

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Affordable housing developers apply for funding through HCIDLA’s Affordable Housing Managed Pipeline (AHMP), which includes HUD grant sources. HCIDLA 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. No data for special needs housing is submitted for Year 4 of this 2018 - 22 period, however, future projects may include units for elderly persons, persons living with HIV, or other special needs populations. Additionally, goals are based on the number of housing units expected to be completed and ready for occupancy.

| One Year Goals for the Number of Households to be Supported | |
|--|-----|
| Homeless | 100 |
| Non-Homeless | 600 |
| Special-Needs | 0 |
| Total | 700 |

Table 1 - 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 | 65 |
| Total | 1,096 |

Table 2 - One Year Goals for Affordable Housing by Support Type

Discussion

For the Production of New Units that will be completed and ready for occupancy during PY 47, HCIDLA estimates have changed from 800 units to 700 new units of supportive housing or other affordable rental housing financed with HOME, CDBG and/or HOPWA prior year resources.

Rehab of Existing Units includes 311 homeowner units through the Single-Family Rehabilitation-Handyworker Program and 20 units through the Lead Hazard Remediation Program. The Lead Hazard Remediation Program was also awarded other grant funds through HUD's Office of Lead Hazard Control and Healthy Homes, and will rehabilitate additional housing units through that program. The number of first-time homebuyer households to be assisted is proposed at 65 for the Acquisition of Existing Units.

Housing Central Command

In partnership, the leaders of Los Angeles, including the Mayor, the County Executive, LAHSA, HACLA, Los Angeles Community Development Authority, County Department of Health Services, County Department of Mental Health and the U.S. Department of Veterans Affairs launched a rapid response effort in December 2019. This crisis response approach builds on procedures developed in Houston, TX, after Hurricane Harvey and North Carolina after Hurricane Florence.

Housing Central Command (HCC) has been created to develop a real-time supportive housing inventory and utilization management process that strives to:

- Efficiently identify and prioritize people with the greatest need for PSH,
- Calibrate real-time solutions, and
- Effectively account for movement through the rehousing process regardless of funding source.

HCC provides real-time awareness of LA's supportive housing portfolio across all jurisdictions and funding streams, including how many homes are available, which are vacant, and how quickly the thousands of case managers, providers and partners are moving people into them. Multiple funding streams, cities, Continuums of Care, and housing authorities in LA prevent any one entity from achieving visibility across the homeless response system, much less comprehensive management. HCC lets people work together across many jurisdictions and is expected to increase visibility and improve speed and effectiveness in housing people experiencing homelessness.

Accessible Units

All multifamily properties with HCIDLA regulatory agreements must follow the requirements of Section 504 and its implementing regulations at 24 C.F.R. Part 8 as well as the City's Revised Fair Housing Policies to assure that information regarding availability of accessible units reaches eligible individuals with disabilities. Owners and property managers of these properties must take reasonable, nondiscriminatory steps to maximize the utilization of accessible units by eligible individuals who require the accessibility features of the particular unit. To this end, when an accessible unit becomes vacant, the following process is applied:

First, it is offered to a current tenant of the development who has requested and needs the features of the accessible unit;

Second, it is offered to a current tenant of the development under common control who has requested and needs the features of the accessible unit;

Third, it is offered to an eligible, qualified applicant on the accessible unit waitlist who needs the features of the accessible unit;

Fourth, it is offered to current tenants of any Covered Housing Development who have requested and need the features of the accessible unit, and are registered with the Affordable & Accessible Housing Registry;

Fifth, it is offered to qualified and registered applicants of the Affordable & Accessible Housing Registry who need the features of the accessible unit;

Sixth, reasonable efforts to advertise the accessible unit to qualified individuals who need the accessible features, including listing it as available to individuals who need the accessible features at the AccessHousingLA.org website, distributing the information about the accessible vacancy in accordance with City's approved Property Management Plan, distributing it to the most recent mandatory affirmative marketing and outreach resource list from the City, and sending a batch e-mail to parties on the AccessHousingLA.org website.

All communications and outreach efforts made by the property must ensure effective communication with individuals with disabilities by utilizing appropriate auxiliary aids and services, such as the use of accessible websites and emails in compliance with the City's Revised Fair Housing Policies. Costs related to the transfer of tenants, in response to providing an accessible unit, may be treated as an eligible project cost.

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 HCIDLA 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 HACLA's 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.

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, the results of which have not yet been finalized. From the previous PNA there was identified over \$533 million in capital needs for the public housing inventory. Once completed, it is anticipated that the new PNA will yield the same amount of needs. Unfortunately, with an anticipated annual funding level of \$14.5 million, it will be impossible to address all of the needs. Though funding for public housing capital needs is limited, HACLA plans to complete the following projects through 2022:

- William Mead window repair
- Pueblo Del Rio window replacement
- Plumbing replacement (gas, water, and sewer lines) at Estrada Courts, Avalon Gardens, Mar Vista Gardens, Gonzaque Village, Nickerson Gardens, Imperial Courts, Pueblo Del Rio, and William Mead
- Electrical upgrades at all sites
- Imperial Courts and Pueblo Del Rio roof replacement
- Pueblo Del Rio, William Mead, and Imperial Courts social hall renovations
- Playground and fitness equipment renovation—all sites
- Parking lot improvement and upgrade project—all sites
- Neighborhood enhancements that will include painting of building exterior, new signage, security doors and lights.

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 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 2021.

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, 32 of which are still in the program receiving assistance and 10 achieved self-sufficiency level. Of the 32 participants receiving assistance, the average housing assistance payment for the homeownership program participants is \$873.31.

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 PHAs for training and other events very difficult and will also place a strain on PHAs to move around limited resources to accommodate. HUD has accepted HACLA's willingness to participate in the NSpire demonstration which will begin in the winter of 2020. HUD had initially anticipated to complete the development of the new protocol by late 2021 but due to the pandemic, the schedule of this has been delayed.

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 implemented 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, an ambitious goal to rapidly move the 15,000 most high-risk, high-acuity people experiencing homelessness into permanent housing—including the 6,000 people who have been brought into habitat since March 2020 at unprecedented speed through PRK. The immediate goals for the strategy include the following:

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.

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 15,000 of 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.

Reduce Inflow into Homelessness: As COVID-19 leads to dramatic increases in unemployment, inflow into homelessness is expected to spike. This plan should ensure both that upstream systems take measures to keep people in their homes while also scaling up the prevention tools of the homeless system.

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 crisis.

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 over-arching 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 over 700 outreach workers deployed throughout LA City and County, with 200 at LAHSA and 500 across community partners. 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.
- Rolling out meal distribution (7 days/week) at various sites and for those sheltering in place.
- Distributing Personal Protective Equipment (PPE) to participants and providers.
- 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. Although libraries throughout Los Angeles remain closed due to COVID-19, 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 on 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 the CES Survey, 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 COVID-19, the program has expanded from operating 14 hours a day to operating at 24 hours a day. There are over 700 bed across 16 sites, with an additional 312 crisis beds across 6 sites contingent on inclement weather.
- **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).
- **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.
- **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 cancelled the competition due to COVID-19.

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 Department (HCID). HCC will ensure CES is tracking all people experiencing homelessness from assessment to housing, 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.

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 intensive case management in both new and existing supportive housing projects 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 rehousing services, are unlikely to increase their income, and will remain highly rent-burdened without continued financial aid. LAHSA also implemented an Organizational Representative Payee program for SSI recipients to support financial management and thus ensure timely payment of rent.

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% 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 (Department of Health Services and Department of Mental Health) 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 in order 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, 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. As of 2020, LAHSA and its partners leverage 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 find housing. 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.

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 | 160 |
| Tenant-based rental assistance | 312 |
| Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds | 116 |
| Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds | 552 |
| Total | 1,140 |

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 faces 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.

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 been generate up to \$300 million per year to pay for homeless services and other support systems needed to get people off the street and into safe 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 May 31, 2020, the Affordable Housing Linkage Fee has produced a revenue of a little more than \$23 million and could eventually produce up to \$100 million annually.
- July 2020 marks the fifth consecutive year that California's Strategic Growth Council has awarded Affordable Housing and Sustainable Communities (AHSC) Program funds to the City of Los Angeles. Combined with the prior AHSC awards, the City has successfully secured approximately \$330.8 million to support 28 developments with 2,943 new housing units, of which 2,668 are affordable, and an array of greenhouse gas emission-reducing transit infrastructure projects.
- In 2019, over 20,000 housing units were permitted, of which 1,255 or 6% were affordable to lower- income households.
- 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) has spent the past several years working on a variety of ordinances and guidance documents to remove barriers to affordable housing development, adapt new state law to the City's rules, create new incentives to facilitate affordable housing development, and update the City's zoning code.

Barrier removal efforts completed include the following:

- 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 HCIDLA.

- **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.
- **Unpermitted Dwelling Unit Ordinance:** Effective since May 2017, the ordinance created a process by which certain unpermitted housing units in multifamily buildings can be brought into compliance provided certain life safety and affordability requirements are met. At least one affordable housing unit must be provided for each legalized unit.
- **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 approved by city voters in November 2016 (discussed below), the guidelines became effective in late 2017 and apply to all housing developments located within a one- half mile radius of a major transit stop. The TOC Guidelines encourage housing development in key transit hubs and offer strong incentives for providing on-site affordable housing units. From 2017 to June 2020, nearly 22,000 discretionary units have been entitled using the TOC program, of which 21% were affordable.
- **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.

Barrier removal efforts underway include the following:

- “Fair Share” Housing Plan: HCIDLA and LACP are in the process of proposing policies and programs to increase the distribution of affordable housing throughout the City. This work directly builds off of the City's 2017 Assessment of Fair Housing and aims to direct more affordable housing development in areas with more employment, educational, health, and transit opportunities.
- Strategies for Moderate Income Housing: HCIDLA and LACP are working on a report to City Council that analyzes the existing barriers to moderate-income housing production and recommends strategies and programs to increase the supply of moderate-income rental and homeownership housing in the City.
- Inclusionary Housing Report: HCIDLA and LACP are working on a report that recommends funding a feasibility study for city-wide inclusionary housing. An Inclusionary Housing ordinance would require all market-rate development to include a certain percentage of affordable housing units.
- Density Bonus Update: In November 2019, the State of California Housing and Community Development Dept. awarded LACP a \$625,000 grant to fund an Environmental Impact Report and economic feasibility study on updating the City's current Density Bonus (DB) Ordinance. The existing DB Ordinance was adopted in 2008, and the goal of an updated DB Ordinance is to increase the number of projects that include affordable housing through a more predictable and streamlined project approval process.
- Re:code LA is the first comprehensive overhaul of the City's outdated zoning regulations since 1946, applying state-of-the-art zoning tools to implement the City's planning vision that will make the development process more certain for all users. 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; 21 Community Plans have been updated since 2017, and several more are in process, including the Downtown.
- In-Lieu Fee Study for Measure JJJ Affordable Housing Requirements: City voters approved Measure JJJ in November 2016, which added provisions to the City's Municipal Code to require developers of certain residential projects to either provide affordable units or pay an in-lieu fee. To determine the in-lieu fee schedule,

the City commissioned an Affordability Gaps study using the methodology outlined in Measure JJJ, which was completed in 2017 and updated in 2019 per the requirements in Measure JJJ. Implementation of the recommendations based on the study is in progress.

- Environmental Impact Reports: From January 2017 to April 2018, the City of Los Angeles published nearly 30% of the Environmental Impact Reports (EIR) in the State of California. When measured against the statewide average, the City's processing times were nearly 47% faster, according to the State's Office of Planning and Research. Having a dedicated team of planners in the Department assigned to handling EIRs has contributed greatly to the quality and consistency of the documents produced. It is largely why the City's case processing times are significantly less than the rest of the State, and why Los Angeles has produced technically compliant EIRs.

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. State legislation has been introduced to put the repeal of Article 34 on the November 2020 ballot but was not successful. Renewed efforts to repeal Article 34 will be underway in 2021.

Discussion:

The above-described actions to identify and address barriers to affordable housing will continue during the 2021-22 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, and the reduction of poverty.

Actions planned to address obstacles to meeting underserved needs

Addressing Homelessness

According to the 2020 Greater Los Angeles Homeless Count, homelessness reached 66,436 people in Los Angeles County. This represents a 12.7 percent rise from the 2019 point-in-time count. The City of Los Angeles saw a 16.1 percent 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 living on the streets 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 1900 beds, using land it owns or leases to expedite the siting and opening of these facilities. These sites have on-site security, mental health, employment, addiction, housing placement services, and wellness resources.

- **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 the security of a guard. The City of LA continues to scale up this model to offer individuals and households experiencing homelessness in their vehicles access to case management services and connections to interim and permanent housing resources via CES. There are currently 18 sites, representing 459 available spaces, with another 14 sites in development, representing 310 available spaces.
- **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 assistance 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 quarterly with its service providers and bi-monthly with its Council on Aging 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 the LGBTQ older adult population and homeless older adults. According to the 2019 Greater Los Angeles Homeless Count, there are 5,654 homeless older adults within the ages of 55 to 61 (16% of the city's homeless population) which represents a 19% increase over the prior year. Moreover, there are 3,146 homeless older adults aged 62 and over (9% of the city's homeless population), representing a 5% increase over the prior year. The increase to the Los Angeles homeless older adult population is a further indication that housing affordability and the rising cost of living has adversely impacted older Angelenos.

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. With support from the Mayor's Fund of Los Angeles, 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 Controller's Office has created an

inventory of City programs and services for older adults, and HCIDLA was identified as a key component due to the Handyworker Program that provides minor home repairs for older adults and the development of affordable senior housing.

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 (i-team) in partnership with HCIDLA 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, and 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 three years.

The LA ADU Accelerator Program 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 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 three-year term, which may include enrolling clients in other shared housing programs or affordable housing units. The Mayor's i-team and HCIDLA will monitor this process and make necessary adjustments to ensure all tenants are appropriately served. By partnering with 100 homeowners, the program expects to house 130 low-income older adults.

Actions planned to foster and maintain affordable housing

Affordable Housing Managed Pipeline

For many years, HCIDLA 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

HCIDLA 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, HCIDLA 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 (AHD) is an internal early warning system to track and analyze the potential impact of expiring covenants and rental subsidy contracts in the City. The AHD inventory contains point-in-time counts generated using various data sources, based on a development's primary funding source and restrictions attributed to the respective property's rental covenant, rental subsidy contract, or funding source with the most years of affordability and set-aside units.

In addition to the above, HCIDLA 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 for the preservation of at-risk affordable housing developments. The issuance of housing bonds will leverage 4% tax credits that will result in long-term preservation.

Preserving Safety and Habitability of Affordable Housing

HCIDLA's 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's resources focus on the most hazardous rental housing, 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. HCIDLA 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 2019 the SCEP unit inspected 20,499 properties with 127,273 rental housing units. There were 20,262 Notices to Comply (NTC) issued. The vast majority of the NTCs were for code violations that the owner was responsible to address. In 2019, 16,429 complaints were filed, with 92% of complaint cases being resolved and closed within 120 days. A small number of properties went into additional enforcement programs due to noncompliance with HCIDLA orders. 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 HCIDLA. The property owner may only receive the full rent after demonstrating that necessary repairs have been made and all violations have been corrected. From 7/1/2019-12/31/2020, 326 REAP cases were opened and 351 cases were closed. The average REAP property size was five units, and the average year built was 1932, 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, HCIDLA's Urgent Repair Program (URP) will intervene in order to prevent displacement of tenants. Through preapproved contractors, HCIDLA corrects cited violations and restores rental units to safe and livable condition for the occupants.

City protections continue for residents in foreclosed rental property, including single family homes, through the mandatory foreclosure registry for lienholders, to protect residential neighborhoods, including abandoned properties, from blight through the lack of adequate maintenance and security of foreclosed properties. Lienholders must inspect and report back on the condition of the property monthly.

Fostering Accessible Affordable Housing

The Accessible Housing Program (AHP) 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., and, more recently, the Voluntary Compliance Agreement (VCA) with the US Department of Housing and Urban Development (HUD). As such, AHP is responsible for monitoring and certifying that affordable housing developments 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 term agreements, with effective dates of September 5, 2016 for the CSA and August 2, 2019 for the VCA. Pursuant to the terms of the CSA and VCA, the City committed to 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, 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);
- City will also achieve the target number of accessible units through surveying City's existing multifamily affordable housing developments to identify deficiencies, and retrofitting, at minimum 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 has developed an Affordable & Accessible Housing Registry that lists all accessible units in Covered Housing Developments at AccessHousingLA.org to allow individuals with disabilities to search, register, and apply for affordable, accessible units; additionally, anyone may use the registry to search for affordable units;
- City will consult with the Department on Disability, HCIDLA Community Services & Development Bureau, 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 provide assistance at HCIDLA's public counters, ACHP office, and FamilySource Centers and Department of Aging's Multipurpose Senior Centers;
- HCIDLA's Effective Communications Policy has been revised to ensure that the department's communications with individuals with disabilities are as effective as communications with others, and that it complies with the guidance in the US Department of Justice's ADA Guidance on Effective Communication (January 1, 2014);
- HCIDLA 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 HCIDLA;
- HCIDLA staff, and owners and property managers of Covered Housing Developments, are required to attend training on City's Revised Fair Housing Policies. The City has developed a grievance procedure, instructions, and form which are available to download from the ACHP website at AccessHousingLA.org and to submit online; and
- HCIDLA provides detailed monthly, quarterly, and semi-annual reports to the plaintiffs, the Court Monitor, HUD, and City management regarding all the activities undertaken to carry out these requirements.

Policy Compliance

The Accessible Housing Program will continue to implement and revise its monitoring & compliance efforts pursuant to deadlines outlined in the VCA and the Monitoring, Compliance, and Enforcement Plan (MCE Plan). This includes multiple monthly joint trainings with the City's Department on Disability, along with the provision of technical assistance to provide property owners and managers an overview of accessibility requirements as described in the CSA and VCA. The training program has been expanded to include additional property staff, and has been broadened to provide information on the revisions to the policies as well as new requirements and deadlines dictated by both agreements.

While continuing to train owners and property managers and working toward compliance, in FY21-22 ACHP will also be conducting required audits based on both a random survey of projects and certain triggering factors. The program will also begin implementation of an enforcement program for Covered Housing Developments that had not achieved compliance with the program requirements as of March 31, 2021.

In addition, the Accessible Housing Program will begin developing and conducting additional outreach for tenants and potential applicants. This includes an initiative in partnership with LAHSA addressing the needs of those experiencing homelessness or at risk of homelessness, and the service providers that work with them. It also includes outreach to families and households that may qualify for accessible housing through the City's network of social service providers, including, but not limited to, working with the City's FamilySource Centers and the City's 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.

Finally, in FY21-22 AcHP will 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 Investment Partnership and Nine Percent (9%) Low Income Housing Tax Credit funding.

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. Additionally, the Retrofit has successfully integrated 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.

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.

On October 2, 2019 HCIDLA was notified that the City was awarded \$5.6 Million for the HUD 2019 Lead-Based Paint Hazard Reduction Program grant (LHRG). The award includes \$5 million dollars 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 in 240 pre-1978 housing units that are occupied by low-income households with children under six years old. The Healthy Homes supplement will allow the Lead Hazard Remediation Program (LHRP) to conduct 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.

The City's Lead Hazard Remediation Program verifies lead-based paint hazards in pre-1978 homes and provides financing to mitigate lead hazards. LHRP also conducts outreach and education and collaborates with community-based

organizations, providing 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, LHRP 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). The CHHC members 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 slum lords/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). These videos are intended to 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 LHRP 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, The City's LHRP, 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, LHRP 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 LHRP for lead remediation. Units referred from CLPPP always take priority in the LHRP pipeline.

LHRP 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 ended up inside and outside public properties and in residences for a 1.7-mile radius, based on the State Department of Toxic Substance

Control (DTSC). Based on the data provided by DTSC, 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) County of Los Angeles will receive \$134 million of settlement funds. The County has selected the Los Angeles Community Development Authority (LACDA) to plan and implement 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.

The LHRP has commenced reviewing applications to determine which properties may be eligible for lead hazard remediation. At this time, as a result of the COVID-19 pandemic, the Program may only perform remediation on exterior items, until it is safer to enter properties and also perform remediation on interior items.

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/ft²) 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 Children’s Play Yard | 400 ppm | 400 ppm |
| Bare Soil Other Parts of Yard | 1,000 ppm | 1,000 ppm |

| | | |
|--------------------|-----|-------------------------|
| *Porch Floor - NEW | N/A | < 40 µg/ft ² |
|--------------------|-----|-------------------------|

Actions planned to reduce the number of poverty-level families

FamilySource Centers

The FamilySource Centers (FSC) system consists of 16 multipurpose centers 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 newly created 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 and City CSBG, 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). This project provides free internet service to students in Los Angeles, focused on students experiencing homelessness, low income communities, foster care, disabilities, being at-risk, and dropping out of school or being unable to attend due to lack of technological resources. The project provides 100 GB per year of free Internet access for 1,000 households for five years, and will help students who may have fallen behind in their classes and will better prepare students for success once they can safely return to their classrooms.

Access to Higher Education

FSCs have dedicated areas at their centers stocked and staffed to provide resources and information to students interested in a college education. The centers, called 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. 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, 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 year 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 will have the opportunity to integrate 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) children for the purpose of funding post-secondary education and pre-college expenses. The purpose of these accounts is to "seed" a savings mindset into the students and their families. The students and their families will be encouraged to regularly add to the savings account.

Preventing Homelessness

The Family Source Centers have recently been operating the Solid Ground and Eviction Defense Programs to support housing stability for low-income families and prevent homelessness, which will continue in 2021-22. Solid Ground includes early interventions such as mediation, advocacy, and housing stabilization services to expedite stabilizing housing and building a more financially secure future.

Eviction Defense, funded with \$10M in CDBG-CV, \$2M in General City Purpose funding and \$570,000 in CDBG, is a multi-pronged effort that includes outreach and education, pre-eviction services, legal defense to those facing evictions, rental assistance to ensure housing stability, and ongoing checking to determine if other supports are needed, for families affected by the pandemic and other low-income families.

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:

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.

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.

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.

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. Currently, there are 550 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: With over \$6M in contracts, the Center mainly has a key focus on local hire for HACLA contracted construction projects. This meets HACLA's Section 3 HUD mandate and offers the community an opportunity to stay engaged with transformational community developments that are happening and to be directly involved with the community planning process. This organic way of pre-screening clients and job placement is a best practice. HACLA is consulting the SLATE Z (one of the Promise Zones in Los Angeles) collaborative on a similar practice to ensure residents are engaged and that construction contractors are committed from the very start in partnership with the WorkSource Center system.

Youth Jobs: HACLA's public housing developments are comprised of 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 annual Summer Youth Employment Program, Dislocated youth programs and specialized population youth job programs are essential 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 help 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 Jobs 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 Jobs 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 HACLA Workforce Development Unit staff also collaborates 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, after the COVID 19 pandemic has eased.

Jobs Plus Initiative: In addition, 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 awarded to the Nickerson Gardens Jobs Plus grant as a complementary grant which has a core focus on Allied Health Careers. The California Advancing and Innovating Medi-Cal program will be rolled out by the state in 2021, which is the MediCal Reform initiative, with Community Health Workers, public health education, access and community coordination as a major focus. 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.

Support for Entrepreneurship

BusinessSource Centers System

BusinessSource Centers are one-stop places to access a full range of services and tools to help entrepreneurs get their business running and to help current small business owners stay competitive or expand. With nine locations around the City, the System's services include financing, business management classes, business consulting, business and marketing plan development, and workforce development.

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, 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.

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

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.

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 obtained from subpopulation work groups has informed planning and policy advocacy efforts and will continue throughout 2021-2022. 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.

HCID will continue to work with HOPWA Regional Offices and other contracted agencies to build collaboration between systems of care. In 2020, the Los Angeles HOPWA Program will continue to roll out a new case management system that will improve performance and client outcome tracking. The system is providing greater opportunity for increased coordination between the HOPWA program and the CES. 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

HCID 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. HCID 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 Domestic Violence Regional Coordinators (DVRC) continue to collaborate with local victim service providers to educate and facilitate connections for survivors in CES, including working closely with the Housing Navigators funded by HCID to ensure a holistic approach is taken when connecting a household to permanent housing resources. HCID 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.

Reorganization of Departments

The City is planning to reorganize its departments so that efforts focused on Community Investment for Families, such as Public Services and Public Facilities, are cultivated within a separate department, and the Housing Department will focus on increasing and maintaining affordable housing. The two departments are expected to coordinate closely on Consolidated Plan matters.

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.

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 implementing as part of the City's preservation strategies, and continues to support preserving affordable housing in LA.

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 partners region-wide.