Strategic Plan

SP-05 Overview

Strategic Plan Overview

The challenges LA is currently facing include:
• A 33% increase in homelessness, as captured by annual homeless counts, from approximately 25,000 persons living on the streets in 2015 to more than 34,000 homeless individuals in 2017
• A dramatic rise in home prices and rental costs, increasingly leading to displacement of long-time residents as older, lower-cost neighborhoods become popular with middle-income home buyers, particularly near new public transit stations. Newly built market rate housing is rented at prices far beyond the reach of low and moderate income residents.
• Reversal of the progress made in earlier decades by lower income Angelenos in achieving the American dream of homeownership; in lower income neighborhoods there is once again extensive absentee ownership of single family homes.

As a result, the overwhelming needs for more affordable housing and to prevent displacement and homelessness guide the activities planned for this 5-year period. These needs are also based on information gathered through the needs assessment and market analysis, and citizen and consultation input.

Priority Needs

1) We need to reduce and prevent homelessness, displacement, and housing crisis experiences by investing in increased access to safe, affordable, permanent housing.

2) We need to provide opportunities for residents with low-income to prosper, by investing in the creation of living wage jobs, improvements for livable neighborhoods, and services that support self-sufficiency by increasing income, improving educational attainment and improving health.

Other Local Strategies

Rather than reinventing a new wheel, this Strategic Plan was influenced and reinforced by alignment with other local strategic plans developed in the past few years, primarily:

• The 2017 Assessment of Fair Housing for the City of Los Angeles—five of the six Strategic Plan goals align with the six goals of the Assessment of Fair Housing.
• Comprehensive Homeless Strategy—The City and County of LA are working more closely together than ever to bring unsheltered Angelenos inside with homes, healing, and hope. Since 2016, the City has been deploying unprecedented resources—thanks to dual ballot measures Measure H and Proposition HHH approved by an overwhelming majority of voters—to build thousands of units of supportive housing, and hire an army of outreach workers, housing navigators, mental health experts, anti-addiction specialists and other professionals to be the heart, brains, and muscle of the movement to end the crisis on our streets.
• The Los Angeles Housing + Community Investment Department (HCIDLA) Strategic Plan—The document has guided the work of HCIDLA, the Con Plan administrator for Los Angeles, since 2015. The mission of that plan states, “Promoting livable and prosperous communities through the
development and preservation of decent, safe and affordable housing, neighborhood investment, and social services.”

- **Sustainable City Plan**—The plan establishes a set of ambitious and achievable visions for 14 topic areas to transform Los Angeles over 20 years (2015-2035). Five areas that correspond the closest with this Strategic Plan are:
  - **Housing & Development**: We address LA’s housing shortage, ensure that most new units are accessible to high-quality transit, and close the gap between incomes and rents.
  - **Prosperity & Green Jobs**: We strengthen and grow our economy, including increasing green jobs and investments in clean technology sectors.
  - **Livable Neighborhoods**: We all live in safe, vibrant, well-connected, and healthy neighborhoods.
  - **Urban Ecosystem**: We all have access to parks and open space, including a revitalized LA River Watershed.
  - **Energy-Efficient Buildings**: We save money and energy by increasing the efficiency of our buildings.

The specific goals and desired outcomes that will address the priority needs and coalesce with other local strategic objectives to define how the City will use Con Plan funds are described in the following sections of this Five-Year plan.

**Project Selection Considerations**

The following factors will be considered in determining the allocation of investment in order to meet the goals and achieve the outcomes set forth:

- Is this program or project consistent with the strategic plan and clearly addresses priority needs?
- What are the area factors such as household income, overcrowding, rate of homeless population, ratio of rental to ownership housing, unemployment, health and education?
- Will there be measurable positive impacts on the community?
- Have sufficient resources been secured to complete this project? Does the developer or owner have site control? Is this project ready for funding?
- Is there sufficient capacity to implement it?

These and other questions will continue to be refined as projects are implemented and evaluated, and that data is fed back into the design of annual Action Plans.

**Collaboration is Key**

Partnerships with other branches of government, businesses, and nonprofit organizations and other sectors have had demonstrated impact on improving housing, safety, workforce, education and health challenges. Increased operating efficiency and effectiveness of the City and our partners through continued consolidation, integration, and standardization of public services and community
development activities is essential. The City will continue to establish and enhance partnerships and collaborations, within and across the City’s boundary lines, in order to make big-city government more friendly and effective for service providers, affordable housing developers, and the public.

**SP-10 Geographic Priorities – 91.215 (a)(1)**

**Geographic Area**

**Table 50 - Geographic Priority Areas**

**General Allocation Priorities**

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

In contrast to the R/ECAPs, the AFH describes *neighborhoods of opportunity* in the city and region that share common features such as proficient schools, low poverty rates, and better environmental health scores, as shown on the maps included in this section.

The City is not following a delimited geographic investment plan, but certain programs and projects may be prioritized according to their location in the following areas:

**Homeless Population**

According to the 2017 Greater LA Homeless Count, certain areas have a higher concentration of persons experiencing homelessness, primarily in the Central, East and South areas.

**City of Los Angeles Promise Zones**

The city has two federally-designated Promise Zones (PZ): The Los Angeles PZ in Central LA, approved in January 2013, and the South Los Angeles Transit Empowerment Zone approved in June 2016. The areas are targeted with comprehensive neighborhood revitalization efforts to achieve the goals of improving educational opportunities, creating jobs, increasing economic development, improving public safety, leveraging private capital, preserving and expanding affordable housing and reducing poverty. The PZs demonstrate the effectiveness of cross-sector collaboration and achieve goals by coordinating investments between the public and private sectors, strengthening interdepartmental working relationships, and connecting with the philanthropic, nonprofit, and academic communities. The ultimate goal of the PZ is to create a dynamic, safe, and livable community with high academic achievement and strong economic growth over the ten-year implementation period and beyond. PZ programs that align with this Strategic Plan include the support of small business and entrepreneurship and the Homeless Youth Summit.

**Racially/Ethnically Concentrated Areas of Poverty (R/ECAPs) and Neighborhoods of Opportunity**
The 2017 AFH analyzed a variety of fair housing issues including patterns of integration and segregation of members of protected classes; R/ECAPs within LA and the region; disparities in access to opportunity in education, employment, transportation, environmental health, and exposure to poverty; and disproportionate housing needs. R/ECAPs are based on census tracts and defined by HUD as, “areas with a non-White population of 50% or more,” and where “40% or more of individuals live at or below the poverty limit or has a poverty rate three times the average poverty rate of the metropolitan area, whichever threshold is lower.”

There are many areas within the city that meet the criteria for R/ECAPs. As can be seen in NA-30 Map of R/ECAPS (uploaded to NA-25), the vast majority of these R/ECAPs are clustered in Central, South, and East LA. South Los Angeles accounts for a particularly large proportion of city residents living in census tracts with extreme rates of poverty. In 2010, there were 387,914 people lived in areas classified as R/ECAPs, which was slightly more than 10% of the city’s population as of that date.

The AFH calls for greater access to neighborhoods of opportunity by lower income residents of the city and for increased investment in R/ECAPs.

The needs for Con Plan-funded assistance are citywide and the opportunities are also citywide. As mentioned above, the City is not following a delimited geographic investment plan, but certain programs and projects may be prioritized according to their location.

As the 2017 AFH discusses, where one lives has a substantial effect on mental and physical health, education, crime levels, and economic opportunity. Urban areas that are more residentially segregated by race and income tend to have lower levels of upward economic mobility than other areas. Research has found that racial inequality is thus amplified by residential segregation. Concentrated poverty is also associated with higher crime rates and worse health outcomes. However, these areas may also offer some opportunities as well. Individuals may actively choose to settle in neighborhoods containing R/ECAPs due to the availability of affordable housing and proximity to job centers. Ethnic enclaves in particular may help immigrants build a sense of community and adapt to life in the US. The businesses, social networks, and institutions in ethnic enclaves may help immigrants preserve their cultural identities while providing a variety of services that allow them to establish themselves in their new homes. Overall, identifying R/ECAPs is important to better understand entrenched patterns of segregation and poverty.

The AFH describes neighborhoods of opportunity that have proficient schools, low poverty rates, and better environmental health scores, as shown on the maps included in this section. Those maps also show that the R/ECAPs, outlined in red, are far from the neighborhoods of opportunity.

The AFH recommendations call for greater access to neighborhoods of opportunity by lower income residents of the city, and for increased investment in R/ECAPs. The first of the six broad goals proposed by the AFH—increase the stock of affordable housing throughout the city, particularly in neighborhoods of opportunity—can be supported by the new local sources of housing development funds from Proposition HHH and the Affordable Housing Linkage Fee. It is imperative that the City’s efforts be
based on the principles of fair housing and equal opportunity as it supports the development of new affordable housing.

**HOPWA EMSA**

HOPWA investment is allocated among 8 Service Planning Areas (SPAs) within the LA County EMSA, based upon the rate of the HIV/AIDS population. The SPA map and a funding allocation table provide further detail.
City of Los Angeles: Low Poverty Index

SP-10 ÿ AP-50 City Map of Low Poverty Index
## 2015 HOPWA RFP

### HOPWA Allocation per SPA

<table>
<thead>
<tr>
<th>SPA Number</th>
<th>SPA Name</th>
<th>% of HIV/AIDS population*</th>
<th>% of HIV/AIDS low-income population**</th>
<th>Split SPA data</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Antelope Val</td>
<td>1.4%</td>
<td>1.3%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>SFV</td>
<td>14.0%</td>
<td>17.3%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>SGV</td>
<td>6.9%</td>
<td>8.9%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Metro</td>
<td>38.2%</td>
<td>34.1%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>West LA</td>
<td>2.5%</td>
<td>3.3%</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>South LA</td>
<td>10.5%</td>
<td>14.5%</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>East LA</td>
<td>6.5%</td>
<td>7.4%</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>South Bay</td>
<td>16.8%</td>
<td>15.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>99.8%</strong></td>
<td><strong>97.3%</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: OMB 2012 Annual Surveillance Report

**Source: HIVSP, Casewatch FY2012 Service Utilization Report (3/1/12 - 2/28/13)
City of Los Angeles: School Proficiency Index

SP-10 School Proficiency Index

School Proficiency Index
- 81 - 100
- 0 - 20
- 21 - 40
- 41 - 60
- 61 - 80

R/ECAP

Freeways

Community Planning Area

0 5 10 Miles

Service Layer Credits: Esri, HERE, DeLorme, MapmyIndia, ©OpenStreetMap contributors, and the GIS user community
City of Los Angeles: Environmental Health Index

SP-10 Environmental Health Index

Consolidated Plan

OMB Control No: 2506-0117 (exp. 06/30/2018)
### SP-25 Priority Needs - 91.215(a)(2)

#### Priority Needs

<table>
<thead>
<tr>
<th>#</th>
<th>Priority Need Name</th>
<th>Priority Level</th>
<th>Population</th>
<th>Geographic Areas Affected</th>
<th>Associated Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Homelessness reduction and prevention</td>
<td>High</td>
<td>Extremely Low</td>
<td></td>
<td>Develop affordable housing for homeless/low-income</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
<td>Preserve existing affordable housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Moderate</td>
<td></td>
<td>Prevent and reduce homelessness/domestic violence</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Large Families</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Families with Children</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Elderly</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Public Housing Residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Chronic Homelessness</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Individuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Families with Children</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mentally Ill</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Chronic Substance Abuse</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>veterans</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with HIV/AIDS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Victims of Domestic Violence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Unaccompanied Youth</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Elderly</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Frail Elderly</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with Mental Disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with Physical Disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with Developmental Disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with Alcohol or Other Addictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Persons with HIV/AIDS and their Families</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Victims of Domestic Violence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Non-housing Community Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>The rate of homelessness has increased 33% from 2015 to 2017. The growing homelessness affects public safety, public health, and access to businesses.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basis for Relative Priority</td>
<td>Rampant homelessness creates a feedback loop of worsening situations for the entire city. The homeless suffer higher rates of crime, health issues, mental health issues, mortality, and abuse. The homeless, especially homeless children, experience an ever worsening cycle of poverty. For the non-homeless, homelessness reduces property values, increases crime and pollution, and creates additional burdens on taxpayers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Priority Need Name</td>
<td>Opportunities for low-income families to prosper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Level</td>
<td>High</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>Extremely Low&lt;br&gt;Low&lt;br&gt;Moderate&lt;br&gt;Large Families&lt;br&gt;Families with Children&lt;br&gt;Elderly&lt;br&gt;Public Housing Residents&lt;br&gt;Chronic Homelessness&lt;br&gt;Individuals&lt;br&gt;Families with Children&lt;br&gt;Mentally Ill&lt;br&gt;Chronic Substance Abuse&lt;br&gt;veterans&lt;br&gt;Persons with HIV/AIDS&lt;br&gt;Victims of Domestic Violence&lt;br&gt;Unaccompanied Youth&lt;br&gt;Elderly&lt;br&gt;Frail Elderly&lt;br&gt;Persons with Mental Disabilities&lt;br&gt;Persons with Physical Disabilities&lt;br&gt;Persons with Developmental Disabilities&lt;br&gt;Persons with Alcohol or Other Addictions&lt;br&gt;Persons with HIV/AIDS and their Families&lt;br&gt;Victims of Domestic Violence&lt;br&gt;Unaccompanied Youth&lt;br&gt;Elderly&lt;br&gt;Frail Elderly&lt;br&gt;Persons with Mental Disabilities&lt;br&gt;Persons with Physical Disabilities&lt;br&gt;Persons with Developmental Disabilities&lt;br&gt;Persons with Alcohol or Other Addictions&lt;br&gt;Persons with HIV/AIDS and their Families&lt;br&gt;Victims of Domestic Violence&lt;br&gt;Non-housing Community Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geographic Areas Affected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Associated Goals** | Stabilize and revitalize neighborhoods  
|                     | Improve local economy for low income residents  
|                     | Help low-income families to stabilize economically |
| **Description**     | Residents living with poverty are vulnerable to displacement and to experiencing homelessness. Families with low incomes need services to assist them and opportunities to obtain better jobs and increase their income. They need opportunities to improve their quality of life through services and amenities in their neighborhoods, leading to improved health, academic, and economic outcomes. Increased incomes and improved economic outcomes will help prevent families from being displaced or minimize the impact of being displaced. |
| **Basis for Relative Priority** | Poverty is a difficult cycle to escape with help; it is nearly impossible without. Residents and families living paycheck-to-paycheck face high levels of instability and uncertain futures. Low-income residents experience higher rates of crime, poorer living, and working conditions, poorer health, increased rates of drug use, and increased rates of domestic abuse. Impoverished children face a future filled with poor health and low socioeconomic mobility. In addition, preventing homelessness is better and more cost-effective than allowing homelessness to increase. |

**Narrative (Optional)**
### SP-30 Influence of Market Conditions – 91.215 (b)

#### Influence of Market Conditions

<table>
<thead>
<tr>
<th>Affordable Housing Type</th>
<th>Market Characteristics that will influence the use of funds available for housing type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenant Based Rental Assistance (TBRA)</td>
<td>TBRA is the fastest way to provide affordable housing to those in need, because it partners with rental housing owners who have vacancies that can be used by voucher holders. Hundreds of thousands of Los Angeles households are cost-burdened and overcrowded and theoretically eligible for TBRA if sufficient resources existed. The challenge is that the use of TBRA is completely dependent on property owners’ willingness to participate in a contractual relationship with HACLA and/or HUD and to accept the responsibilities of that agreement. In addition, the fair market rent amounts are insufficient for higher cost areas of the city, therefore it is not possible to use TBRA throughout Los Angeles.</td>
</tr>
<tr>
<td>TBRA for Non-Homeless Special Needs</td>
<td>The forces, variables and market characteristics identified above are applicable to the use of TBRA to serve persons with special needs who are not homeless; one could easily argue that their need is greater than the general low-income population which is eligible for TBRA. However, an added market characteristic that may influence the use of TBRA for special needs tenants is the proximity and willingness of service providers to assist the TRBA clients to remain stable in their housing. Effective collaborations between affordable housing developers or providers and special needs social service providers may not exist in numbers or with the capacity to meet the need.</td>
</tr>
<tr>
<td>New Unit Production</td>
<td>As the Needs Assessment and Market Analysis have shown, hundreds of thousands of LA households are cost-burdened and overcrowded and theoretically eligible for new affordable housing units if sufficient resources existed to build them. The number of units that the City can finance in any given year is affected by the cost of land, labor and materials, and the availability of other capital resources from outside of the City.</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>As the Needs Assessment and Market Analysis have shown, hundreds of thousands of LA households are cost-burdened and overcrowded and theoretically eligible for newly rehabilitated affordable housing units, if sufficient resources existed to acquire and rehabilitate them. Typically the City’s rehabilitation resources support combined acquisition and rehabilitation projects that leverage with other sources such as low income housing tax credits (LIHTC). The cost of land, labor and materials affects the total development costs and the number of units that the City can support in any given year. Additionally, the willingness for a current owner to continue or extend the affordability of housing units, or for a new owner to acquire a currently affordable development in need of rehabilitation, is a key market characteristic.</td>
</tr>
</tbody>
</table>
As seen in the Needs Assessment and Market Analysis, hundreds of thousands of LA households are cost-burdened and overcrowded and theoretically eligible for newly acquired and rehabilitated affordable housing units, if sufficient resources existed to accomplish that. Typically the City’s resources support combined acquisition and rehabilitation projects that leverage with other sources such as LIHTC. The cost of land, labor and materials affects the total development costs and the number of units that the City can support in any given year. Another critical issue that influences the use of funds to acquire properties for the creation or preservation of affordable units is the lack of a permanent source of take-out/capital financing. The New Generation Fund, specially designed to provide a source of acquisition financing for the creation of affordable housing, has suffered from a lack of demand because there is no guaranteed local and/or permanent source of take-out financing to accompany the New Generation fund resources and make it worth using. Developers cannot risk borrowing a New Generation fund loan without take-out financing that enables repaying the acquisition loan in the time required. An affordable housing financing deal is made up of a number of financing sources, all dependent on each other to work. When one piece is missing or lacking, the whole financing constellation is placed in jeopardy.

<table>
<thead>
<tr>
<th>Affordable Housing Type</th>
<th>Market Characteristics that will influence the use of funds available for housing type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition, including preservation</td>
<td>As seen in the Needs Assessment and Market Analysis, hundreds of thousands of LA households are cost-burdened and overcrowded and theoretically eligible for newly acquired and rehabilitated affordable housing units, if sufficient resources existed to accomplish that. Typically the City’s resources support combined acquisition and rehabilitation projects that leverage with other sources such as LIHTC. The cost of land, labor and materials affects the total development costs and the number of units that the City can support in any given year. Another critical issue that influences the use of funds to acquire properties for the creation or preservation of affordable units is the lack of a permanent source of take-out/capital financing. The New Generation Fund, specially designed to provide a source of acquisition financing for the creation of affordable housing, has suffered from a lack of demand because there is no guaranteed local and/or permanent source of take-out financing to accompany the New Generation fund resources and make it worth using. Developers cannot risk borrowing a New Generation fund loan without take-out financing that enables repaying the acquisition loan in the time required. An affordable housing financing deal is made up of a number of financing sources, all dependent on each other to work. When one piece is missing or lacking, the whole financing constellation is placed in jeopardy.</td>
</tr>
</tbody>
</table>

Table 52 – Influence of Market Conditions
SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

Over the last ten years and the last two Con Plan periods, the City’s grant allocations have changed dramatically, with one of the most extreme and rapid changes occurring from 2017 to 2018. From 2008 to 2017, the City’s allocation decreased 35%, however, from 2017 to 2018, the federal allocations increased 16%; restoring the total grant funding to 16% more than the City began with for the prior five-year Con Plan, though the amounts vary among the grants. Although this current year brought an increase in three of the four grants, many of the funding trends from year to year over the past ten years have been primarily downward.

The delays in Congress passing the federal budget and the subsequent delayed announcement of the federal allocations this past years has created many challenges for planning for projects and spending the funds. In particular, spending enough CDBG to meet the timeliness requirement has been a challenge. This past year, for example, the City received its grant agreements for 2017 in December 2017 and needed to meet the spending deadline for CDBG by the end of January 2018. The City has increased the amount of its General Funds that can be loaned to Con Plan expenses until the federal funds are set up in the accounts and arrive, but the City has limits on availability in this reserve fund and many projects have been unable to start until the program year after they were budgeted, because of delays in federal funds arriving.

The City is considering how to afford moving its program year from April-March to July-June to attempt to lessen the impact of the late federal budget on the City. If this is possible to arrange, it would decrease the work involved in preparing the Con Plan budget with contingency language in advance of the release of federal allocations and then revising and would improve the management of CDBG timeliness deadlines.

CONSOLIDATED PLAN GRANTS

CDBG

The City’s CDBG entitlement grant received a 9% increase to start this new Con Plan cycle, but over the last 10 years, the CDBG funding has averaged a 2% reduction each year from the year before, and if you remove this most recent year from the trend, the average has been a 4% reduction each year. During the last ten years, the City’s highest year of funding for CDBG was nearly $78 million in 2010, and this year’s allocation is 31% lower than that.
The 2018 federal allocation of $53.7 million, combined with $14.7 million in program income, and $7.5 million in prior year resources provides a total of $75.9 million available for Year 1 activities. Projecting using this year’s funding as a baseline, the estimated total of CDBG entitlement for the 5-year period would be $280 million.

CDBG leverages a variety of other resources, depending on the type of project or program. For example, local Proposition K, Quimby Act, and LA84 Foundation funds support park development. The City’s Capital Improvement Expenditure Program also funds improvements to existing and construction of new public facilities and infrastructure. Additional resources for affordable housing, homeless services and public services are described below.

HOME

The City’s HOME entitlement grant has also been on a downward trend, reduced from a high of $43.4 million in 2009 to $19.8 million in 2017, a 54% decrease. HOME entitlement for 2018 has been increased to $28.3 million, which is a 43% increase from 2017. Projecting using this year’s funding as a baseline, the estimated total of HOME entitlement for the 5-year period would be $156 million.

HOME leverages several other sources, such as federal and state Low Income Housing Tax Credits, the California Multifamily Housing Program, HUD’s Section 811 program, HOPWA, the State Affordable Housing and Sustaining Communities Program, and local Proposition HHH to develop permanent supportive and other affordable housing. HOME also leverages CDBG and the Mortgage Credit Certificate Program federal income tax credits to assist first time, low- or moderate-income homebuyers to achieve the dream of homeownership.

ESG

ESG has taken the hardest hit proportionately; funds decreased from $5.6 million in 2012 to $4.4 million in 2018, a reduction of 20%. The ESG entitlement amount for 2018 is nearly level with 2017, receiving a 0.7% cut. Projecting using this year’s funding as a baseline, the estimated total of ESG entitlement for the 5-year period would be $19.5 million. ESG is leveraged with CDBG, Continuum of Care, City General Fund, and County Measure H to deliver homeless assistance programs.

HOPWA

The allocation for 2018, $17.6 million, is the City’s highest year of funding in the last ten years for HOPWA. Before that, the highest level of funding was in 2014, when the program received $15.9 million, before decreasing in 2015 and 2016. In 2017, the allocation increased because of changes to the HOPWA federal allocation formula. The new formula is based on a jurisdiction’s proportion of people living with HIV/AIDS rather than cumulative cases of HIV/AIDS, and also factors in the jurisdiction’s housing cost and poverty rate. From 2017 to 2018, the HOPWA
entitlement amount increased further, by an additional 13%. Projecting using this year’s funding as a baseline, the estimated total of HOPWA entitlement for the 5-year period would be $104 million.

Prior year savings have been leveraged with other resources for the construction of Permanent Supportive Housing developments, such as HOME, the California Multifamily Housing Program, HUD Section 811 program, and federal and state Low Income Housing Tax Credits to develop affordable housing for persons living with HIV/AIDS and their families.

OTHER FEDERAL FUNDING

Continuum of Care

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) amended the McKinney-Vento Homeless Assistance Act, consolidating separate homeless assistance programs into a single grant program known as the Continuum of Care (CoC) Program. From the FY 2017 Continuum of Care (CoC) Program competition, the Los Angeles CoC was awarded $109 million, of which $66 million was awarded to City to fund homeless services and programs in 2018. It includes $58 million for permanent supportive housing, $4.2 million for rapid re-housing, $584,000 for safe haven, $479,000 for supportive service only, $1.1 million for transitional housing, and $1.7 million for transitional housing for persons who are fleeing from or are victims of domestic violence. The 5-year total projected amount, assuming level funding, is $331.9 million. These programs will leverage with CDBG and ESG, as well as local City General Fund and County Measure H to help reduce homelessness. The Los Angeles CoC covers most of LA County and is administered by LAHSA, which partners with the LA County Homeless Initiative, HCIDLA, the Housing Authorities of the City (HACLA) and County of LA (HACOLA), and community-based organizations.

Section 8 Rental Assistance

The Section 8 Housing Choice Voucher Program (HCVP) subsidies provide rental assistance for extremely low-income individuals and families from the HACLA general waitlist and for a variety of at-risk populations, including homeless and chronically homeless, seniors, disabled, and transition-aged youth, through special programs established by HUD and by HACLA. An estimated $469 million is expected for 2018, and with expected reductions in the future, the estimated total projection is $2.1 billion for 2018 to 2022.

These dollars include 3% for HUD-VASH rental assistance for homeless and chronically homeless veterans in conjunction with supportive services from the U.S. Dept. of Veterans Affairs.

Public Housing Capital Fund
Public Housing Capital Funds are allocated to address critical physical needs in HACLA public housing portfolio. It is anticipated that the Capital Fund Program will see additional reductions. HACLA estimates the 2018 funding will be $13.8 million and the optimistic estimate for the five-year funding to be $62.3 million.

**Community Services Block Grant**

The Community Services Block Grant leverages with CDBG and City General Fund to fund services and that support low-income families to become self-sufficient, by addressing needs for employment, education, childcare, housing, nutrition, transportation, emergency services, health and more. The City’s grant for 2018 is $6 million, and at level funding, the projected amount for five years would be $30 million.

**Low Income Housing Tax Credits**

The City continues to receive its own allocation of geographic 9% Low Income Housing Tax Credits (LIHTC), and the California Tax Credit Allocation Committee, administrator of federal and state LIHTC Programs, will make available approximately $101.7 million in equity in 2018, through the investors’ purchase of tax credits in support of projects within the City of Los Angeles Geographic Region. This tax credit allocation dedicated to the city continues to create a level of financial certainty for affordable housing development investors, and facilitates long range planning for HCIDLA. LIHTC leverages with HOME, HOPWA, Proposition HHH, and other sources.

**LOCAL FUNDING**

**City General Fund**

The City’s General Fund contribution is estimated at $42 million in 2018 to augment public and supportive services, emergency and transitional housing for homeless persons, and administrative capacity. These funds will leverage Con Plan grants, CoC, CSBG, Proposition HHH, County Measure H, and other sources in support of the development and preservation of affordable housing, the reduction and prevention of homelessness, and the economic stabilization of low-income families.

**Proposition HHH Permanent Supportive Housing Funds**

In November 2016, Los Angeles voters approved Proposition HHH, which gives the City authority to issue up to $1.2 billion in General Obligation bonds over 10 years to finance the development of permanent supportive housing (PSH) and other affordable housing units. PSH for chronically homeless and homeless households will combine with social services, which may include mental health and health services, drug and alcohol treatment, and job training. HHH funds will leverage HOME, low income housing tax credits, and other sources.

**Affordable Housing Linkage Fee**
The City Council and Mayor adopted the Affordable Housing Linkage Fee (AHLF) Ordinance in December 2017, which established a fee on certain types of market rate development to fund the creation of affordable housing. The AHLF has the potential to generate an estimated $90 to $130 million per year. As a local funding source it has more flexibility, and can be used for all underserved households. Possible developments include workforce housing, mixed-use developments, preservation of affordable housing, supporting Naturally Occurring Affordable Housing, homeownership opportunities, and other approaches to help prevent displacement and homelessness. HCIDLA is conducting outreach meetings with stakeholders and developing program guidelines and expenditure plans, and implementation is expected to begin by the end of 2018.

County Measure H

LA County voters approved Measure H in March 2017, and created a ¼ cent special sales tax dedicated to combatting and preventing homelessness. In 2018, over $200 million is estimated to fund LAHSA for the implementation of homelessness reduction and prevention strategies countywide. These funds will leverage with CDBG, ESG, CoC, City General Fund, and other sources.

### Anticipated Resources

<table>
<thead>
<tr>
<th>Program</th>
<th>Source of Funds</th>
<th>Expected Amount Available Year 1</th>
<th>Expected Amount Available Remainder of ConPlan</th>
<th>Narrative Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Annual Allocation: $</td>
<td>Program Income: $</td>
<td>Prior Year Resources: $</td>
</tr>
<tr>
<td>CDBG</td>
<td>public - federal</td>
<td>Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services</td>
<td>53,651,938</td>
<td>14,692,196</td>
</tr>
</tbody>
</table>

See Introduction for Narrative Description.
<table>
<thead>
<tr>
<th>Program</th>
<th>Source of Funds</th>
<th>Uses of Funds</th>
<th>Expected Amount Available Year 1</th>
<th>Narrative Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Annual Allocation: $</td>
<td>Program Income: $</td>
</tr>
<tr>
<td>HOME</td>
<td>public - federal</td>
<td>Acquisition, Homebuyer assistance, Homeowner rehab, Multifamily rental new construction, Multifamily rental rehab, New construction for ownership</td>
<td>28,252,954</td>
<td>13,515,380</td>
</tr>
<tr>
<td>HOPWA</td>
<td>public - federal</td>
<td>Permanent housing in facilities, Permanent housing placement, Short term or transitional housing facilities, STRMU, Supportive services</td>
<td>17,618,957</td>
<td>0</td>
</tr>
<tr>
<td>Program</td>
<td>Source of Funds</td>
<td>Uses of Funds</td>
<td>Expected Amount Available Year 1</td>
<td>Narrative Description</td>
</tr>
<tr>
<td>---------------</td>
<td>----------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>ESG</td>
<td>public - federal</td>
<td>Conversion and rehab for transitional housing, Financial Assistance, Overnight shelter, Rapid re-housing, (rental assistance), Rental Assistance Services, Transitional housing</td>
<td>Annual Allocation: $4,448,633, Program Income: $0, Prior Year Resources: $0, Total: $4,448,633</td>
<td>See Introduction for Narrative Description.</td>
</tr>
<tr>
<td>Continuum of Care</td>
<td>public - federal</td>
<td>Overnight shelter, Rapid re-housing, (rental assistance), Rental Assistance Supportive services, Transitional housing</td>
<td>Annual Allocation: $66,374,677, Program Income: $0, Prior Year Resources: $0, Total: $66,374,677</td>
<td>See Introduction for Narrative Description.</td>
</tr>
<tr>
<td>General Fund</td>
<td>public - local</td>
<td>Admin and Planning, Overnight shelter, Public Services, Supportive services, Transitional housing</td>
<td>Annual Allocation: $42,000,000, Program Income: $0, Prior Year Resources: $0, Total: $42,000,000</td>
<td>See Introduction for Narrative Description.</td>
</tr>
</tbody>
</table>
## Table 5.3 - Anticipated Resources

<table>
<thead>
<tr>
<th>Program</th>
<th>Source of Funds</th>
<th>Uses of Funds</th>
<th>Expected Amount Available Year 1</th>
<th>Narrative Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Housing Capital Fund</td>
<td>public - federal</td>
<td>Housing Multifamily rental new construction</td>
<td>13,800,000</td>
<td>See Introduction for Narrative Description.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multifamily rental rehab</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>13,800,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>48,500,000</td>
<td></td>
</tr>
<tr>
<td>Section 8</td>
<td>public - federal</td>
<td>Rental Assistance</td>
<td>469,257,947</td>
<td>See Introduction for Narrative Description.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>469,257,947</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1,877,031,787</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>public - federal</td>
<td>Public Services</td>
<td>3,200,000</td>
<td>See Introduction for Narrative Description.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3,200,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>12,600,000</td>
<td></td>
</tr>
</tbody>
</table>

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Con Plan grants will be leveraged with a variety of private, state, and local resources for the development and preservation of affordable housing and for the prevention and reduction of homelessness, including:

- New Generation Fund, a partnership with several banking institutions and private foundations to develop permanent supportive and other affordable housing (private).
- Low Income Housing Tax Credits, Multifamily Housing Program, Affordable Housing and Sustaining Communities Program (state).
- City General Fund, Proposition HHH, Affordable Housing Linkage Fee, LA County Measure H, City-owned land (local).
• The HOME program requires a 25% match. However, due to the large poverty population of Los Angeles, the City’s match is reduced by HUD to 12.5%. The match is met with the private, state and local funding sources stated above that supplement the Affordable Housing Managed Pipeline Program.

• The Emergency Solutions Grant requires a 100% match, which is met by the expenditure of City General funds for homeless assistance programs.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Comprehensive Homeless Strategy

The Comprehensive Homeless Strategy adopted by the City Council and Mayor in 2016 includes a strategy to Identify Public Land for Homeless Facilities. Three City-owned sites in different neighborhoods with high need have been identified for temporary crisis housing for homeless persons, pending approval by the Council and Mayor. Other strategies are to colocate homeless services within homeless storage facilities and to create new facilities. In 2017, Proposition HHH funding was allocated to construct a Navigation Center on a City-owned site in South LA.

Housing Development

For several years, HCIDLA has worked closely with other City departments, including the Chief Administrative Officer, Engineering, General Services, City Planning, and Transportation, to have a coordinated effort for the evaluation, disposition, and development of City-owned properties for affordable housing. Assets include over 20 sites acquired through the dissolution of the former Community Redevelopment Agency, City-owned parking lots, sites acquired through loan default, and other City assets. Since 2016, the City Council and Mayor have approved the release of several Requests for Proposals/Qualifications, and the selection of affordable housing developers for approximately 33 properties, including seven Affordable Housing Opportunity Sites. These City-owned properties are located in various neighborhoods throughout the city, and include permanent supportive, multifamily, mixed use and homeownership developments.

Economic Development

In 2016 the City Council and Mayor approved the Asset Evaluation Framework which establishes a process of evaluating and designating City-owned parcels to be sold or leased for economic development purposes, and the establishment of the Economic Development Trust Fund (EDTF)
from the proceeds of those transactions, to serve as a tool to encourage property development, business expansion, employment opportunities, and community investment support. Funding guidelines for the EDTF that are under consideration include an evaluation of the unemployment rate and average income in the project area, and whether a project area is in a former state redevelopment area or a federal, state, and/or local economic development zone(s). These strategies are part of the City’s Jobs and Business Advancement Action Plan.

Green Space

Seventeen sites, acquired through the Neighborhood Stabilization Program purchase of foreclosed, abandoned and deteriorated homes, were transferred to the Department of Recreation and Parks and developed into pocket parks, which added essential amenities to neighborhoods where people with low income reside. The effort supported the Fifty Parks Initiative, a 2011 plan to increase park space in park poor areas with a concentration of low-income residents.

These coordinated efforts to use publicly owned real estate for housing and other community development needs will continue over the next five years.

Discussion

The prior five-year period was marked with adjusting to the loss of Neighborhood Stabilization Program and State of California redevelopment tax increment resources, as well as reductions to federal grants. The City has addressed the challenge by establishing local resources, particularly Measure H, Proposition HHH and the Affordable Housing Linkage Fee, and formulating strategies to effectively use the City’s land and property. These new local resources will leverage other investment in the development of affordable housing and other community development needs.
### SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

<table>
<thead>
<tr>
<th>Responsible Entity</th>
<th>Responsible Entity Type</th>
<th>Role</th>
<th>Geographic Area Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles Housing and Community Investment Department</td>
<td>Departments and agencies</td>
<td>Homelessness Non-homeless special needs Ownership Planning Rental neighborhood improvements public facilities public services</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Department of Aging</td>
<td>Departments and agencies</td>
<td>Non-homeless special needs</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Dept of Building and Safety</td>
<td>Departments and agencies</td>
<td>neighborhood improvements</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Dept of Recreation and Parks</td>
<td>Departments and agencies</td>
<td>neighborhood improvements public facilities</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Dept of Public Works</td>
<td>Departments and agencies</td>
<td>neighborhood improvements public facilities</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>HOUSING AUTHORITY OF THE CITY OF LOS ANGELES</td>
<td>PHA</td>
<td>Public Housing</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>LOS ANGELES HOMELESS SERVICES AUTHORITY</td>
<td>Departments and agencies</td>
<td>Homelessness</td>
<td>Region</td>
</tr>
<tr>
<td>LOS ANGELES COUNTY COMMUNITY DEVELOPMENT COMMISSION</td>
<td>Government</td>
<td>Economic Development Homelessness Ownership Rental neighborhood improvements public facilities</td>
<td>Region</td>
</tr>
<tr>
<td>Responsible Entity</td>
<td>Responsible Entity Type</td>
<td>Role</td>
<td>Geographic Area Served</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-------------------------</td>
<td>---------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Los Angeles County Health Agency</td>
<td>Government</td>
<td>Homelessness</td>
<td>Region</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-homeless special needs</td>
<td></td>
</tr>
<tr>
<td>Los Angeles Continuum of Care (LAHSA)</td>
<td>Continuum of care</td>
<td>Homelessness</td>
<td>Region</td>
</tr>
<tr>
<td>Economic &amp; Workforce Development Department (EWDD)</td>
<td>Departments and agencies</td>
<td>Economic Development Planning</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td>Los Angeles Department of Transportation (LADOT)</td>
<td>Departments and agencies</td>
<td>neighborhood improvements</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>public facilities</td>
<td></td>
</tr>
<tr>
<td>CALIFORNIA TAX CREDIT ALLOCATION COMMITTEE</td>
<td>Government</td>
<td>Rental</td>
<td>State</td>
</tr>
<tr>
<td>Los Angeles City Attorney</td>
<td>Departments and agencies</td>
<td>neighborhood improvements</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measure H Citizens’ Oversight Advisory Board</td>
<td>Regional organization</td>
<td>Homelessness</td>
<td>Region</td>
</tr>
<tr>
<td>City of Los Angeles Department of City Planning</td>
<td>Departments and agencies</td>
<td>Economic Development Planning</td>
<td>Jurisdiction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Homelessness</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ownership</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rental</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>neighborhood improvements</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>public facilities</td>
<td></td>
</tr>
<tr>
<td>LOS ANGELES UNIFIED SCHOOL DISTRICT</td>
<td>Public institution</td>
<td>public services</td>
<td>Region</td>
</tr>
</tbody>
</table>

Table 54 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The City continues to refine and develop its housing and community development delivery system. Strong city agencies anchor the delivery of federally-funded programs and the housing and community development activities. The City works in partnership with a large network of capable nonprofit organizations that deliver a full range of services to residents.

Homeless Services
LAHSA has worked toward more collaboration at the City and County level to address homelessness, and is improving the oversight of a range of federal and other resources, while the City’s Aging, Disability, and Housing and Community Investment Departments continue to enhance delivery of services to elderly persons, persons with AIDS/HIV and other special needs populations.

**HOPWA**

The 2015 redesign of the HOPWA program created a more coordinated program design to facilitate the collaboration of the LA Continuum of Care (CoC) Coordinated Entry System (CES) and the LA County Dept. of Public Health’s Division of HIV/AIDS and STD Programs’ Ryan White program. While the levels of collaboration vary between Regional Offices and individual staff members, a more streamlined and formal process is being developed. In addition, Regional Offices will build on their connections with other systems of care such as the LA County Departments of Mental Health and Health Services.

**Permanent Supportive and Other Affordable Housing**

City-County-Housing Authority Partnership:

The success of the Permanent Supportive Housing (PSH) Program largely depends on the projects’ ability to secure three types of financing: 1) capital funds to build, rehabilitate, and/or acquire housing, 2) operating funds or Project-Based Vouchers (PBV) to operate and maintain the building, over above the rents received from very low and extremely low income tenants, and 3) social services funds to pay for services offered to tenants. Recognizing the importance of these financing sources, HCIDLA, the County of Los Angeles Community Development Commission and other departments, and HACLA, entered into a 10-year Memorandum of Understanding (MOU) in December 2017, to coordinate funding resources and improve the joint decision making process in providing financing for PSH projects.

The MOU establishes roles and responsibilities including financial relationships among these agencies to accelerate the creation of PSH units. During the term of this MOU, the parties have agreed to do the following: 1) HACLA will provide approximately 1,000 PBVs per year for tenants that are eligible for permanent supportive housing, 2) the City will facilitate the creation of new PSH units through capital financing or donation of City-owned lands, and 3) the County, through its Departments of Health Services, Mental Health and Public Health, will provide intensive services, rental assistance including PVBs, and Tenant-Based Vouchers and/or landlord incentive funds, for each PSH unit created by the City.

In addition, each agency currently handles its own application intake during each funding round. This system necessitates a project sponsor to complete a new application each time it applies for funds, PBVs or social service awards, even if for the same project. The parties, through this MOU, will streamline the application process by having a combined funding round that offers a one-stop shop for the three types of financing mentioned above. The parties are currently developing a cloud-based universal application
that will eliminate redundancies by having applicants submit project information and supporting documents in one place for all relevant agencies to have access to for review.

Dept. of City Planning Alignment:

HCIDLA has revised its definition of Transit-Oriented Development (TOD) to strengthen collaboration with the Dept. of City Planning (DCP) by using a definition that is based on DCP’s Transit Oriented Communities Affordable Housing Incentive Program Guidelines. HCIDLA’s Affordable Housing Managed Pipeline policies and procedures include the goal of 640 TOD units in the pipeline at any given time. The alignment with the DCP program will help to streamline project approval processes and meet the TOD goal.

DCP has a Deep Counter Housing Services Unit at the Metro (downtown) Development Services Center. The Housing Services Unit provides technical assistance and interdepartmental coordination through all phases of development for affordable housing projects. Staff in this Unit help implement housing policies and monitor programs that increase the City’s housing supply by offering a variety of services, ranging from consultation and project review to building permit clearances. The Unit specializes in cases such as Density Bonus, Transit Oriented Communities Incentives, Unapproved Dwelling Units, and others related to the implementation of state bills, and will begin implementation of the Permanent Supportive Housing Ordinance in June 2018. Having planning staff dedicated to housing development helps with more efficient project approval processes.

Public Facilities & Neighborhood Improvements

The City has found that the increased percentage of funding on non-housing community development capital improvements has impacted the City’s capacity to meet the annual timeliness test. HCIDLA convenes Con Plan-funded City departments and agencies with representatives of elected officials, a total of nearly 30 offices, one or more times a year to discuss project status and to troubleshoot slow-moving public facility, neighborhood improvement and economic development construction projects. The discussions help to identify obstacles earlier and ways to overcome them, and reinforce the qualities of a successful project, which include having all key elements in place upon award of funding in order to complete on schedule and at or under budget. In addition, each department is required to submit a bi-monthly progress report on every project until completed and closed out. These discussions continue, and the finalizing of enhanced Citywide policies and procedures is underway, to support timely compliance with federal regulations, including the CDBG timeliness standard.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

<table>
<thead>
<tr>
<th>Homelessness Prevention Services</th>
<th>Available in the Community</th>
<th>Targeted to Homeless</th>
<th>Targeted to People with HIV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homelessness Prevention Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counseling/Advocacy</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Legal Assistance</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Consolidated Plan LOS ANGELES 224

OMB Control No: 2506-0117 (exp. 06/30/2018)
### Table 55 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

#### Services Targeted to Homeless Persons

**Legal Assistance**

The objective of LAHSA’s Legal Assistance for person’s experiencing homelessness is to assist participants in resolving legal barriers that may be impacting their ability to get housed. People at risk of or experiencing homelessness often face legal issues that can create roadblocks to accessing or maintaining safe and stable housing, employment and income supports, health care services, and other opportunities that can help them stabilize and achieve their goals. Oftentimes, people in these circumstances do not recognize when they have legal needs, and even when they do, they frequently do not seek legal assistance. LAHSA will support about 100 participants in legal assistance per year.
Utility Arrears & Rental Arrears Assistance

Through LAHSA’s Homelessness Prevention programs, serving individuals, youth and families, LAHSA will be able to serve families and individuals who are at imminent risk of becoming homeless by assisting a participant in paying back rent or utilities. This can often stabilize a participant enough to keep them from becoming homeless. Approximately 800 participants who are at risk of becoming homeless and/or living with HIV are expected to be supported by this program.

Rental Assistance

Through LAHSA’s Homelessness Prevention programs, serving individuals, youth and families, LAHSA will be able to serve families and individuals who are at imminent risk of becoming homeless by assisting with limited ongoing rent to stabilize a family that may be on the verge of entering homelessness. A participant may receive case management, money management, educational and employment training, and employment placement. Rental assistance targeted to homeless persons and persons living with HIV is expected to support at least 700 participants.

Emergency Shelter

The goal of this project is to provide a variety of supportive services through emergency shelters, for both chronically homeless and non-chronically homeless households. LAHSA will support over 12,000 participants in emergency shelter per year.

Housing Case Management

LAHSA’s Housing Navigation program provides supportive services which include the following: completion of needs assessment, creation of an individualized housing plan, collection of documentation and screening of eligibility for programs, assistance obtaining documents, arranging coordinating and monitoring the delivery of individualized case management, tracking and monitoring progress of goals, providing housing search and location, assessing with benefits issues, providing referral and linkage to mainstream and housing resources, counseling and crisis intervention, and limited housing stabilization services when not available through permanent housing resources. This will support over 3,300 participants per year.

Access Center Services

Access Centers provide essential services to the homeless and those at risk of becoming homeless, and serve as a point of entry into the rest of the homeless service delivery system. Access Centers provide a wide range of services, including screening/triage, intake, assessment, case management, referrals, benefits counseling, food and clothes, toilet facilities, and transportation. Services offered may include connection to mainstream benefits, mental health counseling, crisis counseling, long-term case management, mail/message pick up, and child care while clients are receiving services at the access center. Access Centers refer participants to crisis housing and/or bridge housing, and connect
participants to permanent housing options. Over 2,900 participants will be served in the funded Access Center programs per year.

**Services Targeted to People with HIV**

The HOPWA Regional Offices act as the primary entry point for persons with HIV to access a range of services. Seven Regional Offices are located throughout the County to ensure equitable access. Regional Offices are staffed with Housing Specialists that are responsible for assessing low-income and homeless persons with HIV, and developing housing plans to assist them with all aspects of housing search, placement, and retention. The ultimate goal for Housing Specialists is to help clients become permanently and stably housed. Housing Specialists and case managers are responsible for connecting their clients to housing resources within HOPWA (e.g., Tenant-Based Rental Assistance and Short-Term Rent, Mortgage and Utility Assistance) and other systems of care, including the LA CoC. Regional Offices also regularly refer their clients, as needed, for non-HOPWA funded supportive services such as physical health care. These mainstream services are provided by the Regional Office lead agencies or by outside providers with which the Regional Offices have established referral relationships.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

**Persons Experiencing Homelessness:**

The City and County partnered to establish the Comprehensive Homeless Strategy/LA County Homeless Initiative in 2016, which relies on scores of stakeholders to implement, and includes the input of the 50-member Measure H Citizens’ Oversight Advisory Board, representing every social sector, on the components funded by LA County Measure H. Roles, responsibilities and deadlines are clearly established among a number of City, County and joint agencies, and a streamlined method of reporting accomplishments on each of the 47 strategies was developed to track and ensure timely progress.

**Persons Living with HIV/AIDS:**

HOPWA Regional Offices collaborated with other systems of care in the 2015 Request for Proposal, such as the LA CoC CES and the LA County Department of Public Health’s Division of HIV/AIDS and STD Ryan White program. Opportunities for improvement include streamlining and formalizing collaboration processes, and building connections to other systems of care such as the LA County Departments of Mental Health and Health Services. This is especially important as a larger percentage of HOPWA clients are extremely low-income and/or homeless and have mental health and/or substance abuse problems. Another need is for area-wide regular discussions on policy, client needs and troubleshooting of issues.

**Older Adults:**
HCIDLA collaborates with the Department of Aging to train City and contractors’ staff on working more effectively with older adults, including increasing sensitivity to their special needs and recognizing the signs of elder abuse.

**Persons with Disabilities:**

HCIDLA enhanced policies and procedures to improve and ensure compliance with Americans with Disabilities Act (ADA) and Section 504 construction standards for accessible housing units in affordable housing developments.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

Revisions to the Citywide CDBG strategy are underway, in collaboration with several project-implementing departments, and will result in enhanced policies, procedures and enforcement that ensure timely compliance with federal regulations, and support the measurable impact of programs and projects on communities with low-income residents.

HCIDLA will continue to work with HOPWA Regional Offices and other contracted agencies to build collaboration between systems of care. For example, in 2018, HCIDLA will begin holding regular meetings for service provider leadership. These meetings will also provide a convenient setting for collaboration with other systems of care. Additionally, HOPWA is working with both the LA CoC, Proposition HHH and the LA County Ryan White program to identify more opportunities to leverage HOPWA dollars for housing and supportive services for homeless, at risk of homelessness, and unstably housed clients. Support from these other systems of care will assist HOPWA Housing Specialists to serve a client population with increasingly intense service needs.

Purposeful Aging LA is Mayor Garcetti’s age-friendly initiative of 2016 that guides an innovative, multi-year effort to improve the lives of older adults by adapting structures and services to be accessible to and inclusive of older adults of varying needs and capacities. A survey was conducted in 2017, which will lead to identification and analysis of the priority needs of older adults in LA. Con Plan-funded programs will participate by considering how having an aging population may affect operations.
## SP-45 Goals Summary – 91.215(a)(4)

**Goals Summary Information**

<table>
<thead>
<tr>
<th>Sort Order</th>
<th>Goal Name</th>
<th>Start Year</th>
<th>End Year</th>
<th>Category</th>
<th>Geographic Area</th>
<th>Needs Addressed</th>
<th>Funding</th>
<th>Goal Outcome Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Develop affordable housing for homeless/low-income</td>
<td>2018</td>
<td>2022</td>
<td>Affordable Housing</td>
<td>Homelessness reduction and prevention</td>
<td>CDBG: $27,783,000, HOPWA: $18,070,000, HOME: $187,958,000</td>
<td>Rental units constructed: 4000 Household Housing Unit, Direct Financial Assistance to Homebuyers: 410 Households Assisted</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Preserve existing affordable housing</td>
<td>2018</td>
<td>2022</td>
<td>Affordable Housing</td>
<td>Homelessness reduction and prevention</td>
<td>CDBG: $16,981,000</td>
<td>Rental units rehabilitated: 410 Household Housing Unit, Homeowner Housing Rehabilitated: 1270 Household Housing Unit</td>
<td></td>
</tr>
<tr>
<td>Sort Order</td>
<td>Goal Name</td>
<td>Start Year</td>
<td>End Year</td>
<td>Category</td>
<td>Geographic Area</td>
<td>Needs Addressed</td>
<td>Funding</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>---------------------------------</td>
<td>-------------------------------</td>
<td>------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Stabilize and revitalize neighborhoods</td>
<td>2018</td>
<td>2022</td>
<td>Non-Housing Community Development</td>
<td></td>
<td>Opportunities for low-income families to prosper</td>
<td>CDBG: $164,678,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4695850 Persons Assisted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 1490 Households Assisted</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Prevent and reduce homelessness/domestic violence</td>
<td>2018</td>
<td>2022</td>
<td>Homeless Non-Homeless Special Needs</td>
<td></td>
<td>Homelessness reduction and prevention</td>
<td>CDBG: $14,604,000, HOPWA: $95,591,000, ESG: $20,575,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public service activities other than Low/Moderate Income Housing Benefit: 10690 Persons Assisted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Public service activities for Low/Moderate Income Housing Benefit: 13450 Households Assisted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Homeless Person Overnight Shelter: 22800 Persons Assisted</td>
<td></td>
</tr>
<tr>
<td>Sort Order</td>
<td>Goal Name</td>
<td>Start Year</td>
<td>End Year</td>
<td>Category</td>
<td>Geographic Area</td>
<td>Needs Addressed</td>
<td>Funding</td>
<td>Goal Outcome Indicator</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>---------------------------------</td>
<td>------------------------</td>
<td>----------------------------------------------------------</td>
<td>------------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>Improve local economy for low income residents</td>
<td>2018</td>
<td>2022</td>
<td>Non-Housing Community Development</td>
<td>Opportunities for low-income families to prosper</td>
<td>CDBG: $55,658,000</td>
<td>Jobs created/retained: 3970 Jobs</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Businesses assisted: 110 Businesses Assisted</td>
</tr>
<tr>
<td>6</td>
<td>Help low-income families to stabilize economically</td>
<td>2018</td>
<td>2022</td>
<td>Non-Homeless Special Needs</td>
<td>Opportunities for low-income families to prosper</td>
<td>CDBG: $31,581,000</td>
<td>Public service activities other than Low/Moderate Income Housing Benefit: 205950 Persons Assisted</td>
<td></td>
</tr>
</tbody>
</table>

Table 56 – Goals Summary

Goal Descriptions

<table>
<thead>
<tr>
<th>1</th>
<th>Goal Name</th>
<th>Goal Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Goal Name</td>
<td>Develop affordable housing for homeless/low-income</td>
</tr>
<tr>
<td></td>
<td>Goal Description</td>
<td>Support development of and equal access to affordable, sustainable, accessible, and resilient housing for homeless residents, persons living with a disability, and other low-income residents. Create new housing opportunities for low-income households and homeless persons by financing new affordable rental housing and permanent supportive housing. Provide first time homebuyers with financial assistance. Increase the supply of affordable and accessible housing units for people living with disabilities, including HIV/AIDS.</td>
</tr>
<tr>
<td>Goal Name</td>
<td>Goal Description</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Preserve existing affordable housing</td>
<td>Prevent displacement of low and moderate income residents by preserving existing affordable and rent-stabilized housing. Preserve the existing stock of affordable rental housing and rent-stabilized housing, and support seismic retrofits and other hazard remediation. Provide lead-based paint remediation and other housing interventions and partnerships to make existing housing healthier, more resilient, sustainable, and accessible. Ensure equal access to housing for persons with protected characteristics, lower income and an experience being homeless. Increase community integration and independent living opportunities for persons living with disabilities.</td>
</tr>
<tr>
<td>3</td>
<td>Stabilize and revitalize neighborhoods</td>
<td>Stabilize and revitalize neighborhoods where people with low income reside. Create new and improve existing public facilities and infrastructure to increase public access to opportunities for education, employment, recreation, and social services. Improve access to public facilities and infrastructure for persons with disabilities. Identify deteriorating properties and code violations for enforcement of safety standards in neighborhoods where people with low income reside.</td>
</tr>
<tr>
<td>4</td>
<td>Prevent and reduce homelessness/domestic violence</td>
<td>Work in partnership with community-based, not-for-profit and government agencies to prevent and reduce homelessness and domestic violence. Support efforts to reach out to and provide emergency shelters, transitional housing, case management, supportive services, and rental assistance to persons who are homeless or are at risk of becoming homeless and survivors of domestic violence and human trafficking. Provide housing-related supportive services and rental assistance to residents with low incomes, including at-risk homeless persons living with HIV/AIDS.</td>
</tr>
<tr>
<td>5</td>
<td>Improve local economy for low income residents</td>
<td>Improve local economic conditions and expand access to opportunity for low income residents and other protected classes by supporting efforts to create and retain jobs and provide essential goods and services to neighborhoods lacking them. Produce new jobs and retain employees in existing jobs for low to moderate-income residents by helping businesses to thrive and succeed, through economic development, business loans, business assistance, and entrepreneurial assistance. Support businesses’ efforts to provide goods and services needed in neighborhoods where people with low income reside.</td>
</tr>
<tr>
<td>Goal Name</td>
<td>Help low-income families to stabilize economically</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Goal Description</td>
<td>Help households with low incomes to stabilize economically and avoid displacement. Support family economic stabilization by providing services to improve employment, income, financial literacy, asset development, and academic achievement. Support seniors to maintain their physical and mental health and independence, and prevent loss of housing and premature institutionalization.</td>
<td></td>
</tr>
</tbody>
</table>

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

During the five year Con Plan, the City expects to provide new affordable housing as follows:

1. **Via the Affordable Housing Managed Pipeline Program (AHMP), provide gap financing to facilitate the development of approximately 4,000 units of affordable rental housing, which will be newly constructed, or acquired and rehabilitated, or a combination of the two.** Via the Proposition HHH Permanent Supportive Housing Program (PSH), provide gap financing to facilitate the development of approximately 5,000 new units of permanent supportive housing. The priority populations for whom the very low income housing will be built or rehabilitated are (a) those in need of permanent supportive housing (e.g., chronically homeless individuals and families and other households with special needs), and (b) large families.

2. **When funds are available, HOPWA grant resources will support the development of PSH for homeless or at-risk persons living with HIV/AIDS and their families, via the AHMP, leveraged with millions more in tax credit, bond funds, HOME and other sources.** In PY 44, HOPWA funding will help create 20 new units of permanent supportive housing. Most households that benefit from this investment have extremely low income.

3. **Via the City’s homeownership assistance programs, direct financial assistance to achieve the American dream of homeownership will be provided to approximately 330 low-income households.** Given the city’s high housing costs, this assistance will primarily serve low-income households between 70-80% of area median income.

4. **Assistance for minor home repairs and remediation of lead hazard rehabilitation will serve an estimated 1,400 low income and extremely low-income households.**
SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

As discussed in Section NA-35, HACLA has an existing Voluntary Compliance Agreement (VCA) with HUD and has addressed most of the needs spelled out in the VCA. Currently within the housing stock there are 127 fully accessible units, approximately 224 units with ramps, 598 units with other accessible features (grab bars, rails, etc.), and 1,141 units are ground floor access units with a bedroom and bathroom on the ground floor. The challenge with making units fully accessible lies in the design of the units. The units built in the 1940s and 1950s are townhouse construction with the kitchen and living room on the ground floor and bed and bath rooms on second floor. To make units fully accessible, units would have to be combined, which has the net effect of creating larger units than needed and lessens the overall number of units available for occupancy. HACLA anticipates that it will complete all of the outstanding VCA transition plans for public housing by the end of 2018.

Activities to Increase Resident Involvements

HACLA has extensive activities for resident involvement. Through the Workforce Innovation and Opportunity Act (WIOA), HACLA offers services to benefit job seekers, workers who have been laid off, youth, incumbent workers, new entrants to the workforce, veterans, people with disabilities, individuals who were incarcerated, noncustodial parents, and employers through the implementation of employment services at One-Stop American Job Centers, known locally as WorkSource Centers. The HACLA Watts/Los Angeles and other WorkSource Centers focus on increasing overall employment as well as workers’ earnings, and retaining jobs and improving workers’ occupational skills. The WorkSource Centers are vital to the reduction of welfare dependency and the revitalization of the community’s economy.

In addition there are 12 Employment Technology Centers (ETCs) conveniently located on HACLA sites. The ETCs also benefit the community as educational centers that facilitate learning and offer residents access to computers, information and technology.

HACLA works with the residents at each of its public housing sites to develop Resident Advisory Councils (RACs). The RACs are made up of duly-elected representative from the development. The RACs also act as the Resident Advisory Board for the purpose of the development of the Agency Plan. Prior to policies being finalized, drafts are shared with the RACs to provide them an opportunity for input and to educate them so that they can, in turn, educate fellow residents.

HACLA does not currently have a homeownership program for the public housing program, though it does have an active Section 8 homeownership program. Each approved family selects the home that will meet their individual needs and requirements, and HACLA determines the affordability of the property based on the family’s income. Since the program’s inception in 2000, HACLA has successfully
assisted 71 clients to become homeowners, of which 26 have achieved self-sufficiency and opted-out of the program. As of October 2017, there are 34 participants in the program, and the average Housing Assistance Payment amount for homeownership program participants is $820 per month. The Section 8 Homeownership Program is working to expand current partnerships with lending institutions, certified Homebuyer Education providers, Individual Development Account/Empowerment Programs, and private agencies to provide additional resources to eligible program families.

Is the public housing agency designated as troubled under 24 CFR part 902?

No

Plan to remove the ‘troubled’ designation

N/A

SP-55 Barriers to affordable housing – 91.215(h)

Barriers to Affordable Housing

The city of Los Angeles and the broader region are in the midst of a longstanding affordable housing crisis, including a recent dramatic increase in homelessness. Gentrification and other structural forces including, but not limited to, restrictive land use policies in high opportunity areas, have led to rising housing prices and the loss of affordable housing stock. The need for affordable housing outstrips the current supply. Large numbers of low- and moderate-income residents, who are disproportionately people of color and persons with disabilities, spend at least 30% and sometimes 50% of their income on housing payments. Los Angeles has one of the highest housing costs in the country; as a result, many low-income residents are now at risk of being displaced from their homes and communities.

Building housing that is affordable to households of all income levels and appropriate for persons living with disabilities or other special needs faces many challenges. The supply, distribution, and cost of housing in LA is affected by local, state and federal land use regulations and environmental laws established over the years as a result of public and private pressure. Local and state building codes affect the cost and nature of residential development.

Community opposition is a significant contributing factor to segregation in LA and the broader region. In recent years, community opposition has played a role in hindering the development of high-density or affordable housing, both of which are disproportionately occupied by people of color. Salient examples of Not in My Backyard (NIMBY) activism include community opposition against a new zoning plan for Hollywood that would have allowed for the construction of buildings with greater density and height,
especially around transit areas. Studies have shown that density restrictions are a key cause of social fragmentation of metropolitan areas and appear to lead to the segregation of the affluent, not the poor.\textsuperscript{43}

In San Pedro, a neighborhood with a disproportionately high non-Hispanic White population, a proposal for a 1,900-unit development on former naval housing land with affordable units for moderate-income households faced significant community opposition. In its approved form, it will comprise only 676 units, with nearly 1/3 of the units designated as single-family homes. Such incidences of NIMBYism are particularly resonant in LA against the historical backdrop of many residents’ opposition to school desegregation. Ultimately, public backlash against integration culminated in the 1979 enactment of Proposition 1, which limited mandatory student busing and reassignment to only those situations where it was necessary to remedy intentional segregation. However, there are encouraging signs of progress. Measure S, a ballot initiative that would have placed a two-year moratorium on developments requiring zoning changes that increase building density or height, was soundly defeated at the polls with 68.8% of voters opposing the measure. Had it been approved, this measure would have stymied the development of new affordable housing units encouraged by Measure JJJ.\textsuperscript{44}

Interim Control Ordinances often impose a temporary moratorium on most or all development, often in high opportunity neighborhoods; further restricting the supply of land available for housing development or redevelopment. LA is now nearly built-out and there is a shortage of appropriately-zoned and suitably-sized vacant land for affordable (multifamily) development. This shortage has led to the current boom of demolishing older apartment buildings, displacing their residents, and building new high-cost apartments unaffordable to those displaced or most city renters.

The 2017 Assessment of Fair Housing (AFH) for the City and HACLA reported on serious barriers to the production, preservation, and accessibility of affordable housing in Los Angeles including:

- Insufficient stock of affordable housing throughout the city, particularly in neighborhoods of opportunity
- Threats to existing stock of affordable rental housing and rent stabilized housing
- Displacement of low and moderate-income residents
- Unequal access to housing for persons with protected characteristics, lower-income, and homeless residents


\textsuperscript{44} Measure JJJ requires the provision of affordable housing when residential projects with 10+ units receive one of the 3 concessions listed below resulting in density above 35% or the granting of a residential use where said use did not exist before:

- General Plan amendment
- Zone Change
- Height District change

On-Site Affordable Housing is required in the following manner: 5%ELI and 6%VLI or 5%ELI and 15%LI*
Unequal access to opportunity for protected classes

Insufficient community integration for persons with disabilities

Insufficient Supply of Affordable Housing

Los Angeles has a significant shortage of housing affordable to lower-income households. In the city, 713,710 households make less than 80% of AMI.\(^45\) Housing prices in LA have grown four times faster than incomes since 2000; almost 2/3 of all households in the city are rent burdened (meaning they spend more than the recommended 30% of their income on rent or mortgage payments).\(^46\) This shortage of affordable homes disproportionately affects people of color and individuals with disabilities. Within both the city and the broader region, most racial or ethnic minority groups experience higher rates of housing problems, including, but not limited to, severe housing cost burden compared to non-Hispanic White households.\(^47\)

Moreover, there is a significant need for accessible housing in the city. Over 200,000 city households include an individual with an ambulatory disability, and over 170,000 include an individual with a visual or hearing disability. People with mobility and sensory disabilities face unique disadvantages when seeking affordable, accessible, community-based housing, not only due to cost, but also because most housing does not include necessary accessibility features. This is especially significant in affordable housing, given the large percentage of people with disabilities whose income is below the poverty line.

However, the existing stock of affordable housing falls well short of the need. As of 2016, the total stock of all housing units in Los Angeles was 1,453,271.\(^48\) The total stock of Publicly Supported Housing (including public housing, project-based Section 8, and other HUD multifamily units) is 34,661 units.\(^49\)

There are 28,830 low-income units in Low Income Housing Tax Credit (LIHTC) developments in the city.\(^50\) However, between 2017 and 2020, 24% of units are set to expire, with another 35% expiring between 2020 and 2025, and 36% expiring between 2026 and 2030.\(^51\) Additionally, there are about 46,000 Housing Choice Vouchers (HCVs) in use in LA.\(^52\) Adding all these sources together, the existing stock of affordable homes and HCVs accounts for only about 8% of all housing units in the city and therefore can serve only a small fraction of households making less than 80% of AMI.\(^53\)

Roughly 631,000 units fall under the City’s Rent Stabilization Ordinance (RSO).\(^54\) However, due to vacancy decontrol, where rents can be increased to market rate if a tenant voluntarily moves out or is evicted with cause, it is unclear how many of those units are affordable to lower-income households,
since the RSO does not require that tenants qualify to rent based on their income. The high percentage of households who are rent burdened indicates that, while RSO housing can help keep rents below market by preventing rental increases, many RSO renters may still be rent-burdened.

In addition, affordable housing that does exist is disproportionately concentrated in R/ECAPs, which are some of the lowest-opportunity neighborhoods in LA. For example, 9,533 (27.5%) of the 34,611 Publicly Supported Housing units are in R/ECAPs while only 9.75% of the city’s population resides in R/ECAPs. Public Housing and LIHTC housing are largely located in segregated, predominantly Hispanic, Asian, and Black neighborhoods. HCV usage is largely located in segregated, predominantly Black neighborhoods on the western side of the Central City. By contrast, notably less affordable housing is available in neighborhoods of high opportunity in the Northwest and West parts of Los Angeles. Several factors likely contribute to protected classes concentrating in areas that have high exposure to poverty and less access to other amenities such as proficient schools and access to grocery stores and fresh produce. The high cost of land and community opposition from residents in high-opportunity creates barriers to affordable housing there.

Threats to Existing Affordable Housing

As noted above, most racial or ethnic minority groups experience higher rates of housing problems, including but not limited to severe housing cost burden, than do non-Hispanic White households. Given the shortage of housing affordable to lower-income households, to reduce (or at least not exacerbate) these disproportionate housing needs, it is essential that the existing stock of restricted affordable housing be preserved. However, these restricted affordable units are at risk of being lost through multiple mechanisms.

Regulated apartments in some neighborhoods have an economic incentive to exit from government restrictions and increase their asking rents to market-rate levels. This is particularly true in desirable, high-opportunity neighborhoods where apartments can command a high, market-rate rent. A series of affordability regulations on deed-restricted affordable units, particularly HUD assisted units, are set to expire over the next five years. The California Housing Partnership Corporation projects that about 14,000 units spread across 232 buildings in LA County are at very high (within one year) or high (between one to five years) risk of being converted to market rates over the next five years with a significant percentage of those units residing within city limits. HCIDLA’s at-risk early warning system indicates there are 11,771 units that are at risk of being converted to market rates over the next five years because of a combination termination of restrictions tied to covenants and the termination of HUD rental assistance contracts. Approximately 55% of these units are at risk of expiration or

55 AHF: Disparities in Access to Opportunity Analysis
56 AHF: Publicly Supported Housing Analysis
57 AHF: Publicly Supported Housing Analysis
58 AHF: Disparities in Access to Opportunity Analysis
59 AHF: Disproportionate Housing Needs Analysis
60 AHF: California Housing Partnership, Risk Level by County (2017)
termination through 2018. These units have been priced at below-market rates for typically 20 to 40 years as a condition of obtaining public financing, rental assistance contracts or permission to build. However, with these expiring affordability restrictions, some property owners are deciding to take advantage of the county’s hot housing market.

The city is already experiencing a loss of rent-stabilized units; from 2001 to June 2017, LA lost 22,131 rent control units from the rental market for permanent removal or demolition. Over the last five years, the city permanently lost approximately 2,205 restricted, affordable housing units within 156 properties through a combination of covenant expirations, termination of restrictions, and termination of rental assistance contracts.

At a time when the city is facing a severe housing crisis, the recently adopted Unapproved Dwelling Unit (UDU) ordinance will help protect the city’s stock of affordable housing units. Each year, between 400 and 500 housing units are removed from the market as an unintended result of the Systematic Code Enforcement Program’s periodic inspection of all multifamily units. This has resulted in the displacement of low- and moderate-income households. Most of these units are removed because of zoning violations that could not be easily addressed under the previous rules in existence. The recently adopted (May 2017) UDU ordinance creates a process by which certain illegal housing units in multifamily buildings can be brought into compliance provided certain life safety and affordability requirements are met.

In addition, the City is in the process of significantly revising multiple land-use plans to allow more development. New development in neighborhoods that have under-resourced schools and lack access to adequate jobs and transportation options has the potential to increase access to opportunity for current residents of those neighborhoods—for example, new commercial space can bring new job opportunities to the neighborhood—if those current residents can afford to stay in the neighborhood when investment occurs. On the other hand, if existing affordable homes are demolished to accommodate newly-planned development, this reduces the total stock of affordable homes, and has the potential to increase housing cost burdens. Demolishing existing affordable homes in neighborhoods of high opportunity would reduce the ability for low-income residents to stay in or move to those neighborhoods, thereby reducing access to opportunity.

Displacement of Low-and-Moderate Income Residents

Displacement of residents due to economic pressures is a significant contributing factor, if not the largest contributing factor, to disproportionate housing needs in the city and broader region. Over the last decade, the city has faced a serious affordable housing crisis that was partially caused by decades of insufficient housing production, particularly in predominantly non-Hispanic White, high opportunity areas, coupled with growing gentrification in more diverse neighborhoods. Mayor Garcetti has made housing production and affordability a key part of his Sustainability Plan, including developing 100,000

61 Invalid source specified.
62 AHF: Disproportionate Housing Needs Analysis
63 City of Los Angeles Housing Element
64 http://www.abundanthousingla.org/2017/01/03/dont-call-it-a-boom-la-housing-growth/
new housing units as well as preserving and building 15,000 affordable units by 2021. However, some observers believe that the 100,000 planned units may not be enough to meet demand and slow rent increases. Also, many property owners offer affordable units only because they are obligated to under the contracts they sign with the City when new projects are developed. When those contracts expire, property owners can turn affordable units into more profitable, market-rate housing. As a result, many of the 15,000 affordable units will be converted to market rate by 2021, although it is expected that a significant percentage of these units will receive annual renewals.

Also, unless steps are taken to mitigate the effects of development on low-income renters of color, the City’s development strategy could have unintended consequences. For example, a disproportionate share of the City’s new permitting has been concentrated in areas near Downtown and in transit corridors—areas with limited though increasing overlap with high opportunity areas. Although the expansion of public transportation into West LA and the Valley has increased construction in high opportunity areas, if development is going to further fair housing and desegregation goals, measures must ensure that new development is available to members of protected class and spread widely across the city, including in West LA and Valley neighborhoods not served by new transit lines.

When investments are made in majority-minority areas, the City must ensure that it does not displace current residents. For example, a UCLA study shows that non-Hispanic White, college-educated populations tend to move into areas with newly developed public transportation. While this may result in economic development and higher property values for homeowners in previously under-invested neighborhoods, for integration to be stable, non-Hispanic White households’ relocation to neighborhoods with concentrations of Black and Hispanic renters must not result in displacement of people of color from those communities. Los Angeles has the highest rentership (renters of single-family houses) rate of any metropolitan area in the country.

Demographically, people of color and low-income tenants make up a disproportionately large share or the renter-population and therefore are most likely to be vulnerable to displacement. In Echo Park, many Hispanic families that have been living there for decades have been displaced due to increasing demand to move into the neighborhood. Similar trends are displacing residents across the city in neighborhoods like Koreatown, Mid-City, Westlake, and more. Consequently, displaced low-income people of color are forced into an ever-decreasing stock of affordable housing, much of which is in relatively high poverty areas, allowing R/ECAPs to emerge and perpetuating segregation.

**Limited Housing for Low-Income, Homeless and Persons in Protected Classes**

65 http://plan.lamayor.org/portfolio/housing-and-development/
67 http://www.abundanthousingla.org/2017/01/03/dont-call-it-a-boom-la-housing-growth/
68 http://www.urbandisplacement.org/case-studies/ucla
69 Harvard Joint Center for Housing; America’s Rental Evolution -- Evolving Markets and Needs
70 Id.
72 https://la.curbed.com/2016/8/30/12712942/gentrification-map-los-angeles-county
The entire city is experiencing unprecedented housing burdens. Residents tend to have higher rent burdens as compared to residents of the region at large. Within LA, the areas with the greatest housing burdens are in the San Fernando Valley, Eastside, and South LA. These areas have higher minority populations, are more segregated, and have higher concentrations of R/ECAPs. In general, the city’s segregated, heavily non-Hispanic White areas have relatively low levels of housing burden. Although Asian and Pacific Islander residents have a relatively low rent burden overall, Koreatown, Chinatown, and Little Tokyo all have concentrations of foreign-born residents in areas of high housing burden.

Within both the city and broader region, most racial or ethnic minority groups experience higher rates of housing problems, including but not limited to severe housing cost burden, than do non-Hispanic White households. The only exception to this is the Asian Pacific Islander population, which experiences higher rates of housing problems than non-Hispanic White households but lower rates of severe housing cost burden. Among all racial or ethnic groups, Hispanic households are most likely to experience severe housing problems and Black households are most likely to experience severe housing cost burden. Families with five or more members experience housing problems at the highest rate, followed by nonfamily households. Small families with four or fewer members experience housing problems at the lowest rate of any household type. Disparities between small and large families are less pronounced for severe cost burden than they are for other types of housing problems. The total percentage of households with housing problems and severe housing problems is greater in the city than in the region.

Although the experience of homelessness is not reflected in HUD-provided data regarding the prevalence of housing problems, the homelessness problem is arguably one of the most pressing housing problems in LA and provides a stark illustration of the disproportionate housing needs of protected classes in the area. The 2017 Greater Los Angeles Homeless Count revealed that the number of homeless people grew by 20% in the city and 23% countywide in just one year. Mayor Eric Garcetti and other City officials have cited many of the factors that contribute to disproportionate housing needs, like increasing rent burdens, stagnant wages, and lack of affordable housing, as drivers to the rapid increases in homelessness in the city. Of the 34,000 people experiencing homelessness in LA, only one in four is sheltered—either in long-term transitional housing or temporary emergency shelter—the vast majority of the homeless population is living on the streets.

Homelessness, like other issues of displacement and housing burdens, particularly affects protected classes. People of color are heavily overrepresented in the area’s homeless population, specifically Black and Hispanic individuals. Although less than 10% of the city’s population identifies as Black, Black individuals and families represent 44% of the city’s homeless population. Together, Black and Hispanic individuals make up almost 75% of the city’s homeless population. The Hispanic population is also the fastest growing demographic newly experiencing homelessness.

---

74 2017 Greater Los Angeles Homeless Count—Data Summary—City of Los Angeles
75 Id.
76 Id.
77 Id.
A significant and growing portion of the homeless population also reports one or more serious disability. From 2016 to 2017, the homeless population reporting a developmental disability or HIV/AIDS grew by 90% and 86% respectively. Those that report a disability are also less likely to be sheltered than their nondisabled counterparts. Other groups that have experienced marked increases in homelessness are unaccompanied minors, veterans, and those who are homeless because of domestic violence, increasing by 152%, 137%, and 128% respectively between 2016 and 2017.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

As discussed above, the current shortage of affordable housing is due to a number of factors including high land and construction costs, NIMBY opposition in many neighborhoods, insufficient—and in recent years, shrinking—federal and state affordable housing resources, all of which can be exacerbated by governmental regulations that pose constraints to the production and preservation of housing. The City has developed an array of responses to counter these constraints and to facilitate residential development.

As intended by HUD in 2015 when it issued the requirement for a comprehensive assessment of fair housing to be undertaken prior to a new five year planning process, the analysis and guidance provided by the 2017 AFH to the City and HACLA on the serious barriers to the production, preservation, and accessibility of affordable housing is guiding the City’s planning and actions for the next five years of this Con Plan, and beyond.

The City’s State-required Housing Element 2013-2021 contains a thorough listing of barriers and constraints to housing development, maintenance and improvement, and City strategies to address them. At https://planning.lacity.org/HousingInitiatives/HousingElement/TOCHousingElement.htm the Housing Element can be viewed and downloaded. Barriers to housing development cited include aspects of the General Plan and its Land Use Element, Zoning, Specific Plans, Floor Area and Height Districts, Parking Requirements, Open Space Requirements, Permit Processing, Entitlement Processing, Land Division Regulations, Historic Districts and Development Fees.

The discussion below describes initiatives by the City in recent years to address some of the barriers and negative impacts of governmental regulations on residential development. The need for additional funding, particularly for permanent supportive housing and affordable housing preservation and production, will be met in part by new local and state resources:

- In November 2016, city voters approved Proposition HHH, the Homelessness Reduction and Prevention Housing and Facilities Bond, which allows the City to issue up to $1.2 billion in general obligation bonds over a 10-year period. Funds can be used to buy, build, or remodel facilities to provide supportive housing for homeless people; temporary shelters and facilities; affordable

78 Id.
79 Id.
80 Id.
housing, veterans housing, housing for individuals and families with low incomes; and to increase access to mental health care, drug and alcohol treatment, education and training. The projected infusion of funds generated by Proposition HHH provides a funding stream to finance the development of up to 10,000 permanent supportive and affordable housing units over the next ten years.

- Also in November 2016, the voters of Los Angeles County (which includes the city of Los Angeles and 87 smaller cities) approved Measure M, a sales tax increase for transportation purposes, estimated to provide $120 billion over 40 years, funding massive light and heavy rail expansions, highway improvements, biking and walking infrastructure and local street repairs. This will support the continued focus of the City to invest Con Plan and other resources on affordable housing built near public transit.

- In November 2016, city voters also approved Proposition JJJ, which mandates prevailing wages for construction workers on certain types of new development, inclusionary housing and other requirements.

- In 2017, the voters of the county approved Measure H, a sales tax increase that will generate up to $300 million per year to pay for homeless services and other support systems needed to get people off the street and into safe housing. These funds will leverage the Proposition HHH and Con Plan resources allocated for homeless housing and services.

- Also in 2017, over $64 million was awarded by the California Affordable Housing and Sustainable Communities (AHSC) Program to affordable housing developers proposing environmentally sustainable housing in LA. These funds from Cap-and-Trade resources will support the construction of more than 700 units of affordable housing, with over 200 apartments set-aside for homeless residents, and about 100 units for elderly residents. A similar application for additional housing development resources will be submitted in 2018.

- In late 2017, the City approved the proposed Affordable Housing Linkage Fee, which is based on the nexus between different types of market rate development (e.g., residential, commercial and industrial) and the demand for affordable housing by workers related to that development. An amendment to the City’s Municipal Code, the Ordinance will establish a permanent funding stream for the development of affordable housing by setting a fee on identified types of market rate development. The funds generated by the fee will be used for the development of new affordable housing and could produce up to $100 million annually for that purpose.

The City Planning Department (CPD) has spent the past several years working on a variety of ordinances and guidance documents to remove barriers to affordable housing development, adapt new state law to the City’s rules, create new incentives to facilitate affordable housing development, and update the City’s zoning code.

Barrier removal efforts completed include:

- **Affordable Housing Project Review Procedures:** In 2012 the CPD and the Los Angeles Department of Building and Safety presented a new development reform framework to more effectively coordinate the review of proposed affordable housing development plans by those departments and HCIDLA.
- **Small Lot Policy Design guide:** Released in 2014 to facilitate the use of small properties for new residential construction.
- **Measure JJJ:** In-Lieu Fee Affordability Gaps Study conducted in 2017.
• **Community Plan Updates**: All 35 Community Plans will be updated every six years, more often than in recent years. Approved February 2017.

• **Unpermitted Dwelling Unit Ordinance**: Creates a process by which certain illegal housing units in multifamily buildings can be brought into compliance provided certain life safety and affordability requirements are met. Adopted May 2017.

• **Value Capture Ordinance**: Provides guidance for approving a density bonus beyond maximum allowed in the City’s Municipal Code, if additional affordable housing units are included. Adopted February 2018.

• **Transit Oriented Communities Affordable Housing Incentive Program Guidelines**: Developed pursuant to Measure JJJ approved by city voters in November 2016 and applies to all housing developments located within a one-half mile radius of a major transit stop; updated in February 2018.

• **Interim Motel Conversion Ordinance**: Facilitates the use of existing hotels and motels for supportive housing or transitional housing for persons experiencing homelessness or at risk of homelessness. Adopted April 2018.

• **Permanent Supportive Housing Ordinance**: Provides for a Con Planning approval process, incorporates new standards to reflect the unique characteristics of permanent supportive housing, and enhance overall design of the project. Adopted May 2018.

Barrier removal efforts underway include:

• **Re:code LA**: the first comprehensive overhaul of the City’s outdated zoning regulations since 1946, applying state-of-the-art zoning tools to implement the City’s planning vision that will make the development process more certain for all users. It is one of the City’s largest planning initiatives to date, and will deliver a new Downtown code and a Citywide Zoning Code, as well as a first-of-its-kind, interactive web-based code system. First adopted in 1946, the Zoning Code’s overall structure has remained the same, while the needs of the city have changed drastically. Re:code LA will create a Zoning Code to realize the needs of a 21st Century LA for stakeholders. Among other benefits, revised project review procedures will create predictability and clarity in development review and approval, and the modularity and range of new zoning options will allow for increased flexibility in the combination of building forms and uses allowed (see https://recode.la/).

• **Accessory Dwelling Unit Ordinance**: Preparation of draft ordinance for City’s Municipal Code to incorporate state law changes in 2016 to facilitate the development of accessory—second—dwellings on single family properties. This ordinance repeals the City’s existing second unit standards, incorporates the new state provisions, and introduces new tailored ADU regulations that recognize Los Angeles’ many unique neighborhoods.

• **Neighborhood Conservation Ordinance**: Emerged as part of the Re:code LA effort to respond to interim control ordinance requests to stop development until plans are updated. An analysis was conducted of various single family neighborhoods across the city to create a menu of new single-family zones.

• **Home-Sharing Ordinance**: The proposed ordinance defines what types of short-term rentals should be locally permitted. It curbs the negative impacts on neighborhoods and its housing stock, while establishing a legal framework for responsible home sharing (e.g., Airbnb). The ordinance limits short-term rentals to one’s own primary residence. This provision is designed to prevent the displacement of renters from apartment buildings in desirable locations favored by tourists (e.g., Venice Beach, Hollywood, Silver Lake), which has been occurring over the past few years. The ordinance also establishes a registration process and enforcement policies against...
any unpermitted short-term rentals throughout the city. Home-sharing will not be permitted in buildings subject to the City’s Rent Stabilization Ordinance to curtail any possible evictions or conversions of units to short-term rentals.

- In-Lieu Fee Study for Measure JJJ Affordable Housing Requirements: City voters approved Measure JJJ in November 2016, which added provisions to the City’s Municipal Code to require developers of certain residential projects to either provide affordable units or pay an in-lieu fee. To determine the in-lieu fee schedule, the City commissioned an Affordability Gaps study using the methodology outlined in Measure JJJ.

Need for Integrated Accessible Housing for Persons with Disabilities

In January 2012, the Independent Living Center of Southern California, Fair Housing Council of San Fernando Valley, and Communities Actively Living Independent and Free filed a lawsuit against the City alleging the City and the Community Redevelopment Agency of Los Angeles (CRA/LA) failed to ensure housing developments funded, developed, or significantly assisted by the City or CRA/LA had the required number of accessible units for people with mobility and hearing/vision disabilities and were made available to people with disabilities, and further failed to operate other aspects of the City’s housing program in compliance with Section 504 of the Rehabilitation Act, the Americans with Disabilities Act (ADA), the Fair Housing Act, and California state law. See Independent Living Center of Southern California, et al. vs. City of Los Angeles, Case No. 2:12-cv-00551-SJO (PJW) (C.D. Cal.). In August 2016, the City Council agreed to settle litigation and the settlement was approved by the court in September 2016. The settlement provides that, over the next 10 years, the City will ensure that at least 4,000 of its affordable housing units meet architectural accessibility standards under Section 504 of the Rehabilitation Act of 1973, Title II of the ADA, and California Government Code Section 11135.

To implement the Agreement, the City will also:

- Ensure that all future construction of multifamily housing units overseen by the City fully comply with Section 504 of the Rehabilitation Act, the ADA, the federal Fair Housing Amendments Act, and the California Building Code, and when those requirements conflict, comply with those requirements that provide the greatest accessibility;
- Ensure that nondiscriminatory rental occupancy policies are adopted and implemented by owners and property management agents for covered housing developments;
- Redesign the City’s rental housing website, housing.lacity.org, to provide an accessible housing registry that lists all accessible units and their features and allows individuals with disabilities the opportunity to be notified of vacant units and apply for the units online or through a call center;
- Provide effective communications for applicants, tenants, and the public that includes large print and Braille documents, auxiliary aids and services, hearing devices, and other services to ensure that communications with applicants and tenants with disabilities are as effective as communications with people without disabilities;
- Train City staff, owners, and their property managers on federal and state laws relating to nondiscrimination regarding people with disabilities;
- Respond to concerns and resolve grievances by people with disabilities in a timely manner; and
• Provide detailed semiannual reports to the plaintiffs and City management regarding all the activities undertaken to carry out these requirements.

**SP-60 Homelessness Strategy – 91.215(d)**

**Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

LAHSA utilizes its Access and Engagement Department’s Homeless Engagement Teams (HET) as one strategy to outreach and assess the needs of the unsheltered homeless population. HET’s are comprised of generalist outreach workers who perform street outreach throughout the City of Los Angeles and respond to requests for assistance for homeless persons from a variety of stakeholders, including citizens, local businesses, neighborhood groups, government departments, legislative offices and people experiencing homelessness themselves. HET members work to build trusting relationships with people experiencing homelessness living on the streets and in encampments, perform assessments in the field, and link them to shelter and supportive services that are appropriate to meet their needs. The assessments include the Coordinated Entry System Assessment Packet for all populations, which captures many housing barriers, challenges and needs. All the information obtained from people experiencing homelessness is captured in the Homeless Management Information System (HMIS), with appropriate consent.

The LA Continuum of Care (CoC) Coordinated Entry System (CES) plays a major role in reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs. CES includes three subsystems with resources and knowledge catered the following populations: adults, families and youth (including unaccompanied youth) to serve all individuals and households experiencing homelessness. Veterans may be served by the most appropriate population-specific system. The development, implementation and operation of CES for all populations experiencing homelessness in the LA CoC is intended to remove the institutional barriers that often hinder homeless persons from becoming stabilized in housing. Through the community-based approach offered by CES, homeless individuals, families and youth no longer have to travel from program to program retelling the history of their homeless experience to try and find a program that will meet their needs. The screening, standardized assessment, and connection to appropriate services and housing facilitated by the CES systems avoids duplication of effort and decreases the length of time in accessing services. To ensure participants can move from unsheltered to housed, LAHSA implemented a Housing Navigation program that provides supportive services to chronically homeless, unsheltered, and those in shelter. The services include the following: completion of needs assessment, creation of an individualized housing plan, collection of documentation and screening of eligibility for programs, assistance obtaining documents, arranging coordinating and monitoring the delivery of individualized case management, tracking and monitoring progress of goals, providing housing search and location, assessing with benefits issues, providing referral and linkage to mainstream and housing resources, counseling and crisis intervention, and limited housing stabilization services when not available through permanent
housing resources. The goal is to make sure that participants are more quickly matched to existing housing resources and can make the transition from experiencing homelessness to being housed.

During the winter season, a Winter Shelter Program (WSP) is in place to reach out to those who are unsheltered to provide temporary/emergency shelter, warm meals and showers to them. LAHSA has administered such WSP since 1994. The program is funded by the City and County of Los Angeles and partners with the California National Guard to provide shelter at a few of their armory locations. Traditionally WSP offers emergency shelter, two meals a day, showers, security, case management and referrals to supportive services to the most service-resistant persons experiencing homelessness during the coldest and wettest months in Los Angeles. During the 2017-2018 WSP season, LAHSA partnered with 12 non-profit agencies to create a total of 1,451 temporary emergency shelter beds at 14 shelters. As well, nearly 30 transportation pick-ups throughout the City and County of Los Angeles were established to facilitate transportation to and from the Winter Shelter locations. LAHSA also reopened our Transitional Aged Youth shelter in South Los Angeles, and with the help of Supervisorial District 5 and Salvation Army, opened the first 24-Hour winter shelter in the City of Lancaster. By season’s end, it is anticipated that approximately 8,000 unduplicated homeless individuals and transitional aged youth will have utilized these emergency shelters and receive referrals to supportive services.

Additionally, during days where the weather forecast predicts two consecutive days of a.) day high temperatures are below 50 degrees, b.) night low temperatures are below 40 degrees, c.) there is a 50% chance where there will be an excess of ½ inch of rain, then most Winter Shelters will extend their shelter operations from 14-hours to 24-hours. Since 2015, LAHSA has partnered with the LA County of Office of Emergency Management and the CEO’s Homeless Initiative to operate Augmented Winter Shelters at local Parks and Recreational sites to add additional shelters to accommodate overflow from our Winter Shelters on days where severe weather has been predicted. This season we are partnering with Athens Park in Los Angeles and Bassett Park in La Puente to add an additional 390 shelter beds during days of inclement weather.

Both the City and County winter shelter sites are expected to operate until the end of March 2018. LAHSA anticipates releasing a new Winter Shelter RFP in Spring of 2018. LAHSA is currently in communication with the City and County of Los Angeles to explore opportunities to create additional shelters, enhance service provision within the Winter Shelter program, and deploy additional transportation services for the upcoming Winter Shelter seasons.

The Measurable Outcomes for this program are:

1.) Providers must average a 95% Occupancy Rate.
2.) 25% of participants must be assessed through CES.
3.) At least 5% of participants must be exited to temporary or permanent housing.

Addressing the emergency and transitional housing needs of homeless persons

According to the 2017 Greater Los Angeles Homeless Count (Point-In-Time) results, there is a total number of 34,189 persons experiencing homelessness of which 25,237 are unsheltered and they include
22,216 single adults, 2,218 transitional age youth, 10,137 chronically homeless persons, 1,869 veterans, 99 unaccompanied minors under 18 years old and 704 family members.

To address the needs of these homeless persons who are unsheltered, Los Angeles has established a coordinated entry system which looks to streamline the way in which people access beds throughout the CoC. With a situation where the number of people experiencing homelessness far exceeds the availability of beds it is vital that LA has an approach that is thoughtful and effective. Through coordinating and having a common assessment we have improved our ability to ensure people are quickly accessing beds that best meet their needs. Ensuring persons with higher vulnerabilities are accessing the bed with increased services to assist them in their process of moving from an interim housing bed into a permanent housing situation.

The Los Angeles CoC has made strategic decisions to reduce the number of transitional housing units and move towards increasing the availability of bridge housing beds. Based upon research and outcomes this shift looks to increase the overall performance of our interim housing portfolio. Los Angeles continues to have transitional housing for the TAY and DV population but has reallocated funding from transitional housing for all other populations.

LAHSA currently funds emergency shelters and transitional housing programs in the City of Los Angeles to address such needs. Some emergency shelters and transitional housing programs are designed to focus their services to the needs of specific populations such as chronically homeless persons, families, youth, veterans, persons with severe mental health disorders or substance abuse histories or those suffering from dual or multiple co-occurring disorders.

Within the family system Los Angeles has established a centralized access point through the use of 2-1-1 to ensure that any family experiencing homelessness can access a bed immediately. LA has set the goal to not have any family’s sleeping on the street. For adults without minor children we are moving to a system where beds are tracked centrally and having a point person that the community can call when someone is looking to access a bed. This will allow for a live account of what is available and a more streamlined access.

Emergency and transitional housing will also be made available to survivors fleeing domestic violence or human trafficking through HCIDLA’s Domestic Violence/Human Trafficking Shelter Operations Program. Emergency and transitional housing will also be made available to persons living with HIV/AIDS through assistance from HOPWA programs.
Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

Los Angeles has implemented a Coordinated Entry System (CES) to serve all individuals and households experiencing homelessness. The development, implementation and operation of CES for all populations of homeless persons in the LA CoC is intended to remove the institutional barriers that often hinder homeless persons from becoming stabilized in housing. Through the community-based approach offered by CES, homeless individuals, families and youth no longer have to travel from program to program retelling the history of their homeless experience to try and find a program that will meet their needs. The screening, standardized assessment, and connection to appropriate services and housing facilitated by the CES systems avoids duplication of effort and decreases the length of time in accessing services.

CES is divided up into three subsystems with resources and knowledge catered the following populations: adults (including adult households), families (households with a minor), and youth, (including unaccompanied youth.) Veterans may be served by the most appropriate population-specific system.

To ensure participants can move from unsheltered to housed, LAHSA implemented a Housing Navigation program that provides supportive services to chronically homeless, unsheltered, and those in shelter. The services include the following: completion of needs assessment, creation of an individualized housing plan, collection of documentation and screening of eligibility for programs, assistance obtaining documents, arranging coordinating and monitoring the delivery of individualized case management, tracking and monitoring progress of goals, providing housing search and location, assessing with benefits issues, providing referral and linkage to mainstream and housing resources, counseling and crisis intervention, and limited housing stabilization services when not available through permanent housing resources. The goal is to make sure that participants are more quickly matched to existing housing resources and can make the transition from experiencing homelessness to being housed.

Through Measure H, local Countywide funding, LA CoC will have homelessness prevention funding for all populations. This funding will be used to target households that are at risk for homelessness, prioritizing households that have been previously homeless. The LA CoC will use a standard Prevention Target Tool designed to identify the most at-risk households from becoming homeless in an effort to target limited resources to the households most in need. Current prevention efforts within the Family Coordinated Entry System (CESF) have been able to prevent 70% of households served in Prevention from entering the emergency shelter system. The Family Coordinated Entry System (CESF) is working closely with Los
Angeles Housing and Community Investment Department (HCIDLA) to collaborate with the City’s Family Source Centers (FSCs) to provide additional prevention resources for at risk households, as well as provide targeted outreach to better identify households most in need of services such as, landlord mediation, financial assistance, and housing stability case management.

The CES provides a no wrong door approach, universal assessment, clear points of access, and a more streamlined system. All of these efforts are intended to decrease the length of time it takes an individual or family to return to housing. LAHSA has begun tracking system process measures and will monitor this data with an eye toward increasing system efficiencies, through the connection of resources to individuals and households based on needs, eligibility, and prioritization.

CES is also utilized to facilitate connections of Permanent Supportive Housing (PSH) and Rapid Rehousing resources to be used for affordable housing units that are developed through HCIDLA, according to a prioritization plan for HOME-funded permanent supportive housing units. HCIDLA prioritizes permanent housing for chronically homeless and other vulnerable populations by working with HACLA, HUD, LAHSA, Home for Good, the County of Los Angeles, permanent supportive housing developers, and non-profit homeless service providers to ensure that all are working in concert. A tenant referral process uses a phased-in approach that takes into account existing waitlists and contracts with the following objectives:

- Establish an order of priority to fill a majority of dedicated new and turnover PSHP units for the chronically homeless to serve persons with the most severe service needs/highest acuity as ranked by the community’s CES, using a “Housing First” model to the maximum extent practicable. The order of priority will be in accordance with the requirements of any Notice of Funding Availability (NOFA) or funding streams under which the project applied for and was awarded funds.

- Develop a process to prioritize persons who are the most at risk of becoming chronically homeless for those PSHP units that are not dedicated for the chronically homeless using the community’s CES. The process will take into consideration the requirements of any NOFA or funding streams under which the project applied and/or was awarded funds.

- Ensure that the order of priority for new and turnover PSHP units is in compliance with federal regulations and/or preferences with respect to tenant selection, wait lists, outreach and affirmative marketing, and other applicable requirements.

- Ensure that the PSHP projects continue to comply with the nondiscrimination provisions of Federal and State civil rights laws, including, but not limited to, the Fair Housing Act, Section 504 of the Rehabilitation Act, Title VI of the Civil Rights Act, Titles II or III of the Americans with Disabilities Act, the State Fair Employment and Housing Act, the State Unruh Civil Rights Act, and others, as applicable.

---

81 Housing First is an approach in which housing is offered to people experiencing homelessness without preconditions (such as sobriety, mental health treatment, or a minimum income threshold) or service participation requirements where rapid placement and stabilization in permanent housing are primary goals. HUD encourages all recipients of federal homeless funds for PSH to follow a Housing First approach to the maximum extent practicable.
• Update tenant selection plans, as required by 24 CFR 92.253(d), to reflect the prioritization plan for dedicated and non-dedicated units in PSHP projects.

• Amend existing loan and regulatory agreements and property management plans for PSHPs to specify the preferences for tenant selection.

• Develop guidelines for existing and future PSHP waitlists for individual projects that:
  o Allow for tenants on existing waitlists to be assessed and prioritized using the community’s CES;
  o Provide for an existing waitlist to implement a “preference” in which persons identified as having the highest service needs through the community’s CES, can be moved up on the list and prioritized for housing;
  o Provide for limited preference for tenants who are not on the existing waitlist, but are identified as having high acuity through the community’s CES, to be eligible for turnover units; and
  o Ensure existing project waitlists are maintained in appropriate order, in conjunction with the preferences/limited preferences.

HCIDLA will leverage a number of other resources with HOME to build new and rehabilitated permanent supportive housing, including Low Income Housing Tax Credits Proposition HHH, a local tax revenue approved by voters in November 2016, and the Affordable Housing Linkage Fee, a local resource which became effective in February 2018. Proposition HHH (HHH) is expected to generate $1.2 billion over 10 years to address the shortage of affordable housing. As of April 2018, $275 million in HHH funding was recommended to develop 1,466 PSH units plus 465 other affordable units in 29 developments located throughout the city. In addition, the Affordable Housing Linkage Fee will help address the increased need for affordable housing connected with new commercial development and new market rate residential development, and is expected to generate $100 million annually when it fully goes into effect in 2019. Developers may have the option to include a set amount of affordable, low-income or moderate-income housing in their buildings in lieu of paying the fee, which is also expected to create the units needed.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

Diversion to housing and services outside of the traditional homeless services system is an integral part of the Coordinated Entry System (CES). One of the first interventions will be to determine if there are other housing options available to the household rather than accessing shelter through the homeless system. For example, staying with family or friends while stabilizing their housing situation, may be more beneficial for the household and simultaneously reserves homeless shelter resources for those with no other options. This intervention is a strength-based approach to assist households in identifying opportunities that work best for them.
Prevention is an integral component of a crisis response system, through Measure H, local Countywide funding, LA CoC will implement homelessness prevention funding for all populations. This funding will be used to target households that are at risk for homelessness, prioritizing households that have been previously homeless. The LA CoC will use a standard Prevention Target Tool designed to identify the most at-risk households from becoming homeless in an effort to target limited resources to the households most in need. Current prevention efforts within the Family CES have been able to prevent 70% of household served in Prevention from entering the emergency shelter system.

The LAHSA also works closely with the Los Angeles County Department of Children and Family Services (DCFS), Department of Health Services (DHS), Department of Mental Health (DMH), and the Los Angeles County Sheriff's Department who all have requirements stipulated by State law or County regulations requiring effective discharge planning and specific transition plans to ensure that individuals and families are not discharged into homelessness.

The Family Source Centers (FSCs) are another valuable resource that supports low-income families to increase household income, which can prevent displacement. Families will access core services that include financial literacy, education services (i.e., GED, ESL, literacy classes, etc.), parenting classes, tutoring, mentoring, and youth leadership development. FSCs conduct multi-benefit screening for all interested clients to help them access public benefits for which they are eligible, such as tax credits, nutritional benefits (e.g., foods stamps, WIC), subsidized health insurance, low-cost auto insurance, and utilities discount programs. Clients are provided with supportive services such as transportation, if needed. FSCs also refer clients and coordinate with other local service providers that offer assistance such as adult training/educational services, child care, mental health, and substance abuse counseling/treatment. FSCs promote colocation of multiple services in one service facility to reduce the barriers clients may face in accessing needed services. These service facilities are located in 16 strategically-identified areas throughout the city that were identified based on census tracts with the highest level of poverty and areas of the city with an increasing number of low-income households.

**SP-65 Lead based paint Hazards – 91.215(i)**

**Actions to address LBP hazards and increase access to housing without LBP hazards**

The City of Los Angeles takes this preventable poison in older homes very seriously, and for 20 years—1997 to 2017—HCIDLA operated a Lead Hazard Remediation Program (LHRP) funded with HUD competitive grants for lead hazard reduction. Since the City is not currently able to apply for that grant, CDBG funds recently have been authorized and allocated through the annual Action Planning process to continue serving low-income city residents with young children to reduce and prevent lead poisoning. LHRP focuses on remediating housing in high-risk lead hazard areas. High-risk communities contain:

- A concentration of pre-1940 housing;
- Households with young children (younger than 6 years old);
• Low-income residents;
• A high percentage of rental units;
• Minority neighborhoods; and
• A significant number of cases reported with elevated blood lead levels.

The LHRP goal is to identify and control lead hazards before children under the age of six are exposed and poisoned. Assistance is also provided to families with elevated lead levels. The LHRP is responsible for inspecting and financing the mitigation of lead hazards in properties receiving assistance, conducting outreach and education, and ensuring contractors are lead certified by the State as well as RRP certified. In previous years, the HUD grants provided resources for LHRP to collaborate with community-based organizations to provide lead outreach and lead prevention education.

The methods used by LHRP to identify and remediate hazardous lead-based paint include: nondestructive testing, a combination Paint Inspection and Risk Assessment Report, removal and replacement, enclosure, paint stabilization, friction and impact surface treatment, encapsulation and other control methods. Clearance samples are taken at the end to ensure the unit is lead safe. The program ensures compliance with HUD guidelines revised in 2012.

Additionally, LHRP staff coordinates its efforts with various health jurisdictions, community-based organizations, public sector partners and other governmental agencies. LHRP staff participate in the Southern California Health and Housing Council (SCHHC), a partnership to prevent childhood lead poisoning and environmental hazards in housing. The SCHHC consists of County of Los Angeles Public Health, Childhood Lead Poisoning Prevention Program representatives, community groups, tenant advocates, and others concerned with lead poisoning prevention issues in the greater LA area.

For many years, Santa Clara County has led a group of plaintiffs including LA County in a lawsuit charging three paint companies of creating a public nuisance with lead paint. A verdict in 2014 awarded more than $1 billion in damages to Santa Clara County and the other plaintiffs to be used to remediate lead hazards in residential properties (http://www.latimes.com/business/hiltzik/la-fi-hiltzik-lead-paint-ruling-20171115-story.html). That verdict was appealed by the defendants; a new ruling in 2017 reduced the verdict to approximately $600 million, which was immediately appealed. And now, the paint companies are using a new tactic—a state ballot initiative to be voted on in November 2018, which would require California taxpayers not the paint companies, to pay for lead hazard remediation—among other changes (http://www.latimes.com/business/hiltzik/la-fi-hiltzik-lead-paint-20180119-story.html).

Most recently, in May 2018, one of the companies, NL Industries, announced that “Although NL does not agree with the ruling in the courts, and by settling does not admit to any of the claims in the case, NL would prefer that its limited financial resources be used to fund public health programs rather than be spent on continued litigation.” It is also withdrawing from the initiative campaign (https://www.sfcityattorney.org/2018/05/17/ca-cities-counties-announce-settlement-agreement-nl-industries-lead-paint/).

This decision means that approximately $60 million will be available for use by the Counties of Santa Clara, Los Angeles, Alameda, Monterey, San Mateo, Solano, and Ventura; the City and County of San
Francisco; and the Cities of Oakland and San Diego to address lead paint in homes. Although the City of Los Angeles is not a plaintiff, the County of Los Angeles did participate in the lawsuit and some funds are expected to be available to remediate lead hazards in the city. The City will be coordinating efforts with the County on this issue.

**How are the actions listed above related to the extent of lead poisoning and hazards?**

Data provided in *MA-20 Housing Market Analysis: Condition of Housing* shows that 83% of all owner-occupied housing (409,879 units) and 75% of all renter-occupied housing (617,605 units) in Los Angeles was built before 1980, which means that most city residents could be exposed to lead-based paint hazards in their homes. These numbers are daunting. HCIDLA’s Lead Hazard Remediation Program does good work, but its resources are insufficient compared to the need.

The lead paint verdict funds from NL Industries mentioned above will help to pay for remediation of properties built before 1951. Identifying the highest and best use of those funds, and developing the programmatic delivery mechanisms will be important tasks for 2018.

**How are the actions listed above integrated into housing policies and procedures?**

Because there have never been sufficient resources to address lead-based paint hazards in housing, for nearly 15 years a local partnership has supported the ability of HCIDLA’s Systematic Code Enforcement Program (SCEP) to enforce state law requiring lead-safe work practices. This law applies when repairs are being made in rental housing to respond to SCEP’s *Notices to Comply* by correcting code violations. As mentioned elsewhere, when interior walls that once were covered with lead paint are disturbed (i.e., opened up) to fix plumbing or electrical problems, the fine lead dust created by that disturbance can poison infants, children under six and pregnant women. LHRP staff work closely with SCEP inspectors and the local Healthy Homes Collaborative and the County Childhood Lead Poisoning Prevention Project to enforce the state law.

In addition, all housing rehabilitation programs supported with HCIDLA funds must comply with all applicable lead safety regulations. The new NOAH (naturally occurring affordable housing) program will require lead hazard remediation as part of the rehabilitation of each property purchased with those resources, as any other acquisition and rehabilitation program will when used for a property built before 1978.

**SP-70 Anti-Poverty Strategy – 91.215(j)**

**Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

**Permanent Supportive Housing**

Over 1,600 of the new affordable housing units planned for 2018 to 2022 are designated for permanent supportive housing (PSH), which will include the colocati on of mental health and health services, drug
and alcohol treatment, education and job training, and other supportive services that foster the stability and self-sufficiency of persons who have experienced being homeless. PSH and mixed-use developments also help to create job opportunities for people with low-income, which further promotes family economic stabilization.

**FamilySource System**

In an effort to reduce the number of families experiencing poverty in LA, the City implemented a service delivery system in 2009, the FamilySource System (FSS). The FSS, consisting of 16 strategically placed centers, provides an infrastructure to deliver coordinated, outcome-driven services to the most vulnerable city residents, positions the City to pursue and leverage additional resources to augment existing funding, and presents a platform for the City to implement anti-poverty initiatives.

Consisting of a consortium of nonprofit service providers, each center provides a cadre of services to assist low-income families with children ages 17 and under to become self-sufficient. This multigenerational strategy is focused on reducing barriers to economic opportunity by 1) increasing family income and economic resources and 2) increasing youth academic success.

The FSS serves approximately 50,000 low-income clients annually. Clients may receive services either as universal access clients or case-managed clients. The System is designed to address the multiple needs and barriers low-income clients face. Although provision of services under a case management framework continues to be an integral anti-poverty strategy, the requirement to provide services to universal access clients is in recognition of the need for emergency or short-term services for clients that may not require or are unable to participate in case-managed activities. A program goal is for 5,000 low-income residents, who are determined to be in need of comprehensive services that may extend over a period of time, to be enrolled as case-managed clients. Core services include financial literacy, education services (i.e., GED, ESL, literacy classes, etc.), parenting classes, tutoring, mentoring, and youth leadership development.

The FSS requires multi-benefit screening be conducted for all interested clients to help them access public benefits for which they are eligible. Common public benefits that low-income families qualify for include tax credits, nutritional benefits (e.g., foods stamps, WIC), subsidized health insurance, low-cost auto insurance, and utilities discount programs. Clients are provided with supportive services such as transportation, if needed. FamilySource Centers (FSC) also refer clients and coordinate with other local service providers that offer assistance such as adult training/educational services, child care, mental health, and substance abuse counseling/treatment.

The FSS promotes colocation of multiple services in one service facility to reduce the barriers clients may face in accessing needed services. These service facilities are located in strategically-identified areas within the city. Service areas were identified based on census tracts with the highest level of poverty and areas of the city with an increasing number of low-income households.
**LA College Promise**

The FSS is a partner with the Mayor’s Office, Los Angeles Community College District (LACCD), Los Angeles Unified School District (LAUSD), LA Chamber of Commerce, and private philanthropy in the LA College Promise. The Promise reduces the financial barrier to accessing higher education by offering high school graduates waived tuition for the first year of community college. The Promise is a comprehensive strategy designed to support students to complete a higher education degree and/or a workforce certificate, and includes priority enrollment and a dedicated support team providing a wide array of academic and student support services. FSCs have College Corners with college preparation resources that support the LA College Promise.

**Economic and Workforce Development Department (EWDD)**

The Los Angeles Workforce Development Board draft Annual Plan for 2018 includes the following strategies aimed at supporting those most vulnerable to being or becoming unemployed.

1) The Los Angeles County Probation Department, EWDD, Aging and Community Services developed the INVEST program to establish a multidisciplinary approach to rehabilitation and job attainment for reentry populations throughout LA County. The program includes education and skills development, employment retention strategies, system navigation, intervention, and the creation of a rehabilitation and career attainment support team that includes the probation officer. The ultimate goal is to create new ideas, opportunities, and solutions for making this population employable and financially stable.

2) A layoff aversion strategy will be implemented in partnership with economic development and business associations, by assisting companies to save jobs and prevent the loss of employment, through the following activities and more:
   a) Identifying at risk businesses that exhibit stress factors such as low credit rating, bankruptcy declaration, history of making late payments, or any other factors
   b) Creating action plans for individualized services and referring to appropriate resources and training
   c) Convening regional meetings to create "early warning systems" that can alert of problem areas/industries

3) The YouthSource System is made up of 14 youth centers that focus on high school dropout recovery and offer extensive services to low-income youth aged 14-24 who are in and out of school. These services that help to overcome barriers such as basic skills deficiencies and status as a foster youth, youth offender, pregnant/parenting youth, homeless youth, or youth with a disability, include:
   a) Academic tutoring
   b) Evidence-based dropout prevention and recovery strategies that lead to completion of secondary school diploma or its recognized equivalent or for a recognized post-secondary credential
   c) Paid and unpaid work experiences
   d) Occupational skill training that align with in-demand industry sectors or occupations
   e) Supportive services, mentoring, comprehensive guidance and counseling
f) Entrepreneurial skills training

In 2016, the City Council and Mayor adopted the Jobs and Business Advancement in Los Angeles Action Plan in cooperation with City departments. The plan consists of 12 strategies to establish structured programs to support job development over the long-term, such as:
- Assisting small business owners to navigate the various permitting and licensing requirements of different City departments
- Examining how City contracting procedures can be streamlined to allow for greater participation by smaller businesses
- Creating incentive zones based on area income, unemployment rates and other factors.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The FSS serves as a focal point for the interconnection of various supports that affect the economic stabilization of low-income families, including accessing and maintaining affordable housing. These linkages include the following:

HCIDLA Rent Stabilization and Compliance programs: Telephone hotline and six public counters located citywide that assist residents with fair housing, habitability, and rent stabilization issues.

LAHSA Family Solutions Centers: Regionally coordinated system of care for homeless families that provides rapid rehousing and ongoing case management to assist homeless families to secure and maintain safe, stable permanent housing, with eight centers located countywide.

Domestic Violence/Human Trafficking Shelters: Emergency and transitional shelters for survivors of domestic violence provide confidential refuge and supportive services that promote safety, stability and economic opportunity. A new component for survivors of human trafficking will be implemented in 2018.

WorkSource Centers: Various employment services for job seekers and business services to help fill open positions are available at 19 sites located citywide. A specialized program, called LA RISE (Los Angeles Regional Initiative for Social Enterprise), is available to youth or individuals who have been previously homeless or incarcerated, providing a pathway to permanent, stable employment.

LAUSD Programs: LAUSD Pupil Service and Attendance Counselors (PSACs) are collocated at most FSCs to support students and their parents with services, training and other resources leading to improved academic performance and graduation. The PSACs also assist with more specialized services, including

- LAUSD’s Homeless Student Program, which connects with the LAHSA Family Solutions Centers as well as the FamilySource System to secure housing and supportive services for homeless students and their families.
LAUSD Wellness Center Network of school-based community health clinics established throughout the district to provide health and wellness services to students and their families.

The City will continue to improve on these and other connections to nonprofit, government and other resources to promote streamlined access by low-income families to a unified scope of supports for economic stability.

**SP-80 Monitoring – 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Due to the variety of projects funded in a large city such as Los Angeles, monitoring standards and procedures are developed for each project. There are many similarities across these various program-specific monitoring procedures; such as determining the eligibility and national objectives, determining performance goals, budgets and work plans, which, along with standard contract compliance requirements, are usually documented in agreements with nonprofit organizations or businesses. Monitoring consists of reviewing invoices for appropriate expenditures, tracking compliance with performance reporting, and conducting site visits.

**HOUSING & HOMELESS ASSISTANCE PROGRAMS**

**Affordable Housing**

HCIDLA follows its Affordable Housing Managed Pipeline policy and procedure manual, which covers monitoring procedures for compliance with HOME at all phases of a project, including:

- Key administrative requirements
- Rental housing activities
- Program design and implementation
- Monitoring project development
- Monitoring long-term occupancy
- Monitoring of subrecipients

**Project Milestones**

The development cycle begins with application review, and the commitment to completion period is estimated at 2.5-3 years. Intermediate milestones that are tracked include:
• **Award of leveraged financing sources:** Leverage financing sources include Low Income Housing Tax Credits (LIHTC), state and local funding sources and private bank loans. As a requirement of the HCIDLA commitment, each prospective borrower must immediately apply for at least one of the above sources and receive an award within one year after the HCIDLA commitment is obtained.

• **Project Readiness:** A project demonstrates readiness within 90-180 days of receipt of leveraged financing source as demonstrated by receipt of a building permit, an executed construction contract, complete set of plans and building specifications.

• **Start of Construction:** Start is demonstrated by the developer’s issuance of a Notice to Proceed.

• **Construction Schedule:** Construction generally lasts from 12-18 months depending upon the extent of construction, size of building and other building criteria.

• **Construction Completion:** Completion is evidenced by a Notice of Completion, Final Building Sign off by the City’s Department of Building and Safety (DBS), or a Certificate of Occupancy.

• **Marketing and Lease-Up:** Marketing and lease-up is generally a 3-6 month process.

**Financing Phase**

HOME requirements checked at the application review and financing phase include:

- Status of the HOME grant to ensure that the 24-month deadline to commit and 4-year deadline to expend funds are complied with
- HOME match requirements to ensure that the 12.5% match requirement is met
- Minimum HOME subsidy amount of $1,000 per rental unit as well as the maximum 221(d)(3) per unit limit subsidy amounts

Before any funds can be released, loan agreements and related documents must be signed by the borrower and the City. Agreements include repayment terms, habitability standards, owner residency, tenant eligibility, rent affordability guidelines, and definitions of the above milestones. Low-income tenancy and affordable rents are effectuated through a covenant recorded against the property title, so it runs with the land. Covenants have provisions that require annual tenant recertification and periodic physical inspections when required by the grant.

**Construction Phase**

Construction Specialists inspect project sites regularly throughout the construction phase; their approval is required before the City pays the builder’s invoices. DBS also plays a role, as it will not issue building permits unless all code requirements have been met. HCIDLA staff also monitor for minority business outreach and Section 3 compliance in the construction process.

**Occupancy Monitoring**

Upon project completion and lease-up, HCIDLA monitors over 50,000 units of affordable housing financed with HOME, HOPWA, CDBG, tax-exempt mortgage revenue bonds, and other public sources, including the housing portfolio of the former Community Redevelopment Agency. Projects are
monitored for compliance with federal, state, and local regulations, recorded regulatory agreements, and land use covenants associated with affordable housing.

HCIDLA monitors to ensure that tenants residing in restricted housing units are income-eligible and that they pay rents that are within program limits, by reviewing documentation that is submitted by owners to demonstrate compliance with occupancy requirements. For HOME-funded projects, site visits are conducted to review a sample of tenant files at least every three years to verify information submitted by the owners. HOME site visits are performed more frequently if the project is determined to be noncompliant with occupancy requirements. All property owners are notified of the annual updates to rent and income schedules so that they may be implemented appropriately. A material breach of these terms, as well as financial repayment, may result in acceleration of the loan and/or foreclosure action against the collateral property. A qualified consultant chosen via a competitive process also manages a significant portion of the occupancy monitoring function.

Site visits are also performed, at least every three years, at HOME-funded housing developments to determine that the project meets the property standards during the period of affordability. All other affordable rental developments are subject to HCIDLA’s Systematic Code Enforcement Program (SCEP). SCEP inspects all rental housing on a four-year cycle and responds to complaints filed by the public through its hotline and website.

**Housing Rehabilitation Programs**

Requests for Proposals (RFP) are conducted for housing rehabilitation programs, such as Handyworker, Lead Hazard Remediation (LHRP) and Urgent Repair. The RFP specifies program goals, objectives, performance schedules, standards for the service or product to be provided, and grant requirements, such as a description of the eligible client population and lead-based paint certification requirements. LHRP follows the guidelines of the Office of Lead Hazard Control and Healthy Homes program.

HCIDLA selects contractors competitively and, upon approval by the City Council and Mayor, executes agreements that include the scope of work, measurable products, performance standards, and the City’s remedies when a contractor fails to perform. The RFPs and contractor selection are on the agendas at multiple public meetings with opportunities for public comment.

HCIDLA staff monitors each contractor’s progress toward goals and compliance with performance standards by analyzing contractors’ reports and invoices, conducting on-site reviews, and other methods. The remedy process, which may include a period to correct deficiencies, is implemented for contractors that are not meeting goals or standards.

**Housing Opportunities for Persons with AIDS (HOPWA)**

The HOPWA program is countywide and involves about 20 contracts with nonprofit service providers, four housing authority contracts, two information technology consultant contracts, and one fiscal monitoring contract to implement the different program components. Most contractors are selected through a competitive RFP process. HCIDLA staff conducts at least one annual site visit per contractor.
The on-site monitoring and review sessions cover the administrative and program aspects of the contractual agreements in place with the service-providing organizations, and generally consist of the following: an entrance conference to discuss the review components with designated staff; a review of client and program files; a discussion related to a prior administrative review, including but not limited to any questions related to invoice timeliness and accuracy, policies and procedures, etc.; and an exit conference. Client documentation must include a HIV/AIDS diagnosis form, income verification and the services received. Reviews of policies and procedures examine such topics as admission requirements, waitlist procedures, client confidentiality, termination of service, and grievances. A final monitoring report, including the allowance for a response period, is issued to document every site visit, and a clearance letter is issued once any findings are resolved satisfactorily. HCIDLA contracts with a consultant to provide on-site financial monitoring to ensure agencies’ accounting and invoicing procedures are accurate and comply with HUD and Office of Management and Budget regulations.

Los Angeles Homeless Services Authority (LAHSA)

HCIDLA monitors LAHSA’s City-funded homeless assistance programs via the following: 1) desk review, 2) on-site monitoring, and 3) single audit report review. As part of its desk review, HCIDLA staff reviews and analyzes fiscal and program information and reports submitted by LAHSA on an ongoing basis. This includes monthly invoices; quarterly client/program performance reports; and program and budget modification requests, which are submitted as needed. HCIDLA staff conducts an annual, on-site review of LAHSA’s administrative, fiscal, and programmatic operations. HCIDLA staff reviews LAHSA’s single audit report, which is prepared by an independent accounting firm and submitted to HCIDLA on an annual basis. HCIDLA staff also attends and actively participates in the monthly meetings of LAHSA’s Finance, Contracts and Grants Management, Programs and Evaluation, and Policy and Planning subcommittees, and the LAHSA Commission.

LAHSA ensures compliance with federal, state, and local requirements by conducting annual risk assessments of all LAHSA-funded subrecipients. The risk assessment determines the frequency and breadth of monitoring. Subrecipients determined to be high risk have more comprehensive monitoring done while low and moderate risk subrecipients selected for monitoring have more narrowly focused monitoring. Monitoring scope and procedures are standardized and documented in written policies and procedures. HCIDLA staff conducts joint site visits to subrecipients with LAHSA monitoring staff.

PUBLIC FACILITIES & NEIGHBORHOOD IMPROVEMENTS

HCIDLA’s Neighborhood Improvement (NI) Unit monitors capital improvement projects involving construction and/or acquisition of City-owned and nonprofit owned properties. Memoranda of Understanding (MOU) are executed, and amended as needed, with each City department that is awarded funding for various public facility and infrastructure projects. Each project’s documentation identifies the site location(s), specific uses of funding, national objective, matrix code, approved site uses, and other key elements, many of which become terms incorporated into the contracts/MOUs. Contracts are executed with nonprofit organizations, or for-profit businesses for exterior improvements in accordance with federal regulations. Contracts/MOUs include performance schedules and grant
requirements.

The NI Unit conducts desk reviews and site visits, and provides technical assistance to City departments and nonprofit agencies concerning MOU/contract execution, procurement (including minority business outreach and Section 3), invoice approval, signage, prevailing wage, project timeliness, overall project management and compliance with other relevant regulations. Other HCIDLA staff also conducts comprehensive project eligibility reviews, assistance with preparing eligibility documentation, data collection for HUD reporting, guidance on compliance issues such as Section 3, and fiscal review.

The NI Unit and other HCIDLA staff meet with awardees at the beginning of the program year to provide training for projects that are newly funded and to discuss the progress of projects funded in previous years. In addition, training sessions are held throughout the year regarding submitting project documentation for newly funded projects and submitting performance data on all projects. All funded entities are required to submit quarterly performance reports to HCIDLA for all projects until they are considered complete under the relevant laws and regulations. Projects that do not progress in a timely manner must submit revised performance and construction schedules and expenditure plans, and are subject to having funding reprogrammed.

PUBLIC SERVICES

FamilySource Center

The FamilySource Center program currently has 16 agencies that implement program services. Three HCIDLA analysts conduct desk reviews, site visits, and provide technical assistance to these agencies. The program analysts conduct quarterly site visits where they would initially discuss program design, implementation, and expectation on the first site visit and the succeeding visits will be focused on performance review. These visits include the review of fiscal, administrative, and client files. The monitors also provide the necessary technical assistance to ensure that program goals are met. In addition, monthly meetings are held for all agency executive directors and key program staff and utilize this opportunity as a venue to discuss program and administrative issues and challenges as well as to provide information, polices, guidelines and instructions.

Aging Services Delivery System

The CDBG funded Aging Services Delivery System, is administered through the Los Angeles Department of Aging (LADOA). The Emergency Alert Response System (EARS) program provides case management, medical communications and personal security equipment to seniors to ensure quick and efficient response to any emergency that may occur in the home. Critical Signal Technologies (CST) operates the program citywide and performs monthly checks of EARS equipment to ensure that all devices are operating appropriately. CST also prepares performance reports that are reviewed by LADOA staff, documenting the number of clients, false medical responses and other information on a monthly basis. LADOA and Case Managers from contracted agencies also monitor EARS clients continually to ensure proper and effective service delivery. LADOA staff review and approve CST’s invoices to ensure
Evidence Based Programs (EBPs) provide older adults with programs that enhance wellness skills. A service provider was selected for each of the 15 geographic Aging Service Areas through a competitive RFP process. LADOA monitors are assigned to each provider and the monitors perform on-site monitoring visits and reports on a biannual basis. The EBP service providers also complete and submit performance reports on a quarterly basis for review by LADOA. LADOA staff review and approve EBP providers’ invoices to ensure compliance with program requirements.

**ECONOMIC DEVELOPMENT**

**BusinessSource Centers (BSC)**

The BSC program is operated by nine contractors located throughout the city. The City’s Economic and Workforce Development Department (EWDD) monitors conduct quarterly site visits that include an entrance conference and exit interview to discuss quarterly scorecard performance and address any findings uncovered during the visit. EWDD staff ensures proper signage is displayed with City co-branding; review client files to confirm reporting is accurate and validated by proper documentation; and note and record findings and opportunities for improvement. A formal site visit report is sent to the Executive Director of each contracted agency, citing any deficiencies, recommendations for improvement, and required action.

**Other Economic Development Programs**

EWDD monitors a variety of economic development projects, including clean technology and other business incubators and a social enterprise project operated by nonprofit organizations. EWDD monitoring staff conduct a minimum of two annual site visits to monitor compliance with contract terms, program performance, client files, contractor administration, contractor fiscal practices and rate of expenditure, and overall performance. Additionally, monitors provide technical assistance to contractors on a number of topics including, but not limited to, contract requirements; job creation and retention; procurement; budget and expenditures; and grant requirements and regulations.

**Loan Portfolio Management**

Over 100 economic development CDBG and/or Section 108 loans have been funded or are in process by EWDD. Loans are monitored in accordance with contract requirements for performance as well as City, state and federal regulatory compliance and financial obligation. EWDD staff monitor for appropriate expenditures, relocation, procurement (including minority business outreach and Section 3), signage, construction labor prevailing wages, insurance, financial reporting, job creation/retention reports and condition of the collateral, by conducting desk reviews and site visits. As with NI projects, EWDD loans in process that do not meet timely progress must submit revised performance and construction schedules and expenditure plans, and are subject to having funding reprogrammed. EWDD staff also report regularly to the City Council and Mayor, HCIDLA and HUD on portfolio performance, and respond to periodic audits from the offices of the City’s Controller and HUD’s program and Inspector General.
INTERNAL TECHNICAL ASSISTANCE

HCIDLA staff provides technical assistance and guidance to all other City departments that receive CDBG funds. This includes comprehensive project eligibility reviews and assistance in preparing eligibility documentation, data collection for HUD reporting, guidance on compliance issues such as Section 3, and support from accounting. HCIDLA staff meets with each City department throughout the year to train on applying for the following year’s funding, submitting project documentation for newly funded projects, project management for newly funded projects and submitting performance data on all projects. These meetings include discussions of projects in progress funded in previous years. Departments are required to submit quarterly performance reports to HCIDLA staff for all funded projects, until they are considered complete under the relevant laws and regulations.