

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Affordable housing developers apply for funding through LAHD’s Affordable Housing Managed Pipeline (AHMP), which includes HUD grant sources. LAHD also manages the Affordable Housing Bond Program, which uses municipal bonds to fund affordable housing, and exercises considerable control over the allocation of the 9% Low Income Housing Tax Credit (LIHTC) allocation, the key financial leveraging source for the development of affordable housing. The leveraging of LIHTC and other sources helps ensure that projects admitted into the AHMP can be successfully financed and completed. In addition to projects receiving funding commitments, projects funded in prior years are completed and become ready for occupancy during the program year. Please note the categories in Table 10 are not mutually exclusive, for example, a special needs household may also be homeless. Additionally, goals are based on the number of housing units expected to be completed and ready for occupancy. LAHD continues to have a yearly goal of 700 units, comprising 250 supportive housing units and 450 affordable housing units.

Additional programs will support the rehabilitation or acquisition of existing units and ensure the accessibility of units.

One Year Goals for the Number of Households to be Supported	
Homeless	250
Non-Homeless	450
Special-Needs	0
Total	700

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	700
Rehab of Existing Units	331
Acquisition of Existing Units	55
Total	1,086

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

Rehab of Existing Units includes 311 homeowner units through the Single-Family Rehabilitation-Handyman Program and 20 units through the Lead Hazard Remediation Program. The

Rental applications include a section to be filled out by applicants requesting an accommodation with the reasons why the applicant needs the accessible features of a unit or other accommodations. Applicants are not required to disclose a disability under any circumstances, and information disclosed shall be limited to only what is necessary to establish the disability-related need for the required accommodation or modification. Outreach efforts to the people in the community with disabilities include, but are not limited to, notices and other communications describing the availability of such units; specific information regarding the features of accessible units; eligibility criteria; and application procedures.

In addition, Accessible Housing Program staff work collaboratively with Community Investment for Families Department (CIFD) staff who administer Con Plan-funded services, including FamilySource Centers, to conduct outreach and education sessions informing low-income households about the City's Accessible Housing Program and Revised Fair Housing Policies.

AP-60 Public Housing – 91.220(h)

Introduction

Much of the Housing Authority of the City of Los Angeles' (HACLA) public housing stock was built in the 1940's and as such requires significant capital improvements such as new plumbing lines or new roofs. HACLA has prioritized addressing the infrastructure needs (plumbing and electrical) of the public housing sites over the past few years and will continue to do so until all sites have been upgraded. Along with upgrading the infrastructure at the public housing sites, HACLA felt it necessary to provide a sense of community for the residents making visible improvements. Things like new windows, exterior painting, building signage, trash enclosures and landscaping with drought tolerant plants would further beautify the sites.

Further, HACLA will continue to remove lead based paint and asbestos containing materials from the residential units on an on-going basis as part of HACLA's commitment to the health and safety of the residents. Also, to meet the accessibility needs of the disabled residents, HACLA will continue to provide reasonable accommodations such as grab bars, wheelchair ramps and chair lifts.

Actions planned during the next year to address the needs to public housing

In 2019, HACLA initiated an extensive Physical Needs Assessment (PNA) of its housing stock, over \$468 million in capital needs for the public housing inventory was identified. Unfortunately, with an anticipated annual funding level of \$20 million, it will be impossible to address all of the needs. Though funding for public housing capital needs is limited, HACLA plans to address the following projects through 2023:

- William Mead window repair/replacement
- Pueblo Del Rio window replacement
- Estrada Courts window replacement
- Plumbing replacement (gas, water, and sewer lines) at Avalon Gardens, Mar Vista Gardens, Gonzaque Village, Nickerson Gardens, Imperial Courts, Pueblo Del Rio, and William Mead
- Electrical upgrades at Estrada Courts, Gonzaque Village and Pico Gardens
- Roof replacement at Imperial Courts and Pueblo Del Rio and as needed roof repairs for all sites
- Pueblo Del Rio and Imperial Courts social hall renovations
- Playground renovations at Nickerson Gardens and Ramona Gardens; ballfield renovation at Imperial Courts

- Parking lot improvement and upgrade project — all sites
- Neighborhood enhancements at Pueblo Del Rio and Extension that will include the painting of building exterior, new signage, security doors, trash enclosures and lights. Additionally, Gonzaque Village, Avalon Gardens and Mar Vista Gardens will receive painting of building exterior, new signage and landscaping.
- Imperial Courts reconfigure existing one bedroom units to fully Americans with Disabilities Act (ADA) compliant accessible units

In 2019, HACLA completed its 20-year Vision Plan, which created a blueprint for the future of public housing properties. The plan reviewed each property using an extensive matrix of data points that evaluated the property’s physical needs, operational functionality, redevelopment potential and service needs. Each property has now been categorized for redevelopment, substantial rehabilitation or light rehabilitation / service enhancement. Within each category the properties have been tiered in priority order for investment based on how they scored for need. This categorization and prioritization will be applied as HACLA considers its capital investments annually and looks at longer term property investments. Current properties under some stage of redevelopment include Jordan Downs, Rose Hill Courts and Rancho San Pedro. HACLA will be undertaking a more concentrated study for redevelopment of its William Mead Property in 2020.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

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 representatives from the development and have five officers—positions normally include a President, Vice-President, Secretary, Treasurer and Sergeant-at-Arms. Among the eligibility requirements to run for a RAC position, candidates must be in good standing, at least 18 years old, listed on the lease for the unit they reside in, and must not have served more than two full terms as a RAC board member.

In addition to the RACs, at each site the Housing Authority Resident Advisory Council (HARAC) is made up of one representative from each public housing site, with the goal of providing a collective resident voice on important issues and ensuring resident representation in the absence of a functioning RAC. HARAC members are elected at the same time as RAC members and may serve on both boards.

Under normal pre-COVID 19 circumstances, there are seven general leadership training meetings with RAC board members where they provide input on the annual Agency Plan, comment on draft policy changes affecting residents and participate in implementing HACLA’s citywide Vision Plan for public housing. Staff also meet with individual RACs on a monthly basis and provide briefings on important topics as necessary. Site RACs will usually also hold regular monthly resident meetings to discuss important issues affecting their development and provide educational and training programs.

Usually, quarterly meetings with the HARAC are held in January, April, July, and October of each year to receive information regarding current programs and policies and inform HACLA of resident concerns. Results of the quarterly meetings are reported back to residents at the monthly RAC site meetings.

Quarterly meetings are generally held offsite to show board members the range of housing offered by HACLA. The offsite meetings also aim to give HARAC members insight into possible future strategies for providing low-income housing. On important issues, such as the participatory budget process, HARAC members are invited to join their RAC colleagues at a general leadership meeting.

Given the pandemic-related restrictions on in-person gatherings, the types of meetings listed above are taking place via Zoom and other software platforms or via teleconference. This practice will continue until large in-person gatherings are no longer considered a threat to public health and safety.

New RAC Boards and HARAC elections are administered by an independent third party: The League of Women Voters, Los Angeles (LWVLA). HACLA anticipates the LWVLA will conduct independent RAC/HARAC elections at six public housing sites during 2022.

HACLA currently does not have a homeownership program for the public housing component, although it does have a Section 8 homeownership program. Since the program's inception in 2000, HACLA has successfully assisted 72 clients to become homeowners. Of the 72, 28 of which are still in the program receiving assistance. As of December 31, 2021 of the 28 participants receiving assistance, the average housing assistance payment for the homeownership program participants is \$901.63.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Currently HACLA is a high performer in the Section 8 Management Assessment Program (SEMAP) as well as in the Public Housing Assessment System (PHAS). Both programs anticipate to retain this distinction in future evaluation years.

Discussion

Another important matter affecting public housing sites is that HUD is proposing an overhaul of the physical inspection component of PHAS. This component makes up 40% of the agency's overall PHAS score. In recent years, HUD has made it more difficult for PHAs to win appeals on questionable "deficiencies" cited. While HUD is developing its new protocol ("NSpire"), they have already begun a drastic change in the scheduling of inspections. Under the new rule, property owners are only provided a 14-day window notice for an inspection. This makes any planning for housing authorities for training and other events very difficult and will also place a strain on housing authorities to reallocate the limited resources available to accommodate such scheduling restrictions. While HACLA's public housing properties are part of the demonstration, due to the pandemic, HUD has delayed the NSpire demonstration and will extend it into the spring of 2023. In spring of 2021, HUD released revised standards for the protocol, but has yet to release additional information or a proposed scoring notice.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

As the lead agency for the Los Angeles Continuum of Care (LA CoC), the Los Angeles Homeless Services Authority (LAHSA) works closely with the City of Los Angeles and LA CoC housing and service providers to ensure that homeless services and activities address the unique barriers faced by the individuals, youth, and families experiencing homelessness.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

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

In light of the COVID-19 public health crisis, the LA CoC has continued COVID-19 emergency response efforts in addition to maintaining regular operations to meet the needs of the community. The Los Angeles Homeless Services Authority (LAHSA) partnered with the State of California, cities, and private motel and hotel operators to launch Project Roomkey (PRK), an effort to bring an especially vulnerable subset of the homeless population into hotel and motel rooms where they could isolate, practice social distancing, and reduce their likelihood of contracting COVID-19.

The cornerstone of the effort is the LA Recovery Rehousing Strategy, a goal to rapidly move high-risk, high-acuity people experiencing homelessness into permanent housing—including the more than 9,000 people who have been brought into habitat since March 2020 at unprecedented speed through PRK. The immediate goals for the strategy include the following:

1. **No Returns from COVID-19 Response to the Street:** Anyone sheltered through Project Roomkey or any of the other COVID-19 response interim housing should not exit back to unsheltered homelessness.
2. **Rapidly House 15,000 of the Most Vulnerable People:** With COVID-19 likely to continue to present a threat to the health and safety of Angelenos, this recovery plan should move Los Angeles County's most vulnerable people experiencing homelessness into housing as rapidly as possible. These housing placements should be in addition to the thousands that the Los Angeles homeless system already expects to house to ensure that this commitment does not reduce needed resources for families, youth, and other individuals.
3. **Reduce Inflow into Homelessness:** As COVID-19 leads to dramatic increases in unemployment, inflow into homelessness is expected to spike. This plan should ensure that upstream systems take measures to keep people in their homes while also scaling up the prevention tools of the homeless system.

4. **Prepare Systems for Future Crisis:** While the Los Angeles homeless system has scaled up rapidly to address the moment at hand, it has placed inordinate strain on the system. A recovery plan should put in place the mechanisms to ensure the system can scale up as needed when faced with future crises.
5. **Ensure Racial Equity Throughout:** Prior to COVID-19, homelessness disproportionately impacted the Black/African American community in Los Angeles. With COVID-19 exacerbating this racial inequality, a COVID-19 recovery plan must actively address racial inequality.

The full COVID-19 Recovery Plan Framework for People Experiencing Homelessness can be found at www.lahsa.org.

One-year goals also include, in addition to the framework, the LA CoC to align resources within the broader crisis response system to ensure participants have efficient and fair access to resources (e.g., Supplemental Nutrition Assistance Program, Supplemental Security Income, mental health and substance abuse programs). LAHSA focuses on enhancing the region's prevention resources, increasing outreach capacity, connecting more persons to income supports, expediting the housing placement process, and supporting an increased supply of housing options. The overarching goals include the following:

- Shorten the length of time persons remain homeless
- Reduce the number of persons returning to homelessness
- Increase income and job access for people experiencing homelessness
- Reduce the number of persons who become homeless for the first time
- Increase successful housing placements in both interim and permanent housing

Reaching Out

Through LAHSA's outreach teams, the City of Los Angeles plans on increasing connections between unsheltered individuals and families to the Coordinated Entry System (CES). Currently there are an estimated 241 outreach teams deployed throughout LA City and County. This work has been bolstered through the launch of the LA County Homeless Outreach Portal (LA-HOP), which allows the City to more efficiently receive requests for people needing outreach and quickly deploy appropriate outreach services to people experiencing unsheltered homelessness.

LAHSA's Homeless Engagement Team (HET) provides direct outreach to individuals experiencing homelessness. HET members travel throughout Los Angeles County and build personal relationships with their clients. In response to COVID-19, HET has played a key role in offering and coordinating a wide variety of outreach efforts:

- Coordinating COVID-19 testing sites with other key community stakeholders.
- Recommending and referring participants to Project Roomkey (PRK) sites.

- Providing housing navigation services.
- Identifying COVID-19 vulnerable persons using LAHSA’s custom app and producing tier 1 referrals.
- Conducting wellness checks for symptomatic and asymptomatic participants.
- Prioritizing critical areas for public health intervention in the case of positive cases.

Additionally, HET continues to participate in the City of LA’s comprehensive Cleaning and Rapid Engagement (CARE) teams, a collaboration of various providers and City of LA departments to ensure streets and sidewalks are clean while delivering resources for those experiencing homelessness. HET continues to work with the LA City Public Library, various county departments, and local service providers to bring services and resources as needed.

Through coordination by regional Outreach Coordinators and collaboration with a variety of outreach teams, including the Measure H-funded Multi-Disciplinary Teams (MDTs - clinical outreach teams staffed by medical, mental health, substance abuse professionals, and those with lived experience), HET participates in numerous outreach events across the city. HET alongside the MDTs and other teams have been working together to connect people in city-funded emergency shelters (e.g., A Bridge Home). HET also participates in Homeless Connect events still happening regularly across the city.

LAHSA continues to participate in the County + City + Community (C3) interdisciplinary outreach teams. These teams identify the highest-acuity unsheltered homeless individuals dwelling in specific geographic areas who are eligible for permanent housing through the Housing for Health program administered by the LA County Department of Health Services. By using an interdisciplinary approach, the teams can immediately address a variety of basic needs such as mental health, substance abuse, physical health, mainstream benefits, and shelter, while working with clients toward permanent housing.

Through close collaboration with the LA Mayor's office specialized homelessness task force, known as the Mayor’s Office of City Homelessness Initiatives (MOCHI), LAHSA’s Unified Homeless Response Center, (UHRC) Coordinator assists in coordinating LAHSA’s outreach response to the City of LA’s priority encampment areas. The UHRC Coordinator is also responsible for participating in the UHRC’s efforts to develop additional strategies and best practices to assess the needs of people experiencing homelessness and efficiently connect them to appropriate crisis housing, bridge housing, and permanent housing opportunities.

Assessing Needs

As it relates to assessing needs among persons at risk for homelessness, LAHSA has developed an evidence-informed prevention screening tool to more effectively identify those who are the most at-risk and appropriately target limited prevention assistance. In addition to CES, referral hotline staff, city departments, mainstream providers (e.g., public social services offices and senior centers), and other entities working with populations at risk of homelessness have been trained on screening and referrals for prevention assistance. Prevention assistance includes housing and income stabilization, housing placement, property owner mediation, relocation, and financial assistance. Diversion services include problem solving, administration of flexible funds, service linkages, and housing search services. LAHSA also funds legal agencies to address relevant legal issues for at-risk persons (e.g., evictions).

LAHSA has developed and implemented diversion (Problem-Solving) training and related best-practices across both mainstream system partners and entry points of the LA Coordinated Entry System (CES) including Street Outreach, Shelter, Access Centers, and CES Access Points. Through a Problem-Solving intervention, trained staff quickly assess and respond to immediate housing assistance needs among persons at risk of homelessness or experiencing literal homelessness who are newly presenting to or continuing engagement with the LA County homeless crisis response system. In cases where persons experiencing literal homelessness are unable to rapidly resolve their housing crisis through an initial Problem-Solving intervention, participants progress through the standardized CES assessment process at the CES entry point that is most accessible to and preferred by the participant (i.e., Access Center, mobile or site-based CES Access Point, Street Outreach, or Shelter). Each entry point administers a standardized triage tool that captures baseline information about participant characteristics used to inform their level of service need and most appropriate service pathway. CES operates with unique CES Surveys for Adults, Families, and Youth to assess population-specific needs with reliability. CES Survey information can be updated when participants experience a significant life change such as a new mental health diagnosis or a change in housing status. Additional CES assessment occurs through ongoing case conferencing implemented at the subregional level, through which participant needs are examined in more detail on an as-needed basis to inform service connections and vulnerability. Myriad system partners, including Department of Mental Health and Department of Health Services, as well as CES providers participate in regular case conferencing meetings.

Addressing the emergency shelter and transitional housing needs of homeless persons

LAHSA currently uses LA City CDBG, LA City and County ESG, LA City and County General Funds, LA County DPSS funds, and LA County Measure H to fund the operation of shelter beds. There are a number of different strategies that LAHSA employs for interim housing to respond to the unique needs for families and adults without children:

Winter Shelter Program (WSP): WSP provides overnight shelter, meals, bathroom and shower facilities, and engages homeless persons in case management to assess their homeless history and current needs to place them in appropriate longer-term interim housing or transitional housing programs so that they can work toward permanent housing status. During the COVID-19 pandemic, the program expanded from operating 14 hours a day to operating at 24 hours a day. Winter Shelter this season includes:

- o 433 beds overall
- o 12 sites (7 sites totaling 277 beds in the City of Los Angeles)
- o 347 daily beds (228 beds in the City of Los Angeles)
- o 83 beds for Augmented Winter Shelter (activation only, 49 beds in the City of Los Angeles)

- o 211 LA County funded to operate call and referral center, provide transportation, and (when activated) provide motel vouchers for City-based participants
- Crisis Housing: The Crisis Housing component of the shelter program has broad eligibility requirements and a 90-day time limit for residence that can be extended as participants work towards permanent housing goals. These beds may be utilized by anyone, including people who are newly homeless or face low barriers to reentering permanent housing. Shelter staff offers them some case management and linkages to other resources.
- Bridge Housing: The Bridge Housing component are beds reserved for people who are already matched to a housing resource (e.g., a Housing Choice Voucher) or persons with high vulnerabilities and acuties who are likely to be matched to a permanent housing resource. Bridge Housing participants receive more intensive housing navigation and case management services and can stay in the shelter up to 180 days (with possible extensions).
 - o Discharge from institutions (e.g., jail, prison, hospital, etc.): Through the Coordinated Entry System (CES) referral process, matchers coordinate with points of contact to secure interim housing.
 - o A Bridge Home: For high acuity participants at targeted encampments in partnership between the city and LAHSA to reduce street-based encampments.
- Transitional Housing (TH): LAHSA's TH programs primarily target youth ages 18-24 who are pregnant or parenting and/or youth aging out. TH provides 24 months of services and shelter and transitions into PSH from there.
- Domestic Violence: LAHSA places a high priority on interim housing for survivors of domestic violence. During the HUD CoC Program funding competitions, LAHSA engages its domestic violence service providers and applies for HUD DV projects. For FY 2019, the LA CoC was awarded nearly 200 new DV transitional housing and rapid rehousing beds (TH-RRH) which will be implemented during the 2020 and 2021 year. For FY 2020, no new funding opportunities were available as HUD canceled the competition due to the COVID-19 pandemic.

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 utilizes the LA County Coordinated Entry System (CES) to serve all individuals and households experiencing homelessness. CES provides a no wrong door approach, universal assessment, clear points of access, and a more streamlined system. Individuals and households are connected to resources based on needs, eligibility, and prioritization.

The development, implementation, and operation of CES is intended to remove the institutional barriers that often hinder persons experiencing homelessness from becoming stabilized in housing. Through the

community-based approach offered by CES, homeless individuals, families with children, and youth no longer have to travel from program to program retelling the history of their homeless experience to find a program that will meet their needs. The screening, standardized assessment, and connection to appropriate services and housing facilitated by CES avoids duplication of effort and decreases the length of time in accessing services. All of these efforts are intended to decrease the length of time it takes an individual or family to return to housing. LAHSA continues to refine system processes to increase system efficiencies.

At the beginning of 2020, LAHSA implemented Housing Central Command (HCC), a new initiative launched by LAHSA to revamp how city, county and federal agencies work together and increase the speed and effectiveness with which the system helps people experiencing homelessness move into supportive housing. HCC establishes unprecedented real-time awareness of LA's permanent supportive housing (PSH) portfolio across all jurisdictions and funding streams, including how many units are available, which are vacant, and how quickly the thousands of case managers, providers and partners are moving people into them. HCC is based on a crisis response model developed by the U.S. Department of Housing and Urban Development to rehouse people after natural disasters.

HCC partners include the LA County Department of Health Services, the LA County Department of Mental Health, Housing Authority for the City of Los Angeles (HACLA), Los Angeles County Development Authority (LACDA), Veterans Affairs, Department of Public Social Services (DPSS), and the LA Housing and Community Investment for Families Department (CIFD). HCC will create an efficient supportive housing inventory system that quickly matches people experiencing homelessness to housing, and ensure that LAHSA and its partners are working collaboratively.

HCC priorities include, but are not limited to, PSH inventory reconciliation, the development of a universal housing application, data integration across key stakeholders, streamline document readiness service providers, and development of a centralized inventory management team.

In 2020, LAHSA worked intensively with providers in the Family system to decrease caseloads, improve case conferencing, and increase system exits so as to improve the ability to connect families to permanent housing. This has resulted in increased successful returns to housing for families experiencing homelessness. In 2022, LAHSA is working closely with Interim Housing programs, Housing Navigation programs, and Time-Limited Subsidy programs (such as Rapid Re-Housing) to coordinate services across providers and improve flow from Interim Housing to permanent housing destinations. By targeting Housing Navigation services to those in Interim Housing, reserving Time Limited Subsidy capacity for those in Interim Housing, and shifting to a 'slot-based' management system for programming, households experiencing homelessness will have a smoother and quicker transition to permanent housing.

Capacity building will occur by assisting agencies to meet the growing demands required of them to quickly and effectively move households into permanent housing. To accomplish this, LAHSA's Capacity Building team focuses on developing training and technical assistance opportunities for CES participating

agencies. The Capacity Building unit manages the Centralized Training Academy to ensure all case managers within the CoC are appropriately trained and informed on critical elements, such as trauma-informed care and motivational interviewing.

To shorten the length of time individuals and families remain homeless, LAHSA incorporated problem-solving with flexible funding across all interventions and at mainstream services sites, increased funding for housing navigation services to assist high needs individuals with the housing application process, increased the local property owner incentive program to help people quickly obtain housing units, and supported the implementation of programs to increase the supply of permanent housing.

To reduce returns to homelessness, LAHSA continues to increase funding for case management in both new and existing supportive housing programs to ensure participants receive adequate, ongoing stabilization and retention services. LAHSA's prevention program for individuals and families prioritizes households who previously exited a homeless program and have become unstable again, providing them with property owner mediation, housing search/placement, legal services, financial assistance, and other supportive services. LAHSA implemented a shallow subsidy program to assist persons who have exhausted their Rapid Re-Housing services, are unlikely to increase their income, and will remain highly rent-burdened without continued financial aid.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Problem-Solving is a person-centered, short-term housing intervention that seeks to assist households in maintaining their current housing or identifying an immediate and safe housing alternative within their own social network. This strategy is a strengths-based approach that utilizes conversation and empowerment methods to help resolve the household's housing crisis, or quickly connect them to existing emergency or crisis housing services, by working alongside them in an empowering manner. It is LAHSA's mission to shift to a Problem-Solving focused culture by integrating this intervention throughout all facets of the system. The goal is to divert 20 percent of individuals or households at an entry point of the homeless system, as well as to help them to move more rapidly through the Coordinated Entry System (CES). This approach will help individuals or households safely avoid the stress and trauma of homeless episodes, as well as target resources more effectively.

CES continues to work closely with City of LA's FamilySource Centers 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 property owner mediation, financial assistance, and housing stability case management. Through local funding, the LA CoC has prevention and diversion funding to provide financial assistance and supportive services to prevent homelessness. With this funding resource having greater demand than the resource can provide, assistance is targeted to households through a tool

created to identify those at greatest risk of becoming homeless, prioritizing households that have been previously homeless.

LAHSA coordinates with several public systems of care as well as publicly funded institutions to help prevent individuals and households accessing services from these systems from becoming homeless and to prevent persons exiting institutions and systems from discharging into homelessness. LAHSA works closely with the Los Angeles County Department of Children and Family Services (DCFS), Department of Health Services (DHS), Department of Mental Health (DMH), Department of Probation (Probation), and Department of Public Health (DPH) Substance Abuse Prevention, nearly all of whom operate under requirements stipulated by California State law or county regulations regarding effective discharge planning to ensure individuals and families are not discharged into homelessness.

LAHSA also administers funds from County Strategy B7 to focus on providing bridge housing for those exiting institutions, including those exiting from private hospitals, private urgent care, jails and custody settings, mental health outpatient treatment, residential substance use disorder treatment facilities, substance use disorder outpatient treatment, and the foster care system. B7-funded providers must provide bridge housing and services to individuals who have exited any of these institutions within the last two months.

LAHSA and various Los Angeles County health agencies (DHS and DMH) continue to work with hospitals that serve a high number of homeless individuals. The Universal Referral Form connects hospitals with LAHSA and its healthcare partners to review and provide appropriate placements when discharging homeless individuals from the hospital. LAHSA's Healthcare Integration Coordinator works to streamline processes and ensure cross-communication with both hospitals and system partners.

Discussion

In summary, LAHSA provides funding, system leadership and coordination, program design, evaluations, and technical assistance to over 100 nonprofit partner agencies that assist people experiencing homelessness to achieve independence and stability in housing. LAHSA's partner agencies provide a continuum of programs ranging from problem solving, prevention, outreach, access centers, interim housing (e.g., emergency shelters, bridge shelters, safe havens, transitional), and permanent housing, along with the necessary supportive services designed to provide the tools and resources required to attain a stable housing environment. Since 2020, LAHSA and its partners have leveraged the available resources detailed within this consolidated plan to prevent, prepare for, and respond to COVID-19 to ensure the community's most vulnerable people experiencing homelessness are safe and able to access housing and supportive services. LAHSA will continue in its mission to drive the collaborative strategic vision to create solutions for the crisis of homelessness grounded in compassion, equity, and inclusion.

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AP-70 HOPWA Goals– 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	210
Tenant-based rental assistance	410
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	152
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	726
Total	1,498

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Building housing that is affordable to households of all income levels and appropriate for persons living with disabilities or other special needs involves many challenges. The supply, distribution, and cost of housing in Los Angeles 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. Los Angeles is now nearly built-out and there is a shortage of appropriately-zoned and suitably-sized vacant land for affordable multifamily development. Due to this shortage, new housing construction often results in the demolition of older apartment buildings, displacing their residents, and resulting in new high-cost apartments unaffordable to those displaced or most renters.

The COVID-19 public health crisis and the resulting economic recession has put additional pressure on the existing affordable housing crisis by putting more residents at risk of losing their housing. A May 2020 UCLA study estimates that 365,000 renter households in LA County are unemployed and likely unable to pay rent, and another 36,000 households are at risk of homelessness.

Barriers to affordable housing also include Not In My Back Yard (NIMBY) opposition in many neighborhoods, as well as insufficient 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, facilitate residential development, and expand tenant protections, which are described below and in other parts of this Annual Action Plan.

Another current barrier to affordable housing as of May 2022 is the high inflation rates caused by a number of factors, including supply chain constraints and an unstable economic environment. Inflation causes prices to rise across the board, from building materials and other costs, and to ultimately rents. Already, Los Angeles is one of the highest cost of living areas in the country, and there are few, if any, options for the City to take to reduce the problems of inflation and a high cost of living, besides to try to alleviate the symptomatic burdens felt by low-income Angelenos through various social programs.

[1] <https://luskin.ucla.edu/new-study-warns-of-looming-eviction-crisis-in-los-angeles-county>

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

A number of initiatives by the City to address some of the barriers and negative impacts of governmental regulations on residential development in recent years address the need for additional funding, particularly for 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 persons experiencing homelessness; temporary shelters and facilities; affordable 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 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 ten-year period.
- Also in November 2016, the voters of Los Angeles County (which includes 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 in affordable housing built near public transit. Measure M revenue has been severely impacted by the public health crisis, and revenue may continue to be lower than projected for years to come.
- In 2017, the voters of Los Angeles County approved Measure H, a sales tax increase that has generated 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 and stable housing. These funds will leverage the Proposition HHH and other resources allocated for homeless housing and services.
- 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. The City's Municipal Code was amended by an Ordinance that 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. As of December 2021, the Affordable Housing Linkage Fee has produced a total revenue of more than \$53.6 million, and is producing on average at least \$17 million a year.
- January 2022 marks the sixth consecutive year that California's Strategic Growth Council has awarded Affordable Housing and Sustainable Communities (AHSC) Program funds to the City of Los Angeles, with the total award of \$163.3 million dollars. Combined with the prior AHSC awards, the City has successfully secured approximately \$494.2 million to support 35 developments with 3,872 new housing units, of which 3,558 are affordable, and an array of greenhouse gas emission-reducing transit infrastructure projects.

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- In 2019, over 27,000 housing units were approved through planning entitlements, of which 5,662 (about 21%) were affordable housing units. In 2020, over 24,000 housing units were approved through planning entitlements, of which 4,790 (about 20%) were affordable housing units. In 2021, over 14,917 housing units were approved through planning entitlements, of which 3,487 (about 23%) were affordable housing units.
- The City committed \$200 million in 2016 to increase the supply of accessible affordable housing, in response to a lawsuit against the City. The lawsuit alleged 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. The lawsuit also alleged that the City and CRA/LA 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. Over a ten- year period, the City will ensure that at least 4,000 of its affordable housing units meet federal architectural accessibility standards. The City has launched and is implementing several programs to ensure that the accessible units are made available to those in need in more effective methods.

Los Angeles City Planning (LACP) and the Los Angeles Housing Department (LAHD) have 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 the following:

- **Housing Element Update:** The City recently adopted its 2021-2029 Housing Element on November 6, 2021. The Housing Element is a state required component of the General Plan and provides an eight-year plan for increasing housing opportunities, particularly affordable housing in higher resource areas of the City. State law requires the Housing Element to demonstrate sufficient zoned capacity for housing to accommodate the number of units identified in the Regional Housing Needs Assessment (RHNA) allocation of 456,643 units. Within the next three years, the City will be exploring a variety of methods for achieving this goal, including adopting various incentive programs that require affordable housing.
- **Affordable Housing Project Review Procedures:** In 2012 LACP and the Los Angeles Department of Building and Safety (LADBS) presented a new development reform framework to more effectively coordinate the review of proposed affordable housing development plans by those departments and LAHD. The City is now looking at new measures to streamline 100% affordable housing projects.
- **Parallel Design Permitting Process:** LACP and LADBS established a program to allow the review of a project’s construction permits during its conceptual design phase. The program applies to projects with 100 or more units, and to affordable housing projects through a process referred

to as the Affordable Housing Approval Process. This program significantly reduces approval processing timelines for housing development projects.

- Small Lot Policy Design Guide: The guide was released in 2014 to facilitate the use of small properties for new residential construction.
- Value Capture Ordinance: Adopted January 2018, the Value Capture ordinance instituted affordable housing requirements on certain entitlement applications seeking additional density or floor area for mixed-use and commercial projects. The ordinance aligns affordability requirements for planning entitlements that allow for increased density or floor area ratio.
- Transit Oriented Communities Affordable Housing Incentive Program Guidelines (TOC Guidelines): Developed pursuant to Measure JJJ and approved by city voters in November 2016 (discussed below), the program became effective in late 2017. The TOC program provides generous density bonuses to projects located within a half mile of a major transit stop provided that they include a certain percentage and level of on-site affordable housing units. Between 2017 and December 2020, the TOC program produced applications for more than 35,000 housing units throughout the City. More than 7,500 (or 22%) of these units are restricted affordable units. The popularity of the TOC program indicates that it offers the housing development community the kinds of incentives that alleviate constraints posed by development standards throughout the City.
- Interim Motel Conversion Ordinance (IMCO): Adopted in 2018, the IMCO provides a streamlined process for the retrofit and temporary reuse of underutilized motels and hotels for supportive and transitional housing — promoting creative and cost-effective strategies that can provide solutions for people experiencing homelessness.
- Permanent Supportive Housing Ordinance: Adopted in 2018, the ordinance established an administrative review process for qualifying supportive housing projects, as well as relaxed certain development standards such as density limitations and minimum parking requirements, helping to remove regulatory barriers and streamline the review process. This allows for the quicker production of this resource aimed at populations experiencing homelessness.
- Home-Sharing Ordinance: The Home Sharing Ordinance became effective in 2019, and established a regulatory framework to permit short-term rentals in one's primary residence. This ordinance is intended to prevent the wholesale conversion of housing units into short-term rental properties, while still allowing responsible home-sharing to continue to operate. The ordinance restricts the use of home-sharing to primary residences only to minimize effects on the City's long-term housing stock, and prohibits home-sharing in any units subject to the City's Rent Stabilization Ordinance. The ordinance also establishes a registration process and enforcement policies against any unpermitted short-term rentals throughout the city.
- Accessory Dwelling Unit (ADU) Ordinance: One of the major barriers to affordable housing is the simple sprawl of Los Angeles and the fact that a great deal of the city is zoned for single family occupancy. A way to reconcile this is through relaxed ADU laws, allowing homeowners to build accessory dwellings without the burden of rezoning. By design, ADUs tend to be more affordable to build and rent because they do not involve the purchase of land or major new infrastructure. Recent changes to State law have allowed ADUs to be constructed on properties with an existing or proposed single family dwelling. In 2019, the City adopted an ADU ordinance, which incorporated the state ADU standards into the Los Angeles Municipal Code. The City's ADU Ordinance further regulates the size and form of ADUs in relation to the main home, requires additional standards for construction of new ADUs in certain hillside neighborhoods, and allows for Movable Tiny Houses to be used as ADUs.

- Density Bonus Ordinance: On January 25, 2021, the Department of City Planning issued a memo regarding an important change to the local interpretation and application of the City's Density Bonus Ordinance. In line with state law, the City now permits projects solely requesting "on-menu" incentives to be processed ministerially by the Department. This rendered on-menu incentives requested by density bonus projects exempt from analysis under CEQA. Although it is too early to fully evaluate the impacts of this change, the Department expects to see an increase in density bonus projects being processed ministerially and leading to an increase in affordable housing units throughout the City.
- The State of California enacted Senate Bill (SB) 35 in 2017, and Assembly Bill (AB) 2162 in 2018. Both state bills provide for a ministerial review process, but each has its own eligibility requirements and review criteria. SB 35 currently applies only to residential or mixed-use developments with at least 50% of the units set-aside as affordable for lower income households (80% of area median income or below), based on the City's current Regional Housing Needs Assessment (RHNA) progress. AB 2162 applies only to 100% affordable projects that include at least 25% of the units as supportive housing. The Department of City Planning created a new administrative procedure that became effective on September 25, 2020, for processing and tracking housing developments that request these types of state streamlining, called a Streamlined Infill Project (SIP). The SIP process is designed to ensure that eligible projects meet all the necessary objective zoning standards, while providing a streamlined ministerial review process. SIP projects are not subject to CEQA or public hearings, and any appeal process in the Municipal Code unique to the type of entitlement being requested will not be utilized.

Barrier removal efforts underway include the following:

- Housing Element RHNA Rezoning Program: The City's 2021-2029 Housing Element must demonstrate sufficient zoning capacity to accommodate the City's 2021-2029 Regional Housing Needs Assessment (RHNA) allocation of 456,643 housing units, of which 184,721 units must be affordable to lower income households. To meet the RHNA allocation during the eight-year planning period, the Housing Element proposes a Rezoning Program that prioritizes additional housing capacity, particularly lower-income capacity, in Higher Opportunity Areas, and promotes housing near jobs, transit, and along major corridors. The program emphasizes the integration of strategies, for example: an update to the Density Bonus Program, and utilization of affordable housing overlays to maximize affordable housing production, promote mixed-income communities, and provide advantages to majority affordable projects throughout various areas of the City.
- The City's 2021-2029 Housing Element aims to address the need for affordable housing distribution through its Citywide Housing Needs Assessment by Community Plan Area program. This program is an effort to update the City's growth strategy (General Plan Framework Element) to create a new community housing needs assessment methodology that would allocate citywide housing targets across Community Plan areas in a way that would address patterns of racial and economic segregation, promote jobs/housing balance, provide ample housing opportunities, and affirmatively further fair housing. The goal of this program is to include the creation of numerical housing goals and zoning targets for each Community Plan Area, and subareas, by income category. This will encourage an equitable distribution of affordable housing in the City.

- Inclusionary Housing Feasibility Analysis: The City is in the process of evaluating a potential inclusionary zoning requirement. The City expects to have initial findings regarding financial feasibility and applicability by the Summer of 2022.
- Density Bonus Ordinance Update: The City is embarking on an effort to comprehensively update its Density Bonus Program (LAMC 12.22.A.25) to bring it into alignment with state law and to create more opportunities for the production of affordable housing. The update will reflect recent changes to state law that have significantly expanded incentives for 100% affordable, special needs, and mixed-income projects located near transit. The update will also incorporate strategies to promote greater affordability, particularly in strong market areas of the City, create new incentives for senior and other special needs housing, and possibly include permanent or 99-year affordability terms for the affordable units included in mixed-income development projects. The program has been used widely in Los Angeles since its adoption in 2008. Between 2015 and 2020, 34,728 units were approved via the program, of which 6,784 (approximately 20%) units were covenanted affordable housing units. With the Density Bonus Update, the City aims to significantly further, encourage, and facilitate the production of affordable housing in the near future.
- Re:code LA is the first comprehensive overhaul of the City’s 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. Begun in 2013, 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. The needs of the city have changed drastically, and Re:code LA will create a Zoning Code to realize the needs of a 21st Century LA. The zoning code re-tooling also revises project review procedures to improve 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. The new zoning framework was unveiled in 2020, as a responsive, modern, tailored system that will eventually be applied citywide. Re:code LA also addresses recommendations of the City Planning Commission that the City Council adopt LACP’s Department Processes and Procedures Ordinance, which as of March 2021 is under consideration. The proposed ordinance would consolidate over 100 existing processes to about 50, laying the groundwork for a more user-friendly, transparent, and predictable set of rules for project review.
- Community Plan Updates: The City has 35 Community Plans that provide the specific neighborhood-level detail, relevant policies, and implementation strategies necessary to achieve the General Plan objectives, including the objectives of the Housing Element. All 35 Community Plans will be updated every six years, more often than in recent years. Throughout the City, 16 plans are currently being updated, and 14 plans will be updated in the future. Updated Community Plans will incorporate a hybrid form-based code to allow and accommodate more by-right multi-family housing, and will also include local incentive programs with ministerial “base/bonus” incentives that encourage multi-family development and affordable housing unit production.

Article 34 Repeal: In the California State Constitution, Article 34 is a law that requires a local vote on whether to allow low-income housing in the area. It is an unnecessary hurdle for affordable housing developers and empowers NIMBYs to block or reject projects. It was conceived in 1950 as a thinly-veiled attack on desegregation, as it was thought that affordable housing would bring racial and ethnic minorities into areas. The City’s current authority only allows a maximum of

3,500 units per council district for affordable housing projects subject to Article 34 restrictions. Numerous council districts today are close to reaching their limit with five council districts having less than one-thousand authorized units remaining. The City will seek to increase the cap by asking voters for their approval to amend the existing authority in the November 2022 General Election. State legislation (SCA-2) has also been introduced to potentially put the repeal of Article 34 from the State Constitution on the November 2022 ballot as well.

Discussion:

The above-described actions to identify and address barriers to affordable housing will continue during the 2022-23 program year, as a coordinated effort involving various City departments and other stakeholders.

AP-85 Other Actions – 91.220(k)

Introduction:

A variety of actions are planned to address the needs of low-income residents, including addressing homelessness, increasing the supply of permanent supportive and affordable housing, lead-based paint hazard mitigation, improving the livability of the city, and reducing poverty.

Actions planned to address obstacles to meeting underserved needs

Addressing the needs of people experiencing homelessness

According to the 2020 Greater Los Angeles Homeless Count, homelessness reached 66,436 people in Los Angeles County. This represents a 12.7% rise from the 2019 point-in-time count. The City of Los Angeles saw a 16.1% rise to 41,290. The count results were announced at a time when systems of care and institutions across the country started to reckon with the systemic bias and racism nested in policies, procedures, and practices. A 2019 report issued by the LAHSA Commission's Ad Hoc Committee on Black People Experiencing Homelessness highlighted the finding that black people are represented four times more among people experiencing homelessness than in the LA County population overall and called on the homeless services delivery system and mainstream systems of care to implement its recommendations to address the inequity.

In conjunction with its partners, the City of LA has been taking, and will continue to take, a multi-pronged approach to addressing homelessness, including the disproportionately large percentage of unsheltered persons. These prongs include the following:

- **Prevention:** Moving towards a citywide homelessness prevention program, including increasing the capacity of mainstream systems to identify and assist persons at high risk of homelessness. For example, the City's FamilySource Centers (16 in all), which are one-stop shops providing anti-poverty services to low-income families, now provide problem-solving services to divert at-risk families from entering the homeless services system. As part of its comprehensive prevention approach, the City of LA is developing an Eviction Prevention and Defense Program which would provide legal assistance to persons at risk of eviction, who are often on the brink of homelessness.
- **Street Outreach:** Hundreds of outreach staff, including persons with lived-experience, specialized mental health professionals, addiction counselors, and nurses, will continue to engage persons experiencing homelessness and link them to available services.
- **Interim Housing:** LAHSA has implemented various interim housing programs, including but not limited to the Winter Shelter Program, Transitional Housing, and Bridge Housing (For more details, see AP-65). In particular, the City of LA is rapidly expanding the supply of low-barrier shelters through A Bridge Home, Mayor Garcetti's initiative to address street homelessness and large encampments through targeted investments in neighborhoods most impacted by

unsheltered homelessness. The City of LA has 30 Bridge Housing sites open or in development, representing 2,131 beds, using land it owns or leases to expedite the siting and opening of these facilities. These sites support housing placement services, and wellness resources through connection into the Coordinated Entry System process. In addition, the City of Los Angeles, has invested in new forms of interim housing programs that utilize available property and use of individual transitional pallet shelters to support bringing people safely indoors.

- **Safe Parking:** Safe Parking programs are a safe and legal homelessness intervention to stabilize and connect to resources for people who are living in their vehicles. All program locations include access to a restroom facility and security measures in place. There are currently 26 sites, representing 589 available spaces. Additional services include: on-site case management, 3 meals per day, shower trailers and additional financial assistance.
- **Permanent Housing:** In 2016, the LA City Council placed proposition HHH (\$1.2 billion bond) on the ballot to finance the construction of permanent supportive and affordable housing. To date, nearly 6,000 units of supportive housing have been approved for funding in the City of LA. Buildings are beginning to open, and in the coming years more permanent supportive housing units will open and be targeted to chronically homeless persons. In addition, through County Measure H, the City of LA and its partners have dramatically increased resources dedicated to rapid rehousing and housing navigation services, providing an increasing number of moderate and high barrier households with landlord outreach, apartment search, rental applications, security deposits, and rent subsidies. The City of LA will continue to scale its housing efforts through these strategies of new permanent supportive housing and expanded rapid rehousing and housing navigation services.

Addressing the Needs of Older Adults

The Los Angeles Department of Aging (LADOA) hosts annual public hearings, conducts satisfaction surveys, reviews best practices from other city departments and municipalities, and research and policy reports from universities, research groups and nonprofit organizations to identify the needs of older Angelenos. LADOA also meets bi-monthly with its service providers and its Council on Aging Advisory Board to identify needs, evaluate service delivery, explore program modifications, and develop strategies to meet the needs of the city's older adult population. As a result, LADOA has enhanced the quality of its nutrition program by incorporating the good food purchasing policy, ensuring that meals are nutritious and prepared with fresh, locally-grown food. LADOA has also advocated for funding for Mini- Multipurpose Senior Centers targeting historically underserved populations such as LGBTQ older adults, older individuals experiencing homelessness, older individuals with disabilities and low-income older adults.

Purposeful Aging LA

Purposeful Aging LA (PALA) is a directive issued by Mayor Eric Garcetti that aims to improve seniors' quality of life by focusing on their needs across all agencies within City government. Led by the Department of Aging, PALA unites public, private, and nonprofit partners to meet the civic needs of an aging populace. Key partners include the Milken Institute, AARP California, County of LA Community and Senior Services, the USC Leonard Davis School of Gerontology, and the UCLA Los Angeles Community Academic Partnership for Research in Aging. The City's Purposeful Aging Task Force coordinates departments to consider how issues like impaired physical mobility, diminished

sensory awareness, and economic limitations may have an impact on how services are delivered and how older adults interface with City government. As a result of the initiative, the Los Angeles Housing Department (LAHD) was identified as a key partner due to the Handyworker Program that provides minor home repairs, including the installation of safety devices such as smoke detectors, carbon monoxide detectors, and seismic shutoff valves; and accessibility improvements such as handrails, grab bars, disabled access toilets for older Angelenos. LAHD also provides housing assistance to older Angelenos, including an affordable and accessible housing registry, an Emergency Renters' Assistance Program (ERAP) and an Eviction Defense Program as part of Stay Housed LA.

The PALA partnership was formed to help the Los Angeles region prepare for a dramatic demographic shift in the older adult population that will occur by 2030. The PALA partnership generated an Age-Friendly Action Plan report based on the findings from the PALA needs assessment survey. The report highlights recommendations in eight key areas: (1) Civic Participation and Employment, (2) Communication and Information, (3) Community Support and Health Services, (4) Emergency Preparedness and Resilience, (5) Housing, (6) Outdoor Spaces and Buildings, (7) Social Participation and Respect and Social Inclusion and (8) Transportation. The recommendations are intended to enhance the age friendliness of the Los Angeles region for all older adults and multi-generational residents of Los Angeles County, and the County and City intend to implement the recommendations in an equitable manner that would allow all residents to thrive, including by prioritizing interventions of high need communities and populations, and incorporating multi-lingual/multi-ethnic services, a gender lens, and other strategies intended to empower traditionally marginalized communities.

Accessory Dwelling Unit Accelerator Program

To help meet the affordable housing needs of older adults, particularly those who are rent-burdened and on a fixed income, the Mayor's Innovation team in partnership with LAHD launched the City's Accessory Dwelling Unit (ADU) Accelerator Program in 2019. As a result of state and local legislation enacted in 2015 and 2016, incentives to build ADUs have been highly successful, making them the fastest growing segment of new housing construction in LA and comprising 20% of all new housing stock. Between 2015 and 2020, the City of Los Angeles permitted over 16,000 ADUs, which is more than 2000% annual growth in new ADU permits over prior years.

To more effectively use this new housing stock to house low income and homeless households, the ADU Accelerator Program will incentivize homeowners to lease to older adults facing housing insecurity. Made possible by a \$1 million grant from the Bloomberg Philanthropies, as part of U.S. Mayors Challenge, plus a commitment of \$1 million from the local Affordable Housing Linkage Fee, the City of Los Angeles will provide rent subsidies to ADU owners to make their properties available to low-income seniors at or below 60% of AMI for a period of five years.

The LA ADU Accelerator Program is a pilot program and is based on a successful tenant matching model that provides affordable housing, case management, supportive services, and alternative housing options for low-income and formerly homeless residents aged 62 or older. The focus of this effort is on fostering positive relationships between homeowners with extra space and lower-income seniors seeking stable housing. Recognizing that most ADU owners are new landlords who may need assistance with responsibilities such as property management, the pilot program also provides landlord training for homeowners in the program. In addition, the program service provider will work with each tenant to create a long-term housing plan to ensure they continue to

have stable housing prior to the end of the five-year term, which may include enrolling clients in other shared housing programs or affordable housing units.

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Addressing the needs of Survivors of Domestic Violence and Human Trafficking

The COVID-19 pandemic continues to cause significant obstacles for survivors of domestic violence, human trafficking and sexual assault. Several programs have been launched to provide survivors with a spectrum of care that meets them wherever they are on their journey. Restraining Order Clinic, that allows survivors to have legal assistance filling out, filing and attending a restraining order hearing. This helps survivors avoid the stress of a courthouse while also keeping them physically safer in a smaller, less populated facility than the courthouse.

Crisis to Shelter, a 1-5 day hotel program for people referred by law enforcement or a medical facility. Due to COVID-19 many survivors do not feel safe in communal living situations like the typical emergency shelter environment, and in a hotel they are isolated and safe. Rising costs of hotels however has been a barrier given the current amount of funding.

Survivor First is a financial support program for permanent housing that prevents homelessness by offering survivors financial assistance for an array of services designed to help them obtain or maintain their permanent housing. Some barriers include clients coming into our jurisdiction due to homelessness and a need to house clients in different geographical areas for their safety.

Actions planned to foster and maintain affordable housing

Affordable Housing Managed Pipeline

For many years, the City has financed the production of hundreds of affordable housing units annually through the leveraging of a number of financing sources, including low income housing tax credits, HOME, CDBG, HOPWA, competitive housing grants funded by state housing bonds and greenhouse gas reduction funds, tax-exempt mortgage revenue bond finance (i.e., private activity bonds), and private financing. With the recent addition of resources from local Proposition HHH, the development of thousands of supportive and affordable housing units will be underway during the program year.

At-Risk Affordable Housing Preservation

LAHD monitors approximately 32,000 restricted affordable housing units. The future expiration and termination of restricted affordable housing units pose potential threats to the City and tenants, which can lead to a loss of affordability and subsequent tenant displacement. Housing units are at risk of losing their rental subsidies or affordability restrictions through the combined expiration of covenants or termination of rental subsidies during and beyond the program year.

Since 2013, the city permanently lost more than 1,600 restricted, affordable housing units. To prevent further loss of these units, LAHD has dedicated staff to track and prioritize at-risk properties; enforce occupancy and notification requirements prior to expiration; identify program funds for preservation; and directly outreach to property owners and residents living in at-risk properties. Outreach to owners helps to identify property owners interested in continuing to provide affordable housing or wishing to sell a property to a preservation buyer. The At-Risk Affordable Housing Database is an internal early warning system to track and analyze the potential impact of expiring covenants and rental subsidy contracts in the City.

LAHD will continue to implement financial and nonfinancial strategies to extend and preserve housing at risk of losing its affordability, such as:

- Monitor and enforce the California State Notice of Intent requirement law that applies to housing with pending expiration/termination of affordability restrictions.
- Review and focus on the highest risk properties and initiate discussions with property owners with outstanding loan balances and expiring covenants to work out potential extensions of covenants.
- Support citywide and interagency efforts to share information, develop preservation action plans, policy development and preemptive efforts to protect the city's affordable housing.
- Partner with community-based organizations to conduct tenant outreach and education to increase the awareness of residents living in at-risk properties of their rights and responsibilities,

covenant and restriction expiration, and potential housing alternatives.

- Continue to issue tax-exempt and taxable multifamily housing bonds, leveraging 4% tax credits for the long-term preservation of at-risk affordable housing developments.

Preserving Safety and Habitability of Affordable Housing

The Systematic Code Enforcement Program (SCEP) is responsible for maintaining safe and decent rental housing by enforcing the state and local health and safety codes in about 760,000 multifamily residential rental units throughout the city, including covenanted rent-restricted affordable housing. A special SCEP unit inspects HOME-funded affordable housing on a regular basis in compliance with HOME regulations.

Every four years, SCEP performs routine inspections of residential rental properties; SCEP inspects properties with a history of noncompliance more frequently. SCEP focuses on the most hazardous rental housing units, which are typically less than 4% of the total rental properties in the city. In addition, tenants and property owners may continue to file habitability complaints at any time. SCEP also receives referrals from the Fire, Building and Safety, and LA County Public Health Departments on potentially unsafe conditions of rental housing.

SCEP prevents the development of dangerous, substandard and unsanitary living conditions for some of the city's most vulnerable, low-income residents. In the 20 plus years since its inception, this program has done more than any other housing program to preserve the city's existing stock of privately-owned rental housing, and is a national model that was recognized by the Harvard Innovations in American Government Award in 2005. In 2020 the SCEP unit inspected 7,379 properties with 59,758 rental housing units. There were 5,864 Notices to Comply (NTC) issued. The vast majority of the NTCs were for code violations that the owner was responsible to address. In 2020, 11,987 complaints were filed, with 95% of complaint cases being resolved and closed within 120 days. A small number of properties went into additional enforcement programs due to noncompliance. Those are described below.

When owners do not respond to NTCs, a property may be placed on the Rent Escrow Account Program (REAP), which allows tenants to pay reduced rent into an escrow account managed by the City. The property owner may only receive the full rent after demonstrating that necessary repairs have been made and all violations have been corrected. From 7/1/2019-07/31/2021, 423 REAP cases were opened and 567 cases were closed. The average REAP property size was five units, and the average year built was 1933, indicating that older buildings are more likely to be in need of serious repairs. A property owner's continued misconduct may also lead to criminal prosecution.

When property owners fail to promptly correct dangerous housing conditions that pose an immediate threat to occupants of rental housing, the Housing Department's Urgent Repair Program (URP) will intervene in order to prevent displacement of tenants. Through pre-approved contractors, the Housing Department corrects cited violations and restores rental units to a safe and livable condition for the occupants. URP addressed unsafe conditions at 266 housing units from 2019 to 2021.

Foreclosure Registry

City protections continue for residents in rental properties in foreclosure, including single family homes, through the mandatory Foreclosure Registry Program for lienholders. By enforcing requirements outlined in the Foreclosure Registry Ordinance (Chap XVI, Article 4, Los Angeles Municipal Code (LAMC)), this Program protects residential neighborhoods from blight and other public safety and health issues that can result from the lack of adequate maintenance and security of properties in foreclosure, including abandoned properties and vacant lots. All lienholders of residential properties either in default or that have become foreclosed (with title transferred to the foreclosing beneficiary) must inspect and report back on the condition of the property monthly, and properties are also routinely inspected by either the Los Angeles Housing Department (LAHD) or the Los Angeles Department of Building and Safety (LADBS).

Fostering Accessible Affordable Housing

The Accessible Housing Program (AcHP) ensures that multifamily affordable housing constructed with the assistance of the City and/or the former Community Redevelopment Agency of the City of Los Angeles (CRA/LA) is accessible to people with disabilities. This program was established to ensure the City's compliance with and implementation of the Corrected Settlement Agreement (CSA) with Independent Living Centers of Southern California, et al. (CSA), and, more recently, the Voluntary Compliance Agreement (VCA) with HUD. AcHP monitors affordable housing developments and ensures that they are constructed and operated in accordance with all applicable disability and fair housing laws and the City's Revised Fair Housing Policies.

Both the CSA and VCA are ten (10) year agreements, with effective dates of August 2, 2019 for the VCA and September 5, 2016 for the CSA. Pursuant to the terms of the VCA and the CSA, the City is undertaking efforts including, but not limited to, the following:

- City will build or retrofit 4,000 units under the CSA and build or retrofit 4,031 units under the VCA, of which 3,100 must be retrofitted to make them accessible to individuals with mobility impairments and/or hearing/vision impairments; and ensure that these units comply with the applicable accessibility standards under Section 504 of the Rehabilitation Act, the ADA, the federal Fair Housing Amendments Act, Community Development Department of County of Los Angeles Universal Design Principles, and the California Building Code;
- City will achieve the target number of accessible units through increasing the number of required accessible units in new and substantially-rehabilitated developments from 5% mobility units and 2% hearing/vision units to 11% mobility units and 4% hearing/vision units (out of the total units in a development) for new developments;
- City will also achieve the target number of accessible units through surveying City's existing multifamily affordable housing developments to identify deficiencies, and retrofitting a minimum of 3,100 units, where feasible;
- City will ensure that owners and property management agents for Covered Housing Developments adopt and implement the City's Revised Fair Housing Policies;
- City will maintain the Affordable & Accessible Housing Registry at AccessHousingLA.org, which lists all accessible and affordable units, and allows anyone to search and apply for units in Covered Housing Developments

- City will consult with the Department on Disability, CIFD, the Department of Aging and others on the development of a community outreach and informational plan that could include, but not be limited to, community presentations about the Registry; “train the trainers” sessions for housing advocates; and providing assistance at LAHD’s public counters, the AcHP office, FamilySource Centers, and Multipurpose Senior Centers;
- LAHD’s Effective Communications and Reasonable Accommodations Policies have been revised to ensure that the department’s communications with individuals with disabilities are as effective as communications with others, that all staff are aware of how to access LAHD contracted aids and services to provide reasonable accommodations, and that all comply with the guidance in the US Department of Justice’s ADA Guidance on Effective Communication (January 1, 2014);
- LAHD will provide appropriate auxiliary aids and services when requested to ensure that individuals with disabilities have an equal opportunity to participate in, and benefit from, the programs, services, and activities conducted by LAHD;
- LAHD staff, and owners and property managers of Covered Housing Developments, are required to attend annual training on City’s Revised Fair Housing Policies.
- The City has developed a grievance procedure for tenants, applicants and others; instructions and a form are available at AccessHousingLA.org; and
- LAHD provides detailed monthly, quarterly, and semi-annual reports to the plaintiffs, the Court Monitor, HUD, and City management regarding the activities undertaken to carry out these requirements.

Policy Compliance

The Accessible Housing Program will continue to implement and improve its monitoring and compliance efforts pursuant to the deadlines outlined in the VCA and the Monitoring, Compliance, and Enforcement Plan. This includes ongoing monthly training sessions with the City’s Department on Disability; and the ongoing provision of technical assistance to property owners and managers regarding compliance with the requirements of City policies, the CSA, and the VCA.

While maintaining its ongoing obligations for training, monitoring, compliance, and reporting, AcHP Policy expects to conduct the following activities in FY 22-23:

- Complete development of an enforcement procedure for Covered Housing Developments that have not complied with the program requirements
- Fully implement the Enhanced Accessibility Program required by the VCA, which will provide “super-accessible” units in any competitive funding program for developers of affordable housing in the City, including HOME and 9% Low Income Housing Tax Credit funding.
- Train LAHD staff on the required self-evaluation of programs and practices, and the subsequent transition plan that must be completed by all divisions of the department (Self-Evaluation and Transition Plan)
- Conduct required audits of Covered Housing Developments based on both a random survey of projects and certain triggering factors
- Work in partnership with the Los Angeles Homeless Services Authority (LAHSA) to better address the needs of those experiencing homelessness or at risk of homelessness, and the service providers that work with them.

- Develop and conduct additional outreach for tenants and potential applicants, including outreach to families and households that may qualify for accessible housing through the City's network of social service providers. This may include, but is not limited to, working with the City's FamilySource Centers and HOPWA program. The Accessible Housing Program will leverage these networks and social service infrastructure to inform households and families that can best benefit from accessible, affordable housing units.

Retrofit and Construction Program

The Retrofit and Construction staff will continue to work with new construction staff in the City's affordable housing development program (i.e., the City's Proposition HHH and Managed Pipeline programs) as it certifies new developments for accessibility. Specifically, Retrofit and Construction staff will align its process with the established construction monitoring process to identify and ensure through a series of inspections, in anticipation of the unit lease-up phase, such that the appropriate accessibility features are included in respective units and common areas. The Retrofit Unit created a procedure to review the plans and design of covered affordable housing projects, and successfully integrated the procedure as part of the plan check with the Department of Building and Safety (DBS). All covered affordable housing projects now require a plan check clearance from the ACHP Retrofit Unit. The Retrofit Unit is also incorporated with DBS as part of the Temporary Certificate of Occupancy (TCO) and Certificate of Occupancy (CofO) clearance.

In addition, the Retrofit and Construction program will move forward in establishing the process for completing retrofit measures for existing, covered units for which accessibility features are required. The process will include, but not be limited to, selecting and entering into contracts with entities that will complete identified retrofit measures.

Persons Living with HIV/AIDS

HOPWA staff will continue to work to identify and commit funds for the development of new units dedicated to provide permanent supportive housing for HOPWA eligible individuals/families.

Actions planned to reduce lead-based paint hazards

Based on American Community Survey (ACS) data, the City of Los Angeles has approximately one million housing units that are likely to contain lead-based paint hazards. The City takes this preventable hazard very seriously.

The City was awarded \$5.6 Million for the HUD 2019 Lead-Based Paint Hazard Reduction Program grant (LHRG), of which \$5 million is for Lead Hazard Control and \$600,000 dollars for the Healthy Homes Supplement. The Lead Hazard Control grant will be utilized to remediate lead hazards at up to 240 pre-1978 housing units that are occupied by low-income households with children under six years old. However, due to delays caused by the COVID-19 pandemic, LAHD may be only able to assist 120 units. The Healthy Homes supplement will support a wide range of ancillary activities intended to mitigate health and safety hazards in 125 homes – including efforts to prevent trip hazards and control asthma and allergy triggers such as mold, moisture, and pest infestation.

LAHD also collaborates with community-based organizations to provide outreach and lead prevention education. An ancillary goal of the program is to train 30 individuals to work in the lead hazard remediation field as technical staff, lead workers, supervisors and risk assessors.

Additionally, LAHD staff coordinates with various health jurisdictions, community-based organizations, public sector partners, and other governmental agencies. LHRP staff participates 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 Los Angeles area.

LHRP staff collaborates with the California Healthy Housing Coalition (CHHC) to address healthy housing from multiple perspectives. The coalition's priorities represent a comprehensive approach towards achieving healthy housing for all. CHHC organizes itself into three workgroups focused on the following priorities:

- **Lead Poisoning Prevention**—This workgroup focuses on increasing the use of required lead-safe work practices, improving the early identification of lead hazards and children at risk of lead poisoning, and supporting the implementation of newly passed legislation on lead testing; eliminates exposure to lead hazards in the home and improve the identification of and support to lead poisoned children.
- **Habitability**—This workgroup focuses on addressing slumlords/repeat code violators, improving the standard of practice for code enforcement (with a focus on mold), and increasing the adoption of proactive code enforcement policies. CHHC members have developed a series of short videos on integrated pest management (IPM) to help make the case for rental property owners and managers to adopt IPM on their properties. The videos (What is IPM?, Why Use IPM?, and Getting Started: Implementing IPM at your Property), along with links to additional resources, can be found at www.cahealthyhousing.org/ipm.
- **Indoor Air Quality**—This workgroup primarily focuses on addressing housing built near high traffic roadways, second-hand tobacco smoke, integrating health measures into green building standards, and the lead hazard program staff works closely with Code Enforcement inspectors, the local Healthy Homes Collaborative, and the County Childhood Lead Poisoning Prevention Project (CLPPP) to educate property owners on lead safe practices, and to enforce the state laws regarding lead safety.

For the past five years, as a partner in a Centers for Disease Control and Prevention (CDC) funded grant program, LAHD, local community-based organizations, and others have worked with Impact Assessment Inc. to improve public information and outreach regarding lead hazards and how to prevent childhood lead poisoning.

In addition, LAHD is collaborating with CLPPP to ensure compliance and adoption of the CDC’s lowered reference level of 5 micrograms per deciliter of lead in blood (CDC. Recommendations in “Low Level Lead Exposure Harms Children: A Renewed Call for Primary Prevention.” June 7, 2012). The reference level of 5 mg/dl has brought an increase in investigative cases to CLPPP, which in turn has resulted in a higher number of referrals to the City for lead remediation. Units referred from CLPPP always take priority in the pipeline.

The lead hazard program has also participated in community outreach and planning meetings for remediation of the Exide Industries’ battery recycling plant lead contamination designated area. The Exide battery recycling plant operated for 33 years in the Boyle Heights community with a temporary permit. At the time, the plant was not being properly regulated, resulting in the distribution of Chromium-6, arsenic, and lead into the atmosphere. These contaminants affected public properties and residences for a 1.7-mile radius. Based on the data provided by the California Dept. of Toxic Substances Control, out of 75 properties tested, 55 homes were found to have lead-based paint hazards. In addition, \$5.2 million of a \$119.5 million legal settlement with Southern California Gas Company for the Aliso Canyon gas leak was subsequently allocated to the Exide area to remediate lead-based paint hazards.

In 2000, Santa Clara County and several other California jurisdictions sued paint companies for the sale of lead-based paint after 1978, which contributed to the proliferation of lead-based hazards throughout the State of California. A settlement was negotiated establishing funding for lead hazard remediation. The Department of Public Health (DPH) for the County of Los Angeles will receive \$134 million of settlement funds. The Los Angeles Community Development Authority (LACDA) is planning and implementing a program to utilize these funds throughout the County. The City of Los Angeles will coordinate with the County for the expenditure of these funds within the City.

On June 21, 2019 the Environmental Protection Agency (EPA) announced the new lead dust standards to protect children’s health, which became effective on December 18, 2019. Below is a table with the previous and current lead dust standards:

Clearance Standards - Leaded Dust micrograms per square foot (µg/ft ²) or parts per million (ppm)		
Surface	Previous Clearance Levels by EPA effective March 1, 2001	New Lead EPA Clearance Level effective 180 days of publication in the Federal Registry Published: 6/21/19. New levels effective December 18, 2019
Bare and Carpeted Floors	40 µg/ft ²	<10 µg/ft ²
Interior Window Sills	250 µg/ft ²	< 100 µg/ft ²
Window Troughs	400 µg/ft ²	< 100 µg/ft ²
Bare Soil	400 ppm	400 ppm

Children’s Play Yard		
Bare Soil Other Parts of Yard	1,000 ppm	1,000 ppm
*Porch Floor - NEW	N/A	< 40 µg/ft2

Actions planned to reduce the number of poverty-level families

FamilySource Centers

The FamilySource System consists of 16 multipurpose FamilySource Centers (FSC), that are strategically located in the areas of the city where there is the highest concentration of poverty. The FSC system is designed to address multiple needs and barriers facing low-income customers. It does this by using a consortium-based model, and is funded by much of the City’s CDBG public service allocation, all of its state Community Service Block Grant, and approximately \$4 million in the City’s general funds. Each center provides a cadre of care services to assist low-income families with children ages 19 and under to become self-sufficient. The two-generation strategy is focused on reducing barriers to economic opportunity by: 1) increasing family income and/or economic assets, and 2) increasing youth academic success. Services include: multi-benefit screening, case management, pre-employment and employment support, parenting classes, financial literacy, adult education, college preparation assistance, and computer literacy services. All services are consistent with an emphasis on development of self-sufficiency as an important anti-poverty tool. FamilySource service providers can refer and enroll customers in many undersubscribed programs for which they are eligible, including food subsidy programs, healthcare programs, low-income automobile insurance, and utility discount programs. Each FSC participates in the Free Tax Prep LA Partnership with its expanded California Earned Income Tax Credit and Young Child Tax Credit. The FSC program serves over 40,000 unduplicated customers per year and produces millions of dollars in increased income and improved academic performance for thousands of youth. Combined, these outcomes improve the present and future for their communities and the city as a whole.

Academic Achievement

The FSC System continues its partnership with the Los Angeles Unified School District (LAUSD) to co-locate 16 Pupil Services and Attendance (PSA) counselors at each of the 16 FSCs. PSA counselors serve low-income families with children from elementary school through high school by providing educational assessments for each student and serving as educational consultants for students, parents and FSC staff. Funded equally by LAUSD, the FSC-LAUSD partnership has goals for each student to increase attendance

and academic achievement culminating in high school graduation and post-graduation aspirations and planning.

The COVID-19 pandemic left many LAUSD students behind with online learning being unavailable to many children in low-income households due to lack of computers and internet connectivity. To address this problem, the FSCs partnered with the Mayor’s Fund for Los Angeles and T-Mobile for the Angeleno Connectivity Trust (ACT). ACT provides free internet service to students in Los Angeles, focused on students: experiencing homelessness, located in low income communities, in foster care, with disabilities, at-risk, and dropping out of school or who are unable to attend due to lack of technological resources. ACT provides 100 GB per year of free Internet access for 1,000 households for five years.

Access to Higher Education

FSCs have dedicated areas at their centers, called College Corner, stocked and staffed to provide resources and information to students interested in a college education. The College Corners provide information on what classes students should take for college eligibility, resources for standardized test preparation, assistance with filling out financial aid forms, scholarship opportunities, college readiness programs, college field trips, alumni presentations, and more. Information and assistance is also provided for students in a technical post high school education.

FSCs are key partners in the LA College Promise, which reduces the financial barrier to accessing higher education by offering high school graduates waived tuition for the first two years of community college. The LA College Promise is a comprehensive strategy designed to support students to complete a higher education degree and/or a workforce certificate; includes priority enrollment and a dedicated support team providing a wide array of academic and student support services. Participants are provided with a computer and most are eligible for stipends or earn salaries while enrolled in community college.

The FSCs are integrating a new program, the Children’s Savings Accounts, into their menu of services. The Children’s Savings Accounts program provides seed funding for bank savings accounts opened for eligible Los Angeles Unified School District (LAUSD) first-graders to fund post-secondary education and pre-college expenses. The purpose of these accounts is to “seed” a savings mindset into the students and their families, to encourage them to regularly add to the savings account.

Preventing Homelessness

The FamilySource Centers have been operating the Solid Ground and Eviction Defense Programs to support housing stability for low-income families and prevent homelessness. Solid Ground includes early interventions such as mediation, advocacy, and housing stabilization services to expedite stabilizing housing and building a more financially secure future. CIFD proposes to expand the Solid Ground program from eight FSCs to all 16. COVID-19 has increased the need for supportive services, government benefits, debt counseling and financial coaching across the City and by expanding Solid Ground, the City will have greater capacity to limit the inflows into homelessness.

Homeless Assistance

At the heart of addressing the needs of families experiencing homelessness are the Family Solutions Centers, which are the entry points for assessment and services that work toward the following:

1. Promoting families' access to mainstream benefit programs, including Temporary Assistance to Needy Families (TANF), WIC, and Medicaid through co-locating eligibility and enrollment staff at Centers and standardizing processes so that all families are screened for eligible services and assisted with applications. In response to the COVID-19 public health crisis, some of these services have been expanded to include telephonic support.
2. Establishing referral protocols and improving services coordination with the FamilySource Centers. In this way, families experiencing homelessness now have facilitated access to the anti-poverty services offered at FSCs, including free tax preparation and access to federal and state earned income tax credits.
3. Pairing employment services with rapid re-housing services so that once families are re-housed, they can sustain their housing long-term through access to gainful employment.
4. Dedicating housing resources to vulnerable families, including families with children who are experiencing homelessness or housing instability, through a robust program whereby households identified by LAUSD and CES will have access to Section 8 vouchers coupled with housing location and case management services.

Public Housing Authority Programs

Family Self-Sufficiency (FSS) Program

For CY2021, the Housing Authority of the City of Los Angeles (HACLA) was awarded \$ 828,739 for the Family Self-Sufficiency (FSS) program. This is the largest grant amount awarded by the U.S. Department of Housing and Urban Development (HUD) in the state of California. FSS is a program designed to assist Section 8 participant families in identifying and reaching their educational and career goals by connecting them to services and resources in the community that can help them achieve economic self-sufficiency. Upon enrollment in the program; FSS families have access to job search assistance, referrals to available job training, employment opportunities, and on-going case management services. The FSS Program gives participant families the possibility to qualify for a special savings (escrow) account and the opportunity to apply for the Section 8 Homeownership Program. As of December 31, 2021, there are 535 families who are enrolled in the program utilizing 100% of the slots.

Employment Programs

Watts/LA WorkSource: The HACLA Watts/Los Angeles WorkSource Center is the only WorkSource Center co-located on a public housing property. The Watts/LA WorkSource Center has operated for 30 years now and prides itself in serving the most vulnerable populations, often enrolling clients who lack basic skills, and holding their hands as they obtain their high school diploma, job training and ultimately job placement. The Center serves both public housing and Section 8 clients as well as other clients who don't qualify for government subsidized housing assistance.

Section 3: Section 3 is a HUD-mandated program for all construction contracts that HACLA enters into. The Center has a key focus on local hire for HACLA-contracted construction projects connected to its 25-

Year Vision Plan. HACLA maintains a Section 3 Registry of pre-qualified candidates eligible for construction. HACLA trains and strategically places the candidates in various construction projects. There are potential policy changes to the HUD Section 3 program that is under review by the US Department of Housing Urban Development (HUD). Details on those changes are pending.

Youth Jobs: HACLA's public housing development residents are approximately 50% youth. Many of the youth who live in public housing developments play a major role in the care and facilitation of household chores and duties for their siblings or ill parents. The year-round Youth Employment Program serves dislocated and other system-involved youth who are directly impacted by joblessness and/or underemployment in their community. Youth employment programs for this specialized population is imperative for youth in public housing and Section 8. Oftentimes, the money that youth make pays for their basic needs: school supplies, clothing, snacks after school, and assists with household bills in some cases. The burden the youth face and stress they endure creates a level of resilience in some and apathy in others. Combining the Youth Employment Program with college prep and Industry Job Fairs is a huge asset in keeping young people inspired and away from gangs and other destructive behaviors.

The Youth Employment Program is the HACLA WorkSource Center's largest program. HACLA also serves non HACLA youth through the Juvenile Justice Crime Prevention Act program and the partnership with Camp Kirby pre-release program. HACLA goes to the Youth Detention Facilities and directly trains youth prior to pre-release and works with the County Dept. of Probation and the youth's family on requisite job and education supports so that the youth are successful.

The program has also expanded to include partnerships with Youth Build which meets the HUD Section 3 requirement while also providing advanced opportunities for youth to get exposure in the construction trades. Youth who are successful are immediately enrolled in the City's Targeted Local Hire jobs which provides opportunities for entry-level Union Jobs with the City of Los Angeles.

The HACLA Workforce Development Unit staff also collaborates with and does "Volunteer Days" at the various Youth Detention Facilities to talk about career development and career pathways for system-involved youth to probe youth to set goals. These events are set to start up again, and include various homeless shelters, once the COVID 19 pandemic has ceased.

Jobs Plus Initiative: HACLA was awarded \$3.7 million by HUD to implement the Jobs Plus program which seeks to serve at least 741 residents of the Nickerson Gardens public housing development. Nickerson Gardens is the largest public housing development west of the Mississippi River with 1,066 units. The Jobs Plus program will provide job development and supportive services. It also provides an earned income disregard as a rent incentive, allowing households receiving housing assistance to keep more of their earned income for a period of up to two years following an increase in employment income. The goal of the program is to increase self-sufficiency and upward mobility. HACLA will improve job prospects through work readiness, job training primarily in the construction and healthcare and allied fields, development of employer engagement opportunities, job placements, and educational advancement for residents of Nickerson Gardens.

Community Health Worker Demonstration Grant: HACLA was awarded a two-year Community Health Worker Demonstration Grant to recruit, train and place Community Health Workers in Healthcare settings. This grant was extended a third year and complements the Nickerson Gardens Jobs Plus grant which has a core focus on Allied Health Careers. As part of this, HACLA organized its Health Equity and Access Collaborative which mirrors the National Inter-Health Equity Collaborative (IHEC). The

Collaborative seeks to address some of the public health equity data centered around women's health for LA County Supervisory District 2. Through HACLA's Watts Los Angeles WorkSource Center, HACLA plans to expand the Community Health Worker training program to all public housing sites and plans to add a cohort training for men seeking to enter the public health education field.

As part of the COVID-19 pandemic response, the Community Health Worker Program partnered with USC Center for Translational Science Institute (CTSI) and conducted COVID-19 public education workshops via Zoom. The program is also a formal partner of the Vaccinate LA Campaign, a city-wide effort to raise awareness about COVID-19 vaccination via data stories on community leaders in underserved communities.

Support for Entrepreneurship

BusinessSource Centers System

BusinessSource Centers, funded by CDBG, are one-stop places to access a full range of services and tools to help entrepreneurs get their business started and to help current small business owners stay competitive or expand, thereby creating and retaining jobs in the City. The System's services include financing, business management classes, business consulting, business and marketing plan development, and workforce development. Services provided by these centers are critical for a strong and equitable economic recovery and job creation/retention. There are currently nine centers strategically located in areas of high need. The City is in the process of adding another center to make services more accessible in an area that has been historically underinvested.

Business Incubators

Similarly to the BusinessSource Centers System, the business incubators funded by CDBG provide resources to help start-up businesses succeed. The incubator program provides free workspace, mentorship, access to capital and networking, to ultimately create jobs and stimulate the City's economy. The Cleantech Incubator assists start-up companies dedicated to clean, green technologies such as low or zero emission energy, transportation, air quality, sustainability, and smart solutions. Three other incubator programs provide help to start-ups in the fashion, blue technology, and food service industries.

Business Response Unit (BRU)

The BRU helps entrepreneurs to navigate and comply with the City's requirements and processes to operate a business. It serves as a concierge service to connect business owners to resources, incentives, and services.

Restaurant and Small Business Recovery Program

This program, funded through the American Rescue Plan Act, provides financial assistance to eligible businesses that have been impacted by the COVID pandemic. \$5,000 grants will be awarded to 5,000 businesses to cover eligible operating expenses, such as payroll, rent, utilities, etc., to help entrepreneurs and small business owners on their economic recovery journey.

Overcoming Barriers to Employment

The Los Angeles Regional Initiative for Social Enterprise (LA: RISE) is a collaborative and innovative program designed to find permanent occupations for residents with extremely high barriers to employment, such as previous homelessness or incarceration. With federal funding, the City of Los Angeles, Los Angeles County, nonprofit organizations, and for-profit private employers all come together to help prepare individuals on multiple levels for permanent employment. The program provides paid training and personal supports such as housing, transportation, and legal assistance. This program yields wide-ranging benefits: the customer gains self-sufficiency and a reduced chance to reenter homelessness or of recidivism; businesses gain trained employee(s), and the City moves persons off the streets.

Sustainable Economy

Green New Deal

LA's Green New Deal is an update to the Mayor's Sustainable City pLAN to secure clean air, water, and a stable climate while improving community resilience, expanding access to healthy food and open space, and promoting justice for all—and for future generations. LA's Green New Deal will guide the City's transition to an equitable and abundant economy powered by 100% renewable energy. This plan will support the creation of hundreds of thousands of good green jobs in all communities, by mandating and incentivizing the transition to a zero- carbon- emission city, in a way that prioritizes the needs and opportunities of disadvantaged communities, thus ensuring that the new green economy fulfills the promise of a more just and equitable economy.

Los Angeles Cleantech Incubator (LACI)

LACI promotes a sustainable economy by supporting start-up businesses to accelerate the commercialization of clean technologies.

Accelerating Southern California's Blue Future Incubator

This program provides support to blue economy entrepreneurs for sustainable use of ocean resources for economic growth and job creation, while preserving the ocean ecosystem.

Actions planned to develop institutional structure

Homelessness and Housing

The Los Angeles Homeless Services Authority (LAHSA) is in the process of assessing its governance structure and recommending changes in order to address its expanded role in responding to the growing homeless problem in LA. Its budget has grown seven-fold in fewer years, with Con Plan grants and several other federal, state and local resources, and it now administers over 900 contracts with service providers. Changing from a grants administrator to a regional system leader will maximize the agency's capacity to improve the efficiency and effectiveness of its work.

In addition, The City of LA, County of LA, and LAHSA have been working with families, individuals, veterans, and youth throughout the CES process to identify homeless needs by subpopulation and develop priorities that will result in improved system-wide coordination and program performance. Best practices and lessons learned from subpopulation work groups have informed planning and policy advocacy efforts and will continue throughout 2022-2023. Ongoing collective learning opportunities are expected to result in a level of consistency in place across all providers and inform planning and program changes that may be needed to effectively serve CES participants.

One such opportunity is how the CES Policy Council addresses prioritization based on the CES Triage Tools (Assessments) to prioritize individuals and households for Permanent Supportive Housing, to ensure that service providers strategically and effectively target those with the most severe service needs first. Another is that a Veteran Systems Coordinator (VSC) acts as a liaison between the VA, CES and other Veteran serving organizations to reduce system barriers to housing for Veterans experiencing homelessness, by leading Veteran community planning, building relationships among partner organizations, participating in Veteran case conferencing, and facilitating community meetings.

HOPWA

LAHD will continue to work with HOPWA Regional Offices and other contracted agencies to build collaboration between systems of care. In 2022, the Los Angeles HOPWA Program will release a Request for Proposals for a new case management system that will improve performance and client outcome tracking. The system will provide greater opportunity for increased coordination between the HOPWA program and other PLWHA programs. Additionally, HOPWA is working with the LA CoC 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.

Domestic Violence

CIFD continues to expand services for victims of human trafficking, sexual assault, and domestic violence (DV) while advancing the alignment between victim service providers and CES. CIFD has worked closely with LAHSA to ensure that the 2,741 survivors experiencing homelessness as a result of their experience with DV are immediately and safely connected to housing, according to the 2020 Greater LA Homeless Count (the annual PIT count was not done in 2021 due to the pandemic). The Domestic Violence Regional Coordinators (DVRC) continue to collaborate with local victim service providers to educate and facilitate connections for survivors in CES. CIFD recently launched a permanent housing support program, Survivors First, to ensure a holistic approach is taken when connecting a household to permanent housing resources. CIFD continues to participate in the DV-Homeless Services Coalition to support cross-systems initiatives, including cross training of best practices, programmatic parameters, and ensuring survivor choice is respected.

Affordable Housing Development Information Technology

LAHD is working to replace the current Housing Information Management System (HIMS), the department's primary information technology system to manage its affordable housing programs and housing asset portfolio, which was developed as a web-based system in 2008. Major processes managed in HIMS include project development (application intake, project information tracking), loan tracking, and loan accounting. However, there are a number of processes that are managed fully or partially outside of HIMS. An updated system will allow automation of all LAHD processes; provide better access to data in real-time; address processing gaps between systems functionality and actual business processes; and improve analytical capability to query reports, which supports operating affordable housing development programs more effectively and efficiently.

Los Angeles PSH Preservation Initiative

In 2016, Enterprise Community Partners, a nationwide leading organization in affordable housing, launched the Los Angeles PSH Preservation Initiative to mobilize the permanent supportive housing (PSH) development community around the consensus on capacity building and public policy solutions. Enterprise created a PSH Preservation Workgroup, consisting of nine leading local affordable housing developers, which has worked to improve understanding of the unique characteristics of properties in the region's at-risk portfolio, which is more than 2,200 PSH units within 50 projects as of 2019. The growing number of at-risk units translates to a higher total cost to preserve this at-risk portfolio and more projects potentially that cannot access conventional recapitalization pathways for modernization. The Workgroup developed a report in 2018 with recommendations that are under consideration for implementation as part of the City's preservation strategies, and continues to support preserving affordable housing in LA.

As part of the preservation effort, in 2020, loan and regulatory agreements were amended and extended for 12 properties consisting of 1,200 supportive housing single room occupancy units owned and operated by SRO Housing Corporation. LAHD is also supporting SRO Housing Corporation in their applications to the California Department of Housing and Community Development (HCD) Portfolio Reinvestment Program for capital investment into their properties.

Affordable Housing Development - City Planning Processes

The Department of City Planning (DCP) made a number of improvements to how it connects Angelenos with vital planning related services that position the City to overcome the economic effects of COVID-19. Offering online payment and filing options through the Online Application System (OAS) is just one of the changes to support critical business functions. These improvements contributed to DCP staff completing 16.6% more cases in 2021 when compared to 2019 pre-COVID numbers, and will help the City implement programs for increasing the housing stock in LA, including affordable housing units. The Expedited Processing Service (EPS) will more quickly approve affordable housing units, sometimes cutting the approval time by 30 to 50%. Lastly, the Priority Housing Project (PHP) program fast tracks certain affordable housing projects, and will continue to be an important tool in helping the City more

effectively tackle the affordable housing shortage by accelerating the approval process for these sorely needed units.

Economic Development/Contracting with the City

There is a citywide process underway to improve the management of procurement of contractors and vendors, which includes streamlining the organization, policies, and practices for the purpose of promoting economy and efficiency in the conduct of City government. This will also allow the City to make procurement easier, more inclusive, and more diverse with the goal of expanding opportunities for small businesses.

Actions planned to enhance coordination between public and private housing and social service agencies

Tenant-Based Supportive Housing Program

The Waiting List Limited Preference Tenant Based Supportive Housing program (TBSH) of the Housing Authority provides affordable, permanent, supportive housing for high-service-need chronically homeless individuals and families. This program provides rental subsidies and supportive services through the collaborative effort of the Housing Authority and the LA County Departments of Mental Health and Health Services. The intensive supportive services enable chronically homeless individuals and families to stabilize their living conditions and remain successfully housed for the length of time that they are on the program. The TBSH program has an allocation of 800 housing choice vouchers.

Discussion:

Various actions are planned that will benefit the low-income and homeless residents of Los Angeles through the development and preservation of affordable and permanent supportive housing, the mitigation of lead hazards, family support, economic empowerment, and collaborations with numerous region-wide partners.