabilize their housing situation and build a more secure financial future.¹⁹⁸ Specific services include housing search and placement, case management, and assistance with finances, budgeting, and public benefits. Respondents repeatedly praised Solid Ground as a comprehensive, multi-faceted, holistic approach to homelessness prevention. Respondents identified the importance of integrating services such as case management, financial coaching, legal support, and landlord mediation, and providing these services in an ongoing (rather than one-off) manner. Respondents noted that a holistic approach allows Solid Ground to address multiple vulnerabilities simultaneously, which is crucial for effectively stabilizing at-risk individuals and families. Respondents highlighted the importance of offering a broad range of services under one umbrella to prevent homelessness. One respondent noted that the reason why we know that Solid Ground has been successful is that the program has been formally evaluated, whereas other programs such as LAHSA’s “problem solving fund,” have not.

Permanent Supportive Housing

Several respondents identified Permanent Supportive Housing (PSH) as a successful strategy in providing long-term stability for individuals who have experienced homelessness. The PSH program provides long-term housing via project-based housing or housing procured in the private rental market using vouchers.¹⁹⁹ In addition, the PSH program provides intensive case management services, including services for mental and physical healthcare, eviction prevention, housing retention, and education and vocational opportunities. Like Solid Ground, PSH adopts a multifaceted approach; however, PSH is primarily targeted toward individuals who are chronically homeless, and is therefore not best understood as a homelessness prevention strategy. While PSH is effective, there are notable system flaws in how individuals access PSH units. For example, CIFD noted that LAHSA struggles to fill certain PSH units despite high demand. A major barrier lies in the referral process, as accessing PSH through the Coordinated Entry System can create bottlenecks that delay housing placements.

Community Involvement/Partnerships

Community involvement and partnerships were identified as an aspect of the system that is working. Community advisory boards and nonprofits were seen as effective in shaping and delivering homelessness prevention services. One respondent from CPL described the importance of having individuals with lived experience serving on their advisory boards, which helps them to interpret data and refine research questions and policy recommendations. Similarly, respondents noted that nonprofits have been effective in outreach and service delivery, particularly with specialized populations, such as those living in RVs.

Tenant Protections

Respondents generally agreed that the expansion of tenant protections, including rent stabilization and eviction defense programs, was an effective preventive measure. For example, according to respondents from LAHD, these protections have been critical in preventing evictions, a major trigger for homelessness. The provision of legal support and public education around tenants' rights were highlighted as important components of keeping people housed and preventing homelessness.

What is not working?

Responses to the second prompt were much more consistent and suggested that there was a higher degree of consensus around which aspects of the homelessness prevention system are not working.

Fragmentation and Lack of Coordination

A recurrent theme was the fragmentation of services and the lack of coordination among various departments and agencies involved in homelessness prevention. Respondents across multiple sessions emphasized the difficulty in navigating the system due to the *absence of a centralized entry point for services*. Respondents noted that this fragmentation leads to inefficiencies, where individuals at risk of homelessness may be passed between agencies without receiving timely or appropriate help. They also noted that the siloed nature of services often results in missed opportunities for intervention and a disjointed response to the needs of vulnerable populations.

Insufficient funding

Another significant challenge discussed in several sessions was the chronic underfunding of homelessness prevention programs. Many programs run out of funds before the end of the fiscal year, leaving at-risk individuals without the necessary support. Respondents noted that the insufficient allocation of resources, coupled with high operational costs, hinders the effectiveness of prevention efforts. This issue is further exacerbated by the legal challenges surrounding the United to House LA (ULA) measure, which further threatens to reduce available funding. Similarly, the lack of affordable housing was repeatedly mentioned as a critical barrier to preventing homelessness. Multiple sessions highlighted the disconnect between the demand for affordable housing and the limited supply available in Los Angeles. Despite the success of programs like PSH, the insufficient number of affordable units means that many individuals who could benefit from these programs are left without viable housing options. This shortage forces many into precarious living situations, increasing their risk of falling into homelessness.

Barriers to Accessing Support

Several sessions highlighted the bureaucratic and procedural barriers that many individuals face when trying to access homelessness prevention services. These barriers include complex eligibility criteria, lengthy application processes, and strict documentation requirements, which often prevent those most in need from receiving timely assistance. These barriers are particularly problematic for vulnerable populations, such as older adults, individuals with disabilities, and those with language barriers, all of whom may struggle to navigate the system.

Gaps in Public Awareness and Outreach

There was a consistent concern about the lack of public awareness regarding available homelessness prevention resources. The concern was that many individuals at risk of homelessness are unaware of the programs and services that could help them. This gap in communication limits the effectiveness of prevention efforts, as those who need help the most

may not know where to turn. The existing outreach efforts were viewed as insufficient, and there was a call for more proactive strategies to inform the public about available resources.

Inadequate Staffing and High Turnover

High turnover rates and inadequate staffing levels were identified as significant problems in delivering effective homelessness prevention services. The stress and complexity of case management, combined with insufficient support, lead to burnout and high turnover among staff. Compounding this issue is the fractured, siloed, and poorly coordinated system in which they operate, which has forced many case workers (and others) to develop personal relationships with individuals in other units or organizations which they leverage to access services for their clients. When a trusted contact turns over, then personal relationships must be rebuilt, which takes time and effort, with no guarantee of success. This combination of instability and poor coordination undermines the consistency, quality, and timeliness of service delivery, making it difficult to build long-term relationships with clients and provide sustained support.

Ineffective Integration of Data and Predictive Tools

While predictive analytics were recognized as valuable tools, the integration of these tools into the broader prevention system was seen as lacking. The city is perceived to struggle with data collection and sharing, which limits the effectiveness of predictive models. The absence of a comprehensive, city-wide data-sharing system hampers the ability to target resources effectively and track the outcomes of prevention efforts.

What is missing?

Respondents across the various sessions identified several key aspects that are missing from the current homelessness prevention system in Los Angeles, which they believe are crucial for creating an effective and comprehensive approach.

Centralized Coordination and Service Integration

The primary recurring theme was the need for a centralized, coordinated system that integrates services across multiple agencies and departments. Currently, the prevention system is fragmented, with services being provided by different entities that often do not communicate effectively with one another. Respondents emphasized the importance of establishing a centralized entry point, such as a 311-style hotline, website, or one-stop-shop, where individuals at risk of homelessness can access ALL available necessary services in a streamlined and efficient manner. Respondents proposed that services be better integrated, possibly under a

single framework or department, to reduce the fragmentation that currently hinders effective service delivery. This centralization would reduce the complexity and confusion faced by individuals seeking help and ensure that they are directed to the appropriate resources quickly.

Targeted, Flexible Support

Several respondents pointed out that the current system lacks tailored, flexible support for the most vulnerable populations, such as seniors, individuals with disabilities, and those with complex service needs. These populations often fall through the cracks because existing programs are not designed to meet their specific needs or because they do not meet strict eligibility criteria. An effective prevention system should include more adaptable programs that can address the unique circumstances of these high-risk groups, ensuring that they receive the support they need before reaching a crisis point. Relatedly, many respondents wished to simplify the eligibility criteria and reduce bureaucratic hurdles. Respondents proposed revising policies to make it easier for individuals to access services, particularly those who might not meet strict criteria but are still at significant risk.

Comprehensive Data Sharing and Predictive Analytics

While some predictive analytics are being used, respondents noted that the system lacks a comprehensive data-sharing framework that would allow for better identification of individuals at risk of homelessness. Effective use of predictive analytics requires robust data integration across departments, which is currently insufficient. Respondents suggested that a more data-driven approach, with enhanced predictive tools that are less onerous for clients to complete and better data sharing between agencies, would enable earlier identification of at-risk individuals and more targeted interventions.

Proactive Public Awareness and Outreach Efforts

Respondents highlighted the significant gap in public awareness regarding available homelessness prevention resources. Many individuals at risk of homelessness are unaware of the services that could help them, leading to missed opportunities for early intervention. This is further compounded by some individuals' resistance to seeking services due to the stigma associated with being homeless. An effective prevention system should include proactive outreach campaigns that inform the public about available resources and encourage those at risk to seek help early. These campaigns should be culturally and linguistically appropriate to reach diverse communities effectively, and may seek to increase community engagement through workshops, informational sessions, and partnerships with local organizations.

Stronger, Formalized Partnerships and Collaboration

The need for stronger partnerships and formalized collaboration between city departments, nonprofits, and other service providers was another key aspect identified by respondents. The current system often suffers from a lack of coordination, which leads to inefficiencies and gaps in service delivery. An effective prevention system would involve formal agreements, such as Memorandums of Understanding (MOUs), to ensure that all entities involved in homelessness prevention work together cohesively. This would enhance the ability to provide comprehensive services and ensure that no one falls through the cracks. However, there was also an acknowledgement of the challenges and constraints inherent in trying to build stronger collaborations across City and County entities. No clear consensus on exactly *how* to go about building these relationships was evident, though some potential models to emulate were identified (e.g., the Skid Row resource center).

Increased Staffing and Capacity

Respondents also noted that the current system is hampered by inadequate staffing levels and high turnover rates, which impact the quality and consistency of services. An effective homelessness prevention system would include sufficient staffing and resources to handle the demand for services, particularly in high-need areas like rental assistance and case management. Respondents also recommended providing additional support for frontline workers, including better training, mental health resources, and competitive compensation, to reduce turnover and burnout. All of this would help to ensure that individuals receive timely and sustained support, reducing the likelihood of them becoming homeless. Finally, respondents suggested exploring innovative funding mechanisms to support homelessness prevention efforts. This could include public-private partnerships, philanthropic contributions, and dedicated taxes or fees to create a more sustainable funding model.

Expansion of Affordable Housing Options

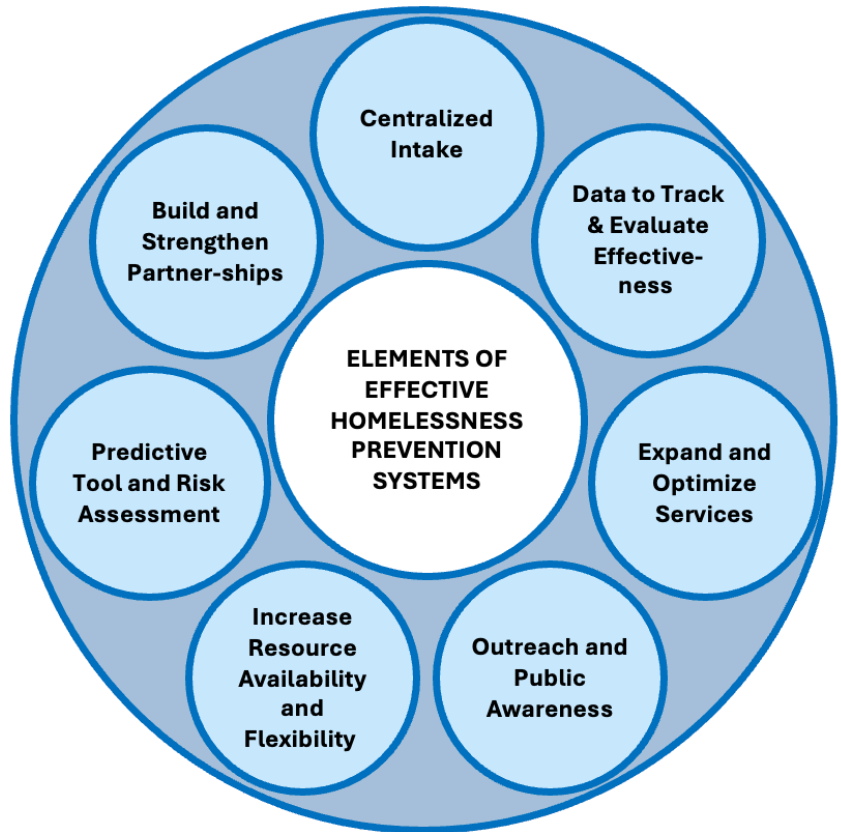
The lack of affordable housing was consistently identified as a critical gap in the current system. Respondents stressed the need for a substantial increase in the availability of affordable housing, including both new developments and the preservation of existing units. Without affordable housing options, efforts to prevent homelessness are severely limited. An effective system would prioritize and incentivize the development of affordable housing while also ensuring that rental assistance programs are adequately funded to keep individuals housed. However, it was also noted that the likelihood of being able to “build our way out” of homelessness is extremely low. Similarly, to keep individuals housed, respondents proposed expanding rental assistance programs and ensuring that these programs are adequately funded to meet the needs of low-

income residents. Expanding housing options must go hand-in-hand with streamlining access pathways to ensure that affordable housing resources are fully utilized.

V. Summary of Findings

Keys for Effective Homelessness Prevention

1. **Proactive Prevention:** Our findings emphasize the importance of intervening before individuals and families become homeless, rather than focusing solely on those already experiencing homelessness.
2. **Comprehensive Approach:** Effective homelessness prevention requires addressing multiple factors, including poverty, housing affordability, and systemic inequities.
3. **Data-Driven Strategies:** The use of predictive analytics and comprehensive data sharing is seen as crucial for identifying and assisting those at highest risk of homelessness.
4. **Targeted Support:** Focusing on specific vulnerable populations (e.g., low-income renters, racial minorities, families with children) is recommended for more effective prevention.
5. **Cross-Sector Collaboration:** There is a clear need for coordination among various government departments, agencies, and community-based organizations to efficiently and effectively deliver homelessness prevention services.



Strengths of Current Initiatives

1. **Existing Programs:** Programs like Solid Ground and Permanent Supportive Housing have shown success in providing comprehensive support to at-risk individuals and families.

2. **Community Involvement:** Partnerships with community-based organizations and advisory boards have been effective in shaping and delivering services.
3. **Tenant Protections:** Expansion of tenant rights and eviction defense programs has been an effective preventive measure.
4. **Recent Initiatives:** New programs and efforts to coordinate services show a commitment to addressing the homelessness crisis.

Opportunities for Enhancement

1. **Coordinated System:** The current system is fragmented with insufficient coordination across City and County departments. Other cities use integrated eviction prevention programs and community-based services, providing insights into staffing, assessment tools, partnerships, and program structure.
2. **Resource Limitations:** Programs often exhaust funds prematurely, leaving at-risk individuals unsupported. Gaps include monetary support, case management, resource awareness, and clear service roadmaps.
3. **Public Awareness:** Many at-risk individuals are unaware of available resources. Informational campaigns are crucial to combat stigma and educate both at-risk households and landlords about assistance options.
4. **Staff Support:** High turnover and understaffing impact service quality. Training, support for high caseloads, competitive salaries, and burnout prevention measures are needed.
5. **Data Integration:** Successful systems utilize centralized management information systems for clear communication and standardized fund distribution across agencies.
6. **Flexible Eligibility:** Current criteria are often too rigid. More flexible approaches, like that of Santa Clara County, could ensure assistance for those on the verge of homelessness.
7. **Housing First Approach:** Implementation is inconsistent across programs. Increased funding for both short-term and long-term financial assistance is needed.
8. **Streamlined Intake:** A coordinated entry point is needed. A dedicated hotline could serve as a centralized intake system, improving efficiency for both clients and agencies.

VI. Strategy, Assumptions, Values

A coordinated effort around homelessness prevention is needed that provides comprehensive services to *all* those at risk of homelessness with the goal of stabilizing housing and reducing homelessness. Substantial resources will be required such as: (1) engagement of and partnership with leadership and various stakeholders, including government departments, direct service providers, and community-based organizations, (2) development of a coordinated entry system, (3) development or refinement of a screening tool, (4) the ongoing effort to compile and disseminate, internally and externally, information about homeless prevention initiatives and resources, (5) implementing data-sharing solutions to identify those in need, streamline referrals, track clients, and collect data, and (6) ongoing marketing and outreach. These are discussed in detail below.

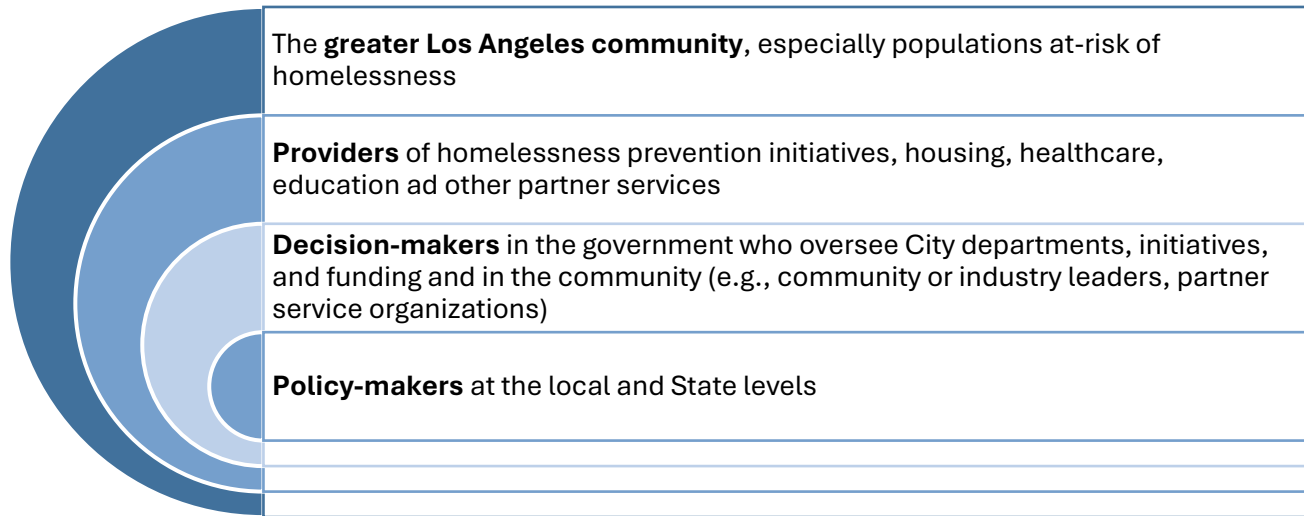
We anticipate that implementing such an initiative will require a ***multi-year phased approach*** and ***considerable resources***. The following sections include our assumptions, values, specific recommendations for design and implementation, key tasks for CIFD, the agency that we assume will lead this effort, and an implementation timeline with estimated resource needs.

Assumptions

Our strategic recommendations were developed with the following **key assumptions** in mind:

1. Homelessness prevention is mostly ***secondary prevention***: providing needed services to directly prevent those at risk of becoming homeless, including financial support, case management, and eviction and legal support and connecting them to other services. While this initiative focuses on secondary prevention, achieving meaningful long-term impact requires simultaneously addressing the fundamental root causes of homelessness and poverty.
2. Homelessness prevention services should be comprehensive and focused on long-term (e.g., reducing risks of homelessness) rather than short-term (e.g., referrals to shelters) outcomes. This aligns well with CIFD's anti-poverty approach to service design.
3. Homelessness prevention is different from other homelessness initiatives in that it involves different program goals, target population, services, and stakeholders. Homelessness prevention may be less effective when grouped under one umbrella together with programs serving homeless populations, as was emphasized by key stakeholders.
4. Our recommendations, if carried out, will impact not just CIFD but also various other stakeholders (see Exhibit 8).

Exhibit 8. Stakeholders Impacted by Recommendations



Values

Aligned with our findings and the City’s long-term objectives, our recommendations were driven by the following four values, which we believe must be adopted by CIFD in implementing a homelessness prevention initiative:

1. **Equitable:** Ensure program accessibility and availability to all individuals and families at-risk of homelessness, with a focus on those from underserved communities or high-barrier populations that have consistently higher rates of homelessness.
2. **Human-centered:** Focus on at-risk individuals’ and families’ unique situations, needs, barriers, and available resources in program design and implementation.
3. **Data-driven:** Use data and evidence to inform decisions for program design and implementation, habitually evaluate the effectiveness of program elements (e.g., via pilot testing), and make continuous improvements to program elements based on evaluation data.
4. **Collaborative:** Build partnerships and align efforts among stakeholders, including government departments, community-based organizations, and other service providers to create a comprehensive support system that connects those at risk with the services they need.

Target Population

The target population is all individuals and families **at risk of homelessness** in the City of Los Angeles, including those not in imminent danger of becoming homeless. The target population **is not** those who are already homeless.

The experience of housing instability is the primary determinant of being at risk of homelessness. We propose that CIFD adopt the definition below. Please note that this definition may be broader than that of other initiatives, but it can (and should) be modified based on the agreed-upon purpose, findings from pilot data, and funding constraints.

We define housing instability as a state in which individuals or families:

- (a) whose income is less than 50% of the area median
AND
- (b) who spend more than 30% of their income on rent and utilities,
OR
- (c) who lack the immediately available resources necessary to sustain housing,
OR
- (d) who are currently experiencing one or more of the following:
 - i. Active notification of eviction
 - ii. Recent (i.e., within the past 6 months) loss of income or other emergency (e.g., health problems)
 - iii. Living in another's home due to economic hardship
 - iv. Living in a hotel or motel
 - v. Living doubled-up or in severely overcrowded housing
 - vi. Recent (i.e., within the past 6 months) exit from an institution or system (i.e., justice system, foster system, military)
 - vii. Domestic violence or human trafficking

Recommendations

Our research suggests that there are some common elements of effective homelessness prevention systems. The following recommendations highlight the key elements identified as critical for the development and implementation of an **effective** and **sustainable** homelessness prevention initiative in the City of Los Angeles. Key program development and implementation tasks are summarized in Exhibit 9, below.

1. Foster collaboration among government departments, community-based organizations, and other service providers.

CIFD cannot effectively prevent homelessness by themselves. The success of any homelessness prevention system within the City of Los Angeles depends on the ability of the system to bring all stakeholders together in a unified and coordinated effort.

- a. **Create synergy and buy-in around the new homelessness prevention initiative** by facilitating regular (e.g., quarterly) meetings with key stakeholders to disseminate program information, get feedback, and build relationships. This is especially important given LA's historically siloed departments and the fragmented nature of homelessness prevention efforts.
- b. **Form a steering committee or advisory board** to guide program development. This would entail regular meetings with select stakeholders who can provide insight and act as a sounding board. We recommend the committee include representatives from the following key partners and stakeholders:
 - Community Investment for Families Department
 - City Council
 - Mayor's Office
 - Department of Aging
 - Chief Legislative Analyst
 - Housing Authority of the City of Los Angeles
 - Los Angeles County Affordable Housing Solutions Agency
 - Los Angeles County Homeless Services Authority
 - Los Angeles Economic & Workforce Development Department
 - Los Angeles County Department of Military & Veterans Affairs (LA County MVA))
 - Los Angeles Unified School District (LAUSD)
 - Los Angeles County Department of Children and Family Services (DCFS)
 - Los Angeles County Department of Health Services
 - Criminal justice entities
 - Experts in homelessness prevention
 - Community-based organizations that provide homelessness prevention services or serve at-risk populations
 - Community members with lived experience
- c. **Create and facilitate working groups to define certain program elements**, such as policy changes, data sharing options (i.e., shared data systems, MOUs), and asset mapping, that can benefit from stakeholder input and buy-in.

- d. **Foster a culture of collaboration** among homelessness prevention stakeholders by valuing and utilizing data to understand issues and make decisions, being transparent, considering stakeholder needs, soliciting feedback, and rewarding good partnership behavior.
2. **Optimize Services at FSCs** based on the needs of all populations at risk of homelessness.
 - a. Use the existing infrastructure of **FSCs to serve as central hubs for comprehensive homelessness prevention services**. FSCs currently offer numerous homelessness prevention services, including emergency financial stipends, referrals to legal and eviction protection resources, and homelessness prevention case management. While not all services related to homelessness prevention may be offered at FSCs (e.g., those for specialized populations such as the aging), FSCs should be the primary location where such services are offered.
 - b. **Garner more funding for financial assistance and emergency stipends**. Homelessness prevention findings **support** the effectiveness of using financial assistance stipends to stabilize housing, and stakeholders have highlighted the **need** for more emergency stipends at FSCs to better serve those at risk of homelessness. Additionally, though emergency stipends and rental assistance provide short term stability, studies show that long-term financial stipends have impact on long-term outcomes. Scaling up this financial assistance capitalizes on existing infrastructure and expertise and expands the core service that is likely to be the most needed and effective.
 - c. **Hire and train specialized homelessness prevention case managers**. Consistent with our findings, homelessness prevention case management is specialized to serve those experiencing housing instability. This requires a different set of skills and knowledge than typical case managers. Homelessness prevention case managers must be able to quickly and creatively solve problems, allocate available financial resources as needed (provided greater flexibility/autonomy in deciding which and how funds are allocated), leverage detailed, current knowledge about available services and resources, and be familiar with eviction and housing issues to provide ongoing support and connect customers to needed services.
 - d. Build and leverage partnerships with partner service providers to create an **asset map with a comprehensive network of service providers** as a resource for FSC homelessness prevention case managers, CIFD, and other stakeholders. Secure partnerships with eviction and legal, workforce development, emergency housing, and financial coaching service providers who have resources available to serve those in need.
 - e. **Explore** potential additional homelessness prevention services that are not offered or offered only in limited form, such as universal basic income.

3. Establish a **centralized intake system**. An effective centralized intake system provides a single-entry point and includes a pre-screen to determine potential clients' eligibility to receive homelessness prevention services, their specific needs, and potential referrals (e.g., in the case that they do not qualify for homelessness prevention services). Having a single-entry point streamlines processes, is more efficient in using resources, and limits wasteful duplication of services. Our comparative analysis indicated that effective homelessness prevention systems all have a centralized intake system, though how this was achieved differed. In some cases, a telephone hotline and call center were used. In others a web-based platform and app were used. We recommend the adoption of the telephone hotline and call center as this may align with prior expertise and strategic planning.
 - a. Establish a telephone hotline and call center dedicated to homelessness prevention as the centralized intake system. The hotline has a dedicated, new 3-digit number. Calls to 311 and 211 are routed to the hotline in cases where individuals are seeking homelessness prevention services. Call center operators have the following duties:
 - i. Conduct pre-screening. The pre-screening tool is administered online with the data entered into a centralized intake system platform (see below). This shifts some of the administrative responsibilities of FSC staffed case managers onto the call center operators, freeing up resources that may be devoted to more effectively serving those in need of services.
 - ii. Assign eligible clients to a homelessness prevention case manager. The centralized intake system will identify available case managers. During FSC hours a "warm handoff" is performed, with the client's call being transferred to a case manager.
 - iii. Refer ineligible callers or callers with other needs to relevant services (e.g., homelessness services to find temporary shelter, domestic violence services, mental health services, etc.)
4. **Develop a centralized entry system database and platform** that allows for the integration of different data sources to better identify those at risk of homelessness, screen potential clients, coordinate service delivery to clients, and track client outcomes for evaluation purposes.
 - a. Work with key government and private partners to explore the possibility of creating a **common, shared data system or platform**. This platform could be part of the city's Coordinated Entry System (CES), the county's CES and/or HUD's HMIS, or a stand-alone system specifically designed for homelessness prevention.

- b. Leverage existing **data-sharing agreements** and identify additional ones needed among city departments, LAHSA, and other relevant service providers. Create MOUs with other parties, where needed.
- c. Develop the interface for the eligibility screening tool that call center operators use (see below).
- d. Track client (and non-client) service use and outcomes such as experience of homelessness, shelter stays, etc., to evaluate the effectiveness of the homelessness prevention program and its various services (see below).

5. **Utilize data-driven tools to (a) identify at-risk individuals, (b) screen for eligibility, and (c) evaluate the effectiveness of services**

These three goals are all distinct from each other and require different tools and expertise.

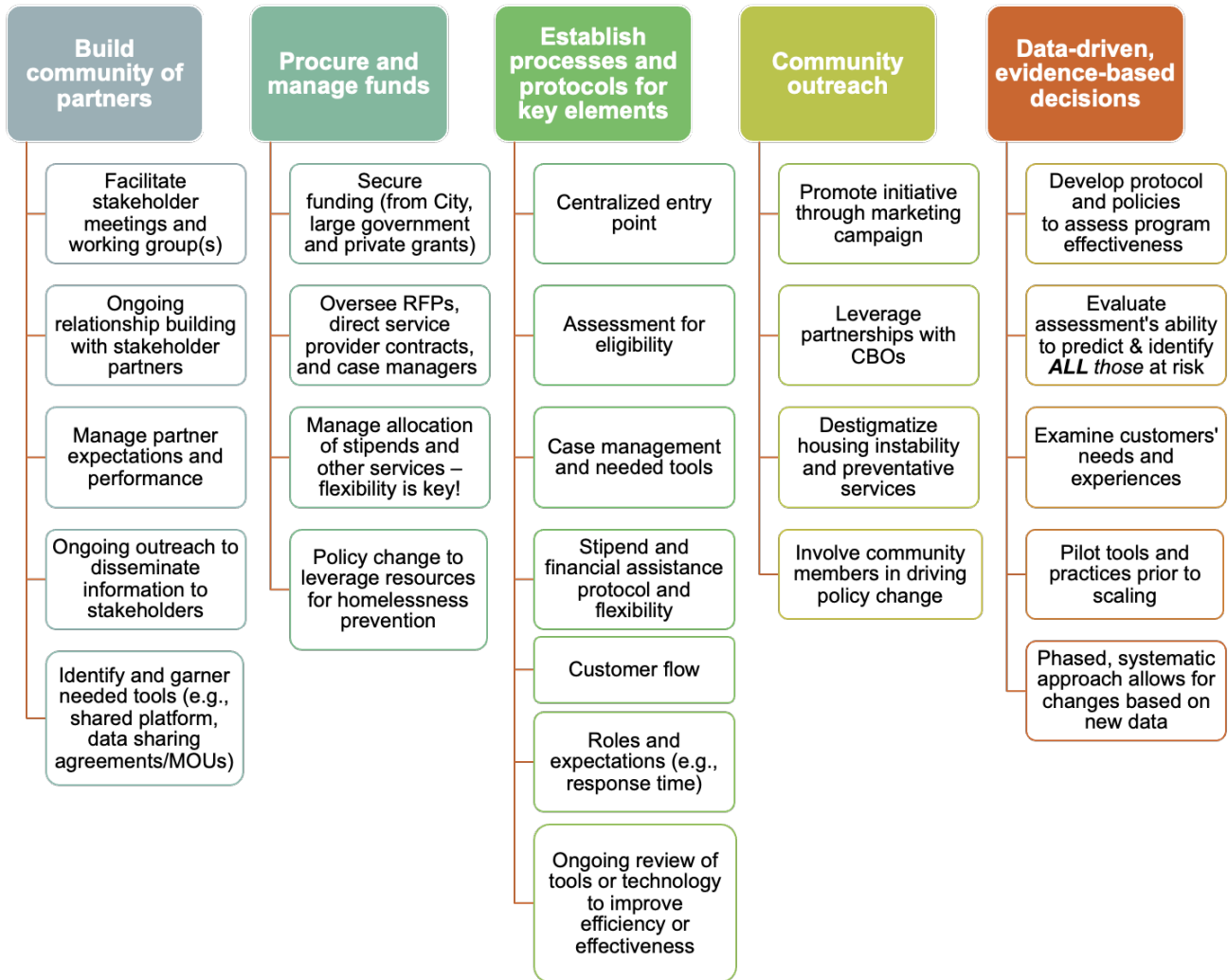
- a. Use/develop **predictive tools** to better identify the at-risk population and proactively offer them support to prevent homelessness. In general, predictive tools work by scouring large databases and identifying patterns of individual characteristics that differentiate between those who become homeless and those who do not. These patterns are then used to build a model to identify others whose characteristics match those of the individuals who eventually became homeless. These identified “at-risk” individuals can then be proactively contacted and offered homelessness prevention services. The value of this predictive analytics approach is that it may allow you to intervene in a population of individuals who are at high risk of becoming homeless but may not seek out services themselves or even be aware of their existence. The predictive tool developed by CPL is a good option to start with. Predictive analytics tools should be evaluated and updated periodically to track and adjust to local conditions and any potential changes in the profile of individuals who become homeless.
- b. Use/develop a **screening tool** to assess potential client eligibility for homelessness prevention services. This screening tool would be used at the point of entry into the system to identify those individuals who are at risk of homelessness and qualify to receive homeless prevention services and screen out those who do not. Although the predictive tool can help shape the screening tool as the former involves an evidence-based approach to identifying characteristics of individuals who become homeless, it should not be used for screening because the two tools have different purposes. Additionally, because the screening tool must be administered to potential clients at intake, other practical considerations must inform its development (e.g., How long does it take to complete? Will potential clients know the answers to all the questions? Is it easy to use? Does it accurately identify all those in need?). FamilySource Centers currently use an adapted version of CPL’s predictive tool. However, this tool is lengthy and focuses on identifying

those at imminent risk of homelessness (e.g., those facing eviction). Adopting a briefer screening tool that aligns with broader eligibility requirements based on factors known to put people at risk of homelessness would ensure services are accessible and available to a wider population of at-risk individuals and families. This might involve further adapting the current screening tool from CPL, using a different, existing tool (e.g., An adapted version of the PR-VI-SPDAT is one option), or developing a new tool. In all cases, we recommend that CIFD undertakes a process to continuously evaluate the effectiveness of the screening tool to meet the objectives of a homelessness prevention system.

- c. Create and embed methodology to continuously **evaluate the effectiveness** of each element of the program. These ongoing evaluation activities include assessing ease of use, customer needs, accessibility, equity, services received, long-term housing stability, homelessness, etc. The general model is to evaluate the effectiveness of each homelessness prevention service by engaging in a small pilot study in which individuals are randomly assigned to receive the service or to a control condition, and outcomes are tracked over time. Those services which have demonstrable positive effects on important outcomes are continued or scaled up. Those services which are shown to be ineffective are scaled back or discontinued. While it may be possible to develop the necessary skills and tools to undertake program evaluation internally, the use of external evaluators may be a better option. External evaluators are more credibly unbiased and they already have the necessary skills and experiences to undertake the evaluation. There is a large pool of institutions and organizations that perform program evaluation work in the City, County, and State.
6. **Conduct ongoing community outreach** to raise public awareness of homelessness prevention services. While some stakeholders highlighted the lack of available resources for serving clients, others expressed concerns with being able to use all the funds that they were allocated for homelessness prevention services. Part of the latter issue may result from clients in need not being aware of the existence of these services. Therefore, we recommend that a permanent marketing function be incorporated into the system. This function would be responsible for:
 - a. Collaborating with CBOs to design and conduct marketing campaigns
 - b. Conducting marketing campaigns that build awareness and accessibility of services, and work to destigmatize individuals who seek out these services
 7. Engage in ongoing **advocacy and fundraising** activities to influence policy, build greater resources, and reduce barriers to accessing services. Specific tasks include:

- a. Advocating for legislation that ensures continued or expanded resources dedicated to homelessness prevention, reduces barriers to accessing services (i.e., eligibility criteria), especially for the disadvantaged groups who may face the greatest barriers, and better protects those threatened with eviction.
- b. Championing policy initiatives focused on primordial (e.g., affordable housing, poverty reduction) and primary (e.g., workforce development, education, community violence prevention) homelessness prevention efforts. While this initiative's immediate focus is on secondary prevention strategies, achieving lasting impact requires simultaneous investment in addressing the fundamental root causes of homelessness and poverty.
- c. Seeking new funding from both public and private sectors for homelessness prevention. Private funds may be especially valuable because they may allow for more flexibility in their use, a key constraint identified by stakeholders. Funding is needed for monetary aids such as rental assistance, utility arrears, and universal basic income, as well as funds for non-monetary services such as legal representation, landlord education, and long-term financial coaching.
- d. Publicly promoting homelessness prevention as a cost-effective and necessary means of solving the homelessness crisis.

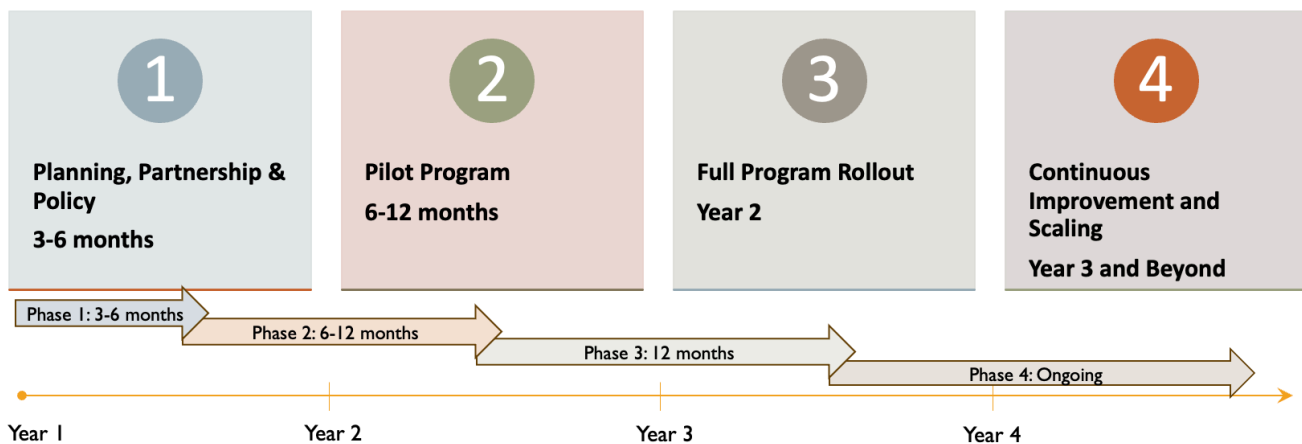
Exhibit 9. Key Program Development and Implementation Tasks



VII. Business Plan

Developing and implementing a homelessness prevention program for the City of Los Angeles involves careful planning, budgeting, and resource allocation. Below is a proposed phased approach that outlines key steps and staffing costs (see Exhibit 10 for an overview). While we have designed a set of recommendations and detailed business plan which may serve as a starting point, discussions with key stakeholders and partners will likely necessitate changes to many components of the business plan. Consequently, our implementation plan accounts for these necessary discussions and changes.

Exhibit 10. Overview of Phased Implementation and Resource Needs



Phase 1: Planning, Partnerships and Policy (3-6 months)

Objective: Establish the preconditions necessary for an effective homelessness prevention program by building partnerships, securing funding, and finalizing program design.

Key Activities:

Stakeholder Engagement:

1. Engage key stakeholders, including city departments, non-profits, service providers, housing authorities, and community members, to gather input and build support. Key stakeholders are shown in Exhibit 11, below.
2. Form a steering committee or advisory board to guide program development.
3. Begin discussions on critical issues such as data sharing and referral process.

Program Design:

1. Finalize and codify in writing the program's goals, target populations, and core services.
2. Create documents outlining the program structure, service delivery models, and the referral process.
3. Create case management protocols and tools, including documents outlining case management processes, and develop training for case managers.
4. Develop asset maps of partner services and other resources.
5. Create a plan for the development of a call center and begin garnering needed resources.

Budgeting and Funding:

1. Develop a detailed budget, including staffing, program operations, and administrative costs. We provide a preliminary partial budget as a starting point, but acknowledge that conditions on the ground, funding availability, and negotiations with various stakeholders may necessitate changes.
2. Identify and apply for funding from sources such as federal and state grants (e.g., HHAP, ESG), private foundations, and city funds.

Staffing Plan:

1. Determine the staffing needs and develop job descriptions, including for program managers, caseworkers, outreach coordinators, data analysts, and administrative support.
2. Calculate initial staffing costs (salaries, benefits, training).

Policy Change:

1. Champion homelessness prevention by attending policy meetings, building partnerships, advocating with lawmakers, etc.
2. Facilitate meetings with key stakeholders to explore how to implement a data sharing system and identify needed MOUs for data sharing; Develop MOUs.

Estimated Staffing Costs for Phase 1:

- **Assistant Chief (1):** \$90,000 - \$120,000/year
- **Data Analyst (1):** \$70,000 - \$90,000/year
- **Outreach Coordinator (1):** \$50,000 - \$70,000/year
- **Administrative Support (1):** \$40,000 - \$60,000/year
- **Total Estimated Staffing Costs for Phase 1:** \$125,000 - \$170,000 (3-6 months)

Staffing and other estimated costs per year are shown in Exhibit 12, below.

Exhibit 11. Key Stakeholders

<p>Chief Legislative Analyst City Administrative Office City Council Department of Aging Department on Disability Economic and Workforce Development Department Housing Authority of City of Los Angeles Los Angeles Housing Department Los Angeles Public Library Los Angeles Unified School District Mayor’s Office Youth Development Department</p>	<p>City</p>	<p>CEO Office Homelessness Initiative Department of Aging & Disability Department of Children & Family Services Department of Consumer & Business Affairs Department of Health Services Department of Mental Health Department of Public Social Services Department of Workforce Development, Aging, and Community Services Los Angeles Homeless Services Authority</p>	<p>County</p>	<p>Community-based organizations Community members with lived experiences Domestic violence service providers Eviction and legal services providers FamilySource Centers Healthcare providers Temporary housing providers UCLA California Policy Lab United to House Los Angeles Citizens Oversight Committee</p>	<p>Other Partners</p>
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Phase 2: Pilot Program Launch (6-12 months)

Objective: Design evaluations of existing elements of the homelessness prevention program. Implement a pilot version of the complete homelessness prevention program, including all services, new assessments, and case management by newly staffed specialist case managers, in select FSCs using a randomized control trial design. Evaluate the initial outcomes and compare to control FSCs. Revise program based on initial findings.

Key Activities:

Ongoing stakeholder outreach

1. Host quarterly stakeholder/partner meetings to provide updates, get feedback, generate excitement, and build relationships.
2. Continue community outreach and building community partnerships.

Pilot Elements to Inform Program Design (to be done months 3-6)

1. Finalize eligibility criteria and pilot screening tools to identify at-risk individuals and families.
2. Secure and pilot different types of financial assistance (e.g., emergency funds, rental assistance, long-term financial stipends) to determine which would best meet the needs of at-risk populations, focusing on those most vulnerable.

Pilot Site Selection:

1. Randomly assign FSC locations to either the pilot or control condition. Control condition FSCs continue to operate as before and serve as a comparison group baseline with which to evaluate the effects of the intervention on pilot FSC locations.

Service Delivery:

1. Establish centralized intake and screening via call centers.
2. Launch core services, such as specialized case management, short-term financial aid, and eviction prevention assistance, in the pilot FSCs.
3. Begin to screen and enroll eligible individuals and families into the program.

Monitoring and Evaluation:

1. Track key performance indicators (KPIs), such as the number of households served, eviction prevention success rates, and housing stability outcomes.
2. Collect feedback from participants and service providers to identify areas for improvement.
3. Oversee the data platform and provide any technical support needed.
4. Make recommendations and modifications based on findings.

Staff Training and Support:

1. Provide ongoing training for staff on service delivery, data collection, and client engagement.
2. Provide technical support for service providers.
3. Establish support structures for CIFD homelessness prevention staff, including supervision and opportunities for professional development.

Refinement of Program Design:

1. Based on the pilot's outcomes and feedback, refine the program model, eligibility criteria, and service delivery processes.
2. Adjust the staffing model if needed, based on the workload and effectiveness of services.
3. Identify a predictive analytics tool to implement in Phase 3.

Estimated Staffing Costs for Phase 2:

- **Program Manager (1):** \$90,000 - \$120,000/year
- **Caseworkers (6):** \$60,000 - \$80,000/year each
- **Outreach Coordinators (2):** \$50,000 - \$70,000/year each
- **Data Analyst (2):** \$70,000 - \$90,000/year
- **Provider Support Staff (2):** \$40,000 - \$60,000/year each
- **Total Estimated Staffing Costs for Phase 2:** \$470,000 - \$680,000 (6-12 months)

Phase 3: Full Program Rollout (Year 2)

Objective: Expand the homelessness prevention program citywide, based on refinements informed by pilot findings, and integrate the program into the city's broader homelessness response system.

Key Activities:**1. Program Expansion:**

- Offer the full homelessness prevention program across all FSCs.
- Increase service capacity by adding more caseworkers, outreach coordinators, and support staff, as needed.
- Increase funding for core services and expand the specific services that the evaluation data demonstrate to be the most effective.
- Explore options to scale up the program to serve additional neighborhoods and districts across Los Angeles, via expanding the FSC network and/or by finding new partners who can deliver homelessness prevention services.

2. Integrate with Other Services:

- Integrate the homelessness prevention program with other City services, such as affordable housing programs, mental health services, and employment assistance.

3. Ongoing Monitoring and Evaluation:

- Continue to monitor program performance, with a focus on long-term outcomes, such as sustained housing stability and reduced rates of homelessness.
- Conduct a formal program evaluation to assess impact and cost-effectiveness.

4. Public Awareness and Outreach:

- Launch a public awareness campaign to inform residents about the program and how to access services.

- Strengthen partnerships with community organizations, landlords, and legal aid services to enhance program reach.

5. **Sustainability Planning:**

- Secure long-term funding sources to sustain and grow the program, including local government allocations, federal grants, and private donations.
- Explore opportunities for innovative financing, such as social impact bonds.

Estimated Staffing Costs for Phase 3:

- **Program Director (1):** \$120,000 - \$150,000/year
- **Senior Caseworkers (10):** \$70,000 - \$90,000/year each
- **Outreach Coordinators (5):** \$50,000 - \$70,000/year each
- **Data Analysts (2):** \$70,000 - \$90,000/year each
- **Provider Support (5):** \$40,000 - \$60,000/year each
- **Additional Support Staff (e.g., Legal, Financial Advisors):** \$60,000 - \$80,000/year each
- **Total Estimated Staffing Costs for Phase 3:** \$1.3M - \$1.9M/year

Phase 4: Continuous Improvement and Scaling (Year 3 and Beyond)

Objective: Ensure continuous improvement of the program through ongoing evaluation and stakeholder engagement, and by scaling successful components to meet the growing needs of the City.

Key Activities:

Program Evaluation and Adjustment:

1. Conduct periodic evaluations to assess the program's effectiveness, efficiency, and equity.
2. Adjust the program model and services based on evaluation findings and changing community needs.

Innovation and Expansion:

1. Explore innovative approaches, such as technology-driven solutions (e.g., mobile apps for service delivery) and new service models (e.g., housing cooperatives).
2. Expand the program to underserved populations and areas of the city with emerging needs.

Stakeholder Collaboration:

1. Maintain and deepen partnerships with key stakeholders, including other city departments, non-profits, community groups, and the private sector.
2. Engage in advocacy at the state and federal levels for policies and funding that support homelessness prevention.

Long-Term Sustainability:

1. Secure multi-year funding commitments and diversify funding sources to safeguard the program's long-term sustainability.
2. Develop a succession plan for program leadership and staff to ensure continuity and preservation of institutional knowledge.

Estimated Staffing Costs for Phase 4:

1. **Ongoing Staffing Costs:** These costs will be similar to those of Phase 3, with adjustments based on program expansion and additional specialized roles as needed.

Conclusion

The phased approach that we have recommended allows for a thoughtful and strategic rollout of a homelessness prevention program in Los Angeles, ensuring that it is responsive to community needs, scalable, and sustainable. The staffing costs are significant. This stems from the comprehensive nature of the program. However, such a considerable investment in staffing is a necessary component of a program that can effectively prevent homelessness and support at-risk individuals and families across the City. Our recommended approach also emphasizes continuous learning and data-driven adaptation, ensuring that the program remains effective and relevant in the long term.

Exhibit 12. Preliminary Yearly Budget for Phases 1-3

	No.	Salary	Past (2024)	Phase 1 (2025 Q3-4)	Phase 2 (2026)	Phase 3 (2027)
No. individuals & families served*			10,000	12,500	15,000	20,000
Programming						
Rental assistance			\$3,800,000	\$4,750,000	\$5,700,000	\$7,600,000
Utilities assistance			\$1,000,000	\$1,250,000	\$1,500,000	\$2,000,000
Financial coaching			\$1,000,000	\$1,250,000	\$1,500,000	\$2,000,000
Other/new			\$0	\$500,000	\$600,000	\$800,000
Staffing						
Assistant chief	1	\$120,000		\$60,000	\$120,000	\$120,000
Data Analyst	1	\$90,000		\$45,000	\$90,000	\$90,000
Outreach coordinator	1	\$70,000		\$35,000	\$70,000	\$70,000
Provider support	1	\$60,000		\$30,000	\$60,000	\$60,000
Program manager	1	\$120,000			\$120,000	\$120,000
Caseworkers	6	\$80,000			\$480,000	\$480,000
Outreach coordinator #2	1	\$70,000			\$70,000	\$70,000
Data analyst	2	\$90,000			\$180,000	\$180,000
Provider support #2	1	\$60,000			\$60,000	\$60,000
Program Director	1	\$150,000				\$150,000
Senior Caseworkers	10	\$90,000				\$900,000
Outreach coordinators #2-5	4	\$70,000				\$280,000
Provider support #3-4	2	\$60,000				\$120,000
Program Evaluation				\$200,000	\$200,000	\$200,000
Marketing/outreach				\$50,000	\$50,000	\$50,000
Direct Costs				\$8,170,000	\$10,800,000	\$15,350,000
Indirect Costs				\$2,723,333	\$3,600,000	\$5,116,667
Total Costs			\$5,800,000	\$10,893,333	\$14,400,000	\$20,466,667
Estimated effectiveness			20%	30%	32.5%	35%
Estimated Savings**			\$16,000,000	\$30,000,000	\$39,000,000	\$56,000,000
Estimated ROI per \$ spent [†]			\$2.76	\$2.75	\$2.71	\$2.74

*Assumes a program goal of expanding offerings by 25% per year from 2024 across all programs. Actual scaling will be dependent on funding, resources, and other factors.

**Effectiveness estimated at 25% in 2024 means that we assume that only ¼ of individuals who received the intervention would have become homeless had they *not* received the intervention; We assume effectiveness will increase with greater funding for programming and with a larger and more experienced staff.

[†]Cost of homelessness estimated conservatively at \$8,000 PP/year.

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United to House Los Angeles Income Support Program (ULA ISP) Geographic Needs Assessment

July 2025

BACKGROUND

The Los Angeles Housing Department (LAHD), in collaboration with the Community Investment for Families Department (CIFD), conducted a needs assessment in order to evaluate how the geographic distribution of past participants of the United to House Los Angeles Income Support Program (ULA ISP) aligns with areas of concentrated need. The goal of this analysis is to better understand where, based on the ULA ISP eligibility criteria, potential future clients of the program reside across the City of Los Angeles. By identifying potential gaps relative to concentrations of clients for the existing program, this comparison will help to improve upon the City's outreach strategy when raising awareness of the program and facilitating applications, ultimately encouraging the participation of harder-to-reach residents and fostering a more equitable distribution of financial assistance.

KEY FINDINGS

This analysis uses census tract-level geospatial data derived from the U.S. Census Bureau to demonstrate where very low-income, rent-burdened senior and/or disabled households reside, thereby showing what areas present the highest estimated unmet need for the ULA ISP. While we can identify the number of dwelling units either destroyed or damaged in the Fire Zone, at the time of this analysis, tract-level data on the number of households economically impacted by the January 2025 Wildfires across the City is not readily available and thus not included in this needs assessment.

According to the analysis, almost the entirety of Central and South Los Angeles shows a high concentration of target households. Other areas showing relative need for the ULA ISP throughout the City include parts of the San Fernando Valley like Van Nuys and portions of the surrounding neighborhoods; portions of Pacoima, Sylmar, Sunland/Tujunga, and Canoga Park; and in San Pedro and Wilmington near the Port of Los Angeles. Council Districts 1, 8, and 10 present the highest need, accounting for almost a third (29.6%) of the total estimated target households citywide. In contrast, Council Districts 5, 11, and 12 present the least need for the ISP, accounting for 9.8% of total estimated target households citywide.

Comparing the results of this Needs Assessment against the awards disbursed during the Interim ISP, several Council Districts received a disproportionate share of awards, in particular

Council Districts 4, 5, and 11. Council Districts 6, 7, 9, 12, 14, and 15 received a smaller share of awards than expected based on the results of this Needs Assessment.

RECOMMENDATIONS

1. Continue conducting outreach throughout the city, especially in areas where there is high need as identified by this Needs Assessment.
2. Explore options to provide Council Districts 6, 7, 8, 9, 14, and 15 with more robust support for additional public outreach and application assistance in target neighborhoods to ensure that eligible constituents in highest need areas are aware of the program and able to apply for funding.
3. Continue to monitor and evaluate outcomes from subsequent rounds of the program in order to ensure equitable distribution of program funds based on need.

Additional information regarding the methodology and findings of the Needs Assessment is provided on the following pages.

METHODOLOGY

This analysis included the following stages and tasks:

1. Data Collection and Preparation
2. Geospatial Mapping
3. Comparison to Existing ISP Data and Renter Displacement Vulnerability

Data Collection and Preparation

Census tract-level data responsive to the eligibility criteria for the Disaster Relief Income Support Program were collected and prepared for use in this analysis. The formula below shows which fields were used to tabulate the results for this assessment.

Very Low-Income Rent-Burdened Senior / Disabled Renter Households =

(senior renter households¹ + disabled renter households* without seniors^{**2,3}) × share of very low-income rent-burdened renter households⁴

* Data on the share of household members with disabilities was not readily available for use in converting the number of disabled individuals into disabled households, so exactly one disabled individual per household was assumed.

** To account for overlap between senior and disabled households, the share of non-senior disabled individuals per tract was calculated and applied to the disabled renter households to arrive at non-senior disabled renter households.

Geospatial Mapping

Data fields were mapped to census tracts within the City of Los Angeles. Tracts were then assigned to Council Districts based on which Council District contained most of the tract's area.

Comparison to Existing ISP Data and Renter Displacement Vulnerability

The results of the needs assessment were compared to existing ISP data and data on renter displacement:

- Analyzed which indicators correlate most closely with where LAHD received existing ISP applications and made awards
- Ranked Council Districts by estimated need and compared to the ranking of Council Districts based on actual awards from the Interim ISP
- Overlaid census tracts in the 90th percentile of renter displacement vulnerability³

¹ U.S. Census Bureau, U.S. Department of Commerce. "Tenure by Household Type (Including Living Alone) and Age of Householder." *American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B25011*, [https://data.census.gov/table/ACSDT5Y2023.B25011?q=B25011:+TENURE+BY+HOUSEHOLD+TYPE+\(INCLUDING+LIVING+ALONE\)+AND+AGE+OF+HOUSEHOLDER&g=160XX00US0644000\\$1400000](https://data.census.gov/table/ACSDT5Y2023.B25011?q=B25011:+TENURE+BY+HOUSEHOLD+TYPE+(INCLUDING+LIVING+ALONE)+AND+AGE+OF+HOUSEHOLDER&g=160XX00US0644000$1400000). Accessed on 15 Jul 2025.

² U.S. Census Bureau, U.S. Department of Commerce. "Sex by Age by Disability Status." *American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B18101*, [https://data.census.gov/table/ACSDT5Y2023.B18101?q=B18101:+Sex+by+Age+by+Disability+Status&g=160XX00US0644000\\$1400000](https://data.census.gov/table/ACSDT5Y2023.B18101?q=B18101:+Sex+by+Age+by+Disability+Status&g=160XX00US0644000$1400000). Accessed on 15 Jul 2025.

³ Strategic Actions for a Just Economy (SAJE), "Renter Displacement Vulnerability Index", *Displacement Risk Analysis and Interactive Mapping Tool*, Accessed 17 Jul 2025.

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RESULTS

Figure 1 below shows the census tract-level geographic distribution of very low-income (at or below 50% AMI) and rent-burdened (spending more than 30% of income on rent) senior and/or disabled renter households throughout the City of Los Angeles. Each color category shown in light blue-dark purple gradient in Figure 1 contains 20% of the total tracts in Los Angeles: the darkest tracts are the 20% of tracts with the most target households and the lightest tracts are the 20% of tracts with the least target households. In addition, tracts highlighted in hatched yellow indicate a relatively high renter displacement vulnerability score,⁵ showing some agreement with our findings but a stronger emphasis on areas within Council Districts 9 and 14. Estimates of target households should be interpreted with caution as tract-level margins of error in the source data from the U.S. Census Bureau are large and are not accounted for in this analysis.

⁵ Strategic Actions for a Just Economy (SAJE), “Renter Displacement Vulnerability Index”, *Displacement Risk Analysis and Interactive Mapping Tool*, Accessed 17 Jul 2025.

Figure 1. Very Low-Income (at or below 50% AMI), Rent-Burdened Senior and/or Disabled Renter Households by Census Tract and Council District

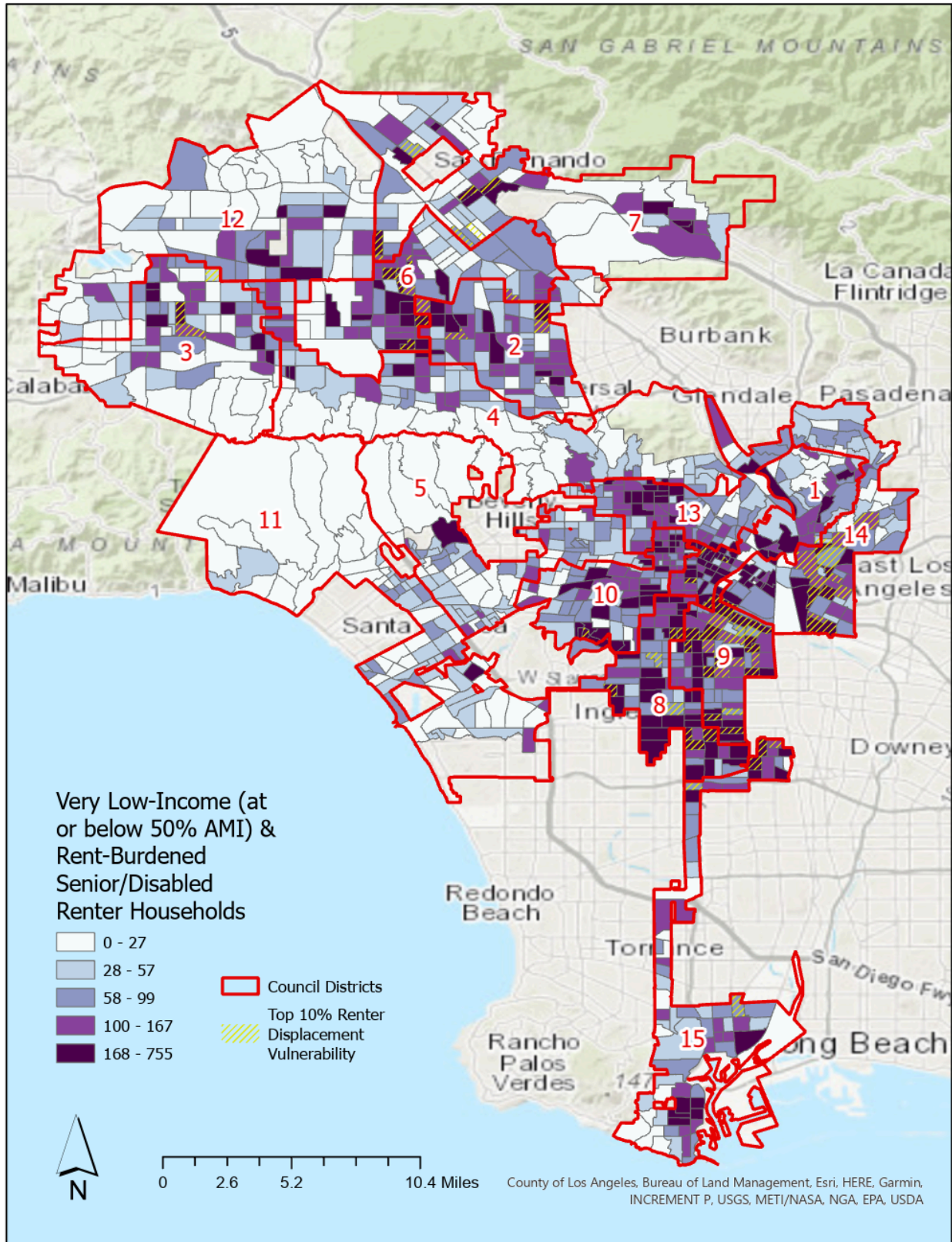


Table 2 below compares the award data from the Interim Income Support Program to the results of the Needs Assessment. Council Districts are ranked based on the number of households that received financial support from the Interim ISP, and on the estimated number of target households that reside in the district. A negative difference in rank between the Interim ISP and the Needs Assessment indicates that the Council District received more approved Interim ISP awards than expected based on estimated need, and a positive difference in rank indicates the Council District received fewer Interim ISP awards than expected. Council Districts highlighted in yellow indicate the Districts that may have been underserved by the Interim ISP and where targeted outreach support could be most needed for future rounds of the ULA ISP.

Table 2. Rankings of Council Districts by Interim ISP Awards and Estimated Need

Council District	Interim ISP Awards (as of 7/8/25)	Estimated Target Households	Rank in Interim ISP	Rank in Needs Assessment	Difference in Ranks
1	55	11,383	1	1	0
2	35	6,757	6	9	-3
3	25	5,310	10	10	0
4	43	4,754	5	12	-7
5	28	4,517	9	13	-4
6	22	8,065	13	7	6
7	11	5,173	14	11	3
8	49	10,802	4	2	2
9	35	10,253	7	4	3
10	53	10,769	2	3	-1
11	24	3,118	11	14	-3
12	6	3,107	15	15	0
13	52	9,583	3	6	-3
14	32	9,882	8	5	3
15	24	7,528	12	8	4
TOTAL	494	111,001			