

Amendments to the CAO recommendations in the HEAP report dated 12/17/2018:

1. Recommendation 1.c: Correct the reserved amount for the La Paloma project from \$1,330,178 to \$1,333,178;
2. Add the following to Recommendation 2.a.ii:
 - a. \$217,020 to the Department of Public Works, Bureau of Engineering to purchase partitions and bed frames; and
 - b. \$101,881 to the People Assisting the Homeless, through a contract with the Los Angeles Homeless Services Authority, for other furniture, fixtures and equipment;
3. Recommendation 2.b.i: direct funds in this recommendation to the General Services Department;
4. Since the CAO report was released, the Los Angeles Homeless Services Authority has reported that Fiscal Year 2016-17 General Fund savings have been reduced to \$495,401. As such the following amendments are needed:
 - a. Recommendation 4: Reduce the amount from \$660,000 to \$495,401;
 - b. Add Recommendation 2.e.iv. to approve \$164,599 from HEAP Category 5 for this purpose.
5. Correct the amount in recommendation 2.e.i, from \$152,948 to \$207,742.
6. Add Recommendation 2.e.v. \$ \$253,471 for the Department of General Services (GSD) Construction Forces staff costs for four (4) positions two (2) Management Assistants, one (1) Sr. Administrative Clerk, and one (1) Accounting Clerk) to expedite A Bridge Home Projects from January 1, 2019 through December 31, 2019, increasing the total recommended from Category 5 to \$1,484,812. After this time period (beginning January 1, 2020), the GSD will absorb these positions by placing them in-lieu of one of the Department's regular authority positions.
7. Add Recommendation 2.e.vi.:

Transfer the remaining \$2,630,190 from HEAP Category 5 to Category 1 to establish the A Bridge Home Contingency Fund to address any unexpected costs associated with A Bridge Home construction and expedite projects. This increases the total allocation from Category 1 to \$6,372,091.
8. Amend Recommendation 5 as follows:
 - a. Change the amount in recommendation 5.a.v. from \$156,948 to \$207,742 to reflect 5% administrative costs for LAHSA to administer programs or contacts described in Recommendation 5, page 3 of the report.
 - b. Add Recommendation 5.a.vii.

“People Assisting the Homeless (A Bridge Home – Schrader Blvd.)

 - i. \$423,000 to supplement Los Angeles County Measure H Service Funding; and
 - ii. \$101,881 for Furniture, Fixtures and Equipment;”

c. Add Recommendation 5.a.viii.

“\$1,100,000 to Los Angeles Family Housing and North Valley Caring Service for case management and coordinating services for families living in hotels in Council District 6 and Council District 7”;

These amendments will increase the total funding recommendations by \$2,938,455 to \$22,651,908. And change Table 4 on page 11 of the report as follows:

	Activity Category	Amount	Total Funds Committed	Uncommitted Funds Remaining
1	Capital and Operating Support – A Bridge Home*	\$47,630,190.00	\$21,880,412.00	\$25,749,778.00**
2	Capital and Operating Support – Skid Row	\$20,000,000.00	\$4,567,946.00	\$15,432,054.00
3	Capital, Operating, Services - Citywide	\$11,512,246.30	\$7,998,325.00	\$3,513,921.30 **
4	Youth Set-Aside	\$4,250,680.35	\$1,431,088.00	\$2,819,592.35***
5	Administrative Costs*	\$1,620,490.35	\$1,620,490.00	\$0.00
	Total	\$85,013,607.00	\$37,498,261.00	\$47,515,345.65

*\$2,630,190 transferred from Category 5 to Category 1

**Remaining Funds in Categories 1 and 3 are reserved for pending A Bridge Home projects described in this report.

***Remaining balance in Category 4 is reserved for Transition Aged Youth interim housing.

Other:

Replace the wait list in the report with the updated wait list provided in your updated package.

Attachment 13: HEAP Wait List

Council District/ Department	Request	Description	Amount Requested	HEAP Category	HEAP Funding Priority
Citywide	A Bridge Home Operating Funding	Prioritize funding to operate A Bridge Home facilities through June 30, 2021 if needed.	TBD	1	A Bridge Home
CD 6	A Bridge Home Facility (Motion Pending)	Establish a 70-100 bed bridge housing site in Council District 6	TBD	1	A Bridge Home
Mayor	Containers for Voluntary Storage Facilities	Purchase four (4) trailers to be used as voluntary storage facilities associated with A Bridge Home Sites. Identify sites for facilities within 90 days of purchase.	\$ 440,000	1	A Bridge Home
LASAN	Sanitation Department	<ul style="list-style-type: none"> - Mobile restrooms/hygiene center maintenance costs associated with clean-up activities. - Fund through Board of Public Works if Pit Stop Mobile Shower collaboration proves successful and additional capacity is needed. - <i>NOTE: The A Bridge Home component of the Original request was withdrawn.</i> 	\$ 3,666,551	3	Hygiene
8,9,15	CD 8, 9, and 15 Motion – Vehicular Homeless Outreach Program	Provide assistance to people living in vehicles along the I-110 corridor and provide services and links to housing.	\$ 600,000	3	Continue/ Expand Outreach
1	CD 1 Motion – Safe Parking	<ul style="list-style-type: none"> - Add funding for two (2) new Safe Parking sites in Council District 1 - <i>NOTE: Request adjusted at the request of the Council Office</i> 	\$ 480,000	3	Continue/ Expand Outreach
1	CD 1 – Motion – Jail In-Reach	<ul style="list-style-type: none"> - Jail In-Reach - <i>NOTE: Request adjusted at the request of the Council Office</i> 	\$ 360,000	3	Continue/ Expand Outreach
1	CD 1 Motion - Cargo Truck	Provide funds to Shelter Partnership to purchase a cargo truck to distribute good to non-profits serving the homeless.	\$ 50,000	3	Continue/ Expand Outreach

Attachment 13: HEAP Wait List

Council District/ Department	Request	Description	Amount Requested	HEAP Category	HEAP Funding Priority
7	CD 7 Motion - North Valley Caring Services	Staff and supplies for the North Valley Caring Services for navigation and supportive services for families experiencing homelessness.	\$ 450,000	3	Families
HCID	HCID – Prevention Services at City FamilySource Centers	Funds for one-time emergency financial assistance for 1,000 households, and to hire one (1) Family Stability Advisor at each of 16 FamilySource Centers for one (1) year	\$ 2,900,000	3	Families
7	CD 7 LA Family Housing	Funds for LA Family Housing for Crisis Housing for Individuals (\$107,000), Client Flex Funds (\$107,000), and Flexible Diversion Funds (\$107,000)	\$ 321,000	3	Other
9	CD 9 Motion – Laundry Services	Funds for Community Based Organizations to host laundry day events for the homeless once or twice/month	\$ 75,000	3	Other
15	Loose Litter Pilot Program	Employ persons experiencing homeless to pick up loose litter	\$ 2,950,000	3	Other
LAHSA	LAHSA	Augment existing access center operations, additional diversion/rapid solution specialists, ADA capital improvements, Rapid Re-Housing staffing support, add a Safe Parking Program site in each Council District for 2 years, and fund Accessibility Improvements at crisis housing sites in the City of Los Angeles.	\$30,060,240	3	Other
TOTAL*			\$42,352,791		

**Does not include amounts for A Bridge Home Operating Funding or Pending A Bridge Home Facility in CD 6*

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

DATE: DECEMBER 12, 2018

TO: MATT SZABO, DEPUTY CHIEF OF STAFF, OFFICE OF THE MAYOR
RICHARD LLEWELLYN, CITY ADMINISTRATIVE OFFICER

FROM: CHRISTINA MILLER, DEPUTY MAYOR FOR CITY HOMELESSNESS
INITIATIVES, OFFICE OF THE MAYOR

RE: PURCHASE OF FOUR CUSTOM-BUILT 50' TRAILERS FOR
VOLUNTARY STORAGE USE

The Office of the Mayor requests funds to purchase four custom-built 50' trailers to use as voluntary storage containers at A Bridge Home or other sites around the City. Specific sites for the trailers will be identified within 90 days of purchase. Each trailer, which are custom-built to provide low-entry and additional stability during transit, costs approximately \$110,000, for a total ask of \$440,000.

Two of these trailers are currently being used by the voluntary storage program in El Pueblo. Each trailer can hold at least 41 60-gallon bins, and up to as many as 66.

Funding for the purchase of these four trailers will be provided through the state funding known as the Homeless Emergency Aid Program (HEAP).

The Mayor's Office of City Homelessness Initiatives will identify specific sites for each of the four trailers within 90 days of purchase.

If you have any questions, please contact Brian Buchner at brian.buchner@lacity.org or 213-978-2334, or Christina Miller at christina.miller@lacity.org or 213-978-1140.

cc: Miguel Sangalang, Deputy Mayor for Budget and Innovation, Office of the Mayor
Dan Caroselli, Executive Officer for Budget and Innovation, Office of the Mayor
Brian Buchner, Chief of CENTCOM Operations, Office of the Mayor

CITY OF LOS ANGELES

CALIFORNIA



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MAYOR

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TIMEYIN DAFETA
HYPERION EXECUTIVE PLANT MANAGER

1149 SOUTH BROADWAY, 9TH FLOOR
LOS ANGELES, CA 90015
TEL: (213) 485-2210
FAX: (213) 485-2979
WWW.LACITYSAN.ORG

October 31, 2018

ELECTRONIC MAIL: meg.barclay@lacity.org

Mr. Richard H. Llewellyn, Jr., City Administrative Officer
City of Los Angeles
Office of the City Administrative Officer
200 North Main Street, 15th Floor
Los Angeles, CA 90012

Attention: Ms. Margaret Barclay

Dear Mr. Llewellyn:

LOS ANGELES SANITATION (LASAN) HOMELESS EMERGENCY AID PROGRAM (HEAP) FUNDING REQUEST

In support of the Mayor's Executive Directive No. 24 to construct A Bridge Home (ABH) to address the homeless crisis, LASAN would like to request \$8,263,567 of funding through the Homeless Emergency Aid Program (HEAP). The current City plan is to construct 15 to 24 ABH sites throughout the City. It is estimated that eight (8) bridge homes will be completed during fiscal year (FY) 2018-19, another seven (7) sites will be completed in FY 2019-20, and an additional nine (9) sites will be completed by FY 2020-21. It is estimated that each ABH will provide approximately 100 beds, thereby serving approximately 2,400 of the homeless population.

The services LASAN will be providing are within two (2) Activity categories within the City's HEAP application. The activity categories are: Activity Category #1: Capital and Operating Support for Short Term Housing Interventions and Capital for Permanent Housing and #2: Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention and Diversion Programs, General Homeless Services and Hygiene Services. LASAN will include services for sewer utilities, solid disposal containers, bi-weekly trash collection, and storage containers for personal belongings at each AHB in relation to Activity Category 1. The sewer utilities includes a one-time costs for permits, such as the sewer connection fee, the Sewer Facilities Charge (SFC), and the Sewer Capacity Availability Request (SCAR), as well as the ongoing Sewer Service Charge (SSC) for the restroom, shower, and laundry facilities at each housing site.

zero waste • one water

AN EQUAL EMPLOYMENT OPPORTUNITY - AFFIRMATIVE ACTION EMPLOYER

Recyclable and made from recycled waste



Attachment 13 - HEAP Wait List

LASAN HEAP Funding Request
 October 31, 2018
 Page No. 2

In support of Executive Directives No. 8 and No. 16, LASAN’s Clean Streets LA (CSLA) Program has teams that respond directly to homeless encampments and illegal dumping Citywide to keep streets clean and safe. As part of the Activity Category #2: General Homeless Services and Hygiene Services, LASAN will be providing mobile restrooms and hygiene stations in conjunction with the CSLA teams at their regularly scheduled cleanup locations to provide sanitary hygiene facilities to the nearby homeless population.

Please see table below for multi-year budget including capital and operating costs.

Description	Item	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21
		Cost	Cost	Cost
ABH Solid Operating Costs	Semi-weekly collection service cost	\$ 35,405.06	\$ 132,768.98	\$ 212,430.36
ABH Solid Capital Costs	4 Cubic Yard Bin	\$ 14,541.60	\$ 12,723.90	\$ 16,359.30
	60 Gallon Bin	\$ 18,561.60	\$ 16,241.40	\$ 20,881.80
Sewer Utility Operating Costs	Storage Container	\$ 880,000.00	\$ 770,000.00	\$ 990,000.00
	Sewer Service Charge	\$ 74,526.02	\$ 271,225.83	\$ 428,306.43
Sewer Utility Capital Costs	Sewer Connection Fee	\$ 3,238.40	\$ 2,833.60	\$ 3,643.20
	Sewer Facilities Charge	\$ 240,828.00	\$ 197,400.00	\$ 253,800.00
	Sewer Capacity Availability Request	\$ 1,300.00	\$ -	\$ -
Clean Street Operating Costs	Mobile Restrooms/Hygiene Station Maintenance Cost	\$ 588,440.16	\$ 1,176,880.32	\$ 1,176,880.32
Clean Street Capital Costs	Mobile Restrooms/Hygiene Station	\$ 724,350.00	\$ -	\$ -
		\$ 2,581,190.84	\$ 2,580,074.03	\$ 3,102,301.41
			Grand Total	\$ 8,263,566.27

If you require additional information, please contact Rowena Lau, Senior Environmental Engineer at (213) 485-2427.

Sincerely,

ENRIQUE C. ZALDIVAR, P.E.
 Director and General Manager
 LA Sanitation and Environment

By: 
 Rowena Lau,
 Senior Environmental Engineer
 Financial Management Division

RL/TB:tb

c: Lisa Mowery, LASAN
 Eva Sung, LASAN
 Mary Reuschel, CAO
 Margaret Barclay, CAO

HOMELESSNESS AND POVERTY

MOTION

There is a homelessness crisis in the City of Los Angeles. According to the 2018 Point-in-time Homeless Count, there are approximately 31,516 homeless individuals in the City of Los Angeles of which 4,673 are unsheltered people experiencing homelessness in Council District 8, 9, and 15. To address this need, the City of Los Angeles has received \$85 million in direct allocation from the State of California through the statewide Homeless Emergency Aid Program (HEAP). The City Council adopted an \$85 million proposed budget for funding eligible activities. Consistent with Council action (C.F. 18-0628) any HEAP funding request will be reviewed by the Homeless Strategy Committee and submitted to Council for approval.

There is a large population of homeless individuals living in vehicles along the I-110 Corridor. The I-110 Corridor is defined as starting from Council District 9 in the North (South of Washington Boulevard) and ending in CD 15 in the South (North of West Anaheim Street). Council District 8, 9, and 15 are requesting funding in the amount of \$600,000 to provide assistance to people living in their vehicles along this Corridor. The funds would support a vehicular homelessness outreach program that would conduct outreach to vehicle dwelling homeless and link them to housing and services. The program would serve homeless single individuals, families, and TAY vehicle dwellers in the I-110 Corridor communities of Avalon, Harbor Gateway, South Park, University Park, Vermont Square, and Westmount. The funding would serve 697 vehicles which is approximately 1,236 individuals.

To address the needs in Council District 8, 9, and 15, the Council should allocate HEAP funds to the activity described below:

- From the \$11.5 million Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
 - \$600,000 for a vehicular homelessness outreach program in Council District 8, 9, and 15 to provide assistance to people living in vehicles along the I-110 Corridor and provide services and links to housing. This is an ongoing project and alternative funding will be needed on July 1, 2021.

Approximately \$11.4 million remains available in this category, pending Council approval of outstanding requests.

I THEREFORE MOVE that the Council instruct the City Administrative Officer (CAO) to submit to the Homeless Strategy Committee (HSC) for review the funding requests stated above to utilize State Homeless Emergency Aid (HEAP) funds;


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I FURTHER MOVE that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above.

PRESENTED BY: 
MARQUEECE HARRIS-DAWSON,
Councilmember, 8th District

~~PRESENTED BY:~~ 
SECONDED BY: CURREN D. PRICE, JR.
Councilmember, 9th District

~~PRESENTED BY:~~ 
SECONDED BY: JOE BUSCAINO
Councilmember, 15th District

~~SECONDED BY:~~ _____

ORIGINAL

HOMELESSNESS AND POVERTY

MOTION

There is a homelessness crisis in the City of Los Angeles. According to the 2018 Point-in-time Homeless Count, there are approximately 31,516 homeless individuals in the City of Los Angeles of which 2,169 (494 living in vehicles) are unsheltered people experiencing homelessness in Council District 1. To address this need, the City of Los Angeles has received \$85 million in direct allocation from the State of California through the statewide Homeless Emergency Aid Program (HEAP). The City Council adopted an \$85 million proposed budget for funding eligible activities. Consistent with Council action (C.F. 18-0628) any HEAP funding request will be reviewed by the Homeless Strategy Committee (HSC) and submitted to Council for approval.

To address the needs in Council District 1 and Citywide, the Council should allocate HEAP funds to the activities described below:

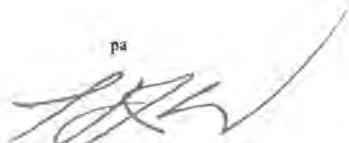
- From the \$45 million Budget for Capital and Operating Support for Short Term Housing Interventions and Capital for Permanent Housing line item, allocate:
 - \$2.5 million to fund one or two A Bridge Home sites for CD 1. The first site will temporarily house women and families located in Westlake area and the second site will be for single men, location pending. The women and family's site will serve 50 people and the second site will ideally serve approximately 50 people. This funding amount is intended for 3 years and alternative funding will be needed on July 1, 2021.
 - \$500,000 to fund two or three sites for Safe Parking in CD 1. The program will use 2 to 3 building lots in Westlake/Pico Union and Northeast LA areas. There will be at minimum 10-20 spots at each site for vehicles. This is an ongoing project and alternative funding will be needed on July 1, 2021.

Funding is available for Council District 1 portion of these activities to fund these requests.

- From the \$11.5 Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
 - \$380,000 to expand CD 1 Shower of Hope hygiene services from 2 days a week to 5 days a week at the following locations: Mac Arthur Park, Lincoln Heights, Cypress Park, and other high need areas. Each operating day has capacity for 30 showers and is connected with onsite outreach teams. This is an ongoing project and alternative funding will be needed on July 1, 2021.
 - \$560,000 to open CD 1 Mobile Pit Stops and for attendants to provide hygiene services for 7 days a week at closed park bathrooms in Pico Union/Westlake and North East LA areas. Each operating site has capacity for 60 utilizers of service. This is an ongoing project and alternative funding will be needed on July 1, 2021.

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- \$350,000 to fund 3 Full Time Employees (FTEs) at 3 non-profits to enhance the Jail In Reach Project at three LAPD Regional Jails (Van Nuys, 77th, MJS) that would allow the project to expand from 2 half days to 3 full days at each site and 2 days for follow-up. Since January 2017, the project has contacted 2,500 homeless people in custody in efforts to divert them from the criminal justice system and with additional dedicated staff funding the project can achieve better outcomes. This is an ongoing project and alternative funding will be needed on July 1, 2021.
- \$50,000 to fund Shelter Partnership to purchase a cargo truck to support their distribution of hygiene, household, and clothing donations to local non-profits assisting the homeless. In the past year, Shelter Partnership has distributed over \$6.2 million in goods to over 160 agencies serving homeless individuals and families in the City of Los Angeles. This is a onetime cost and no alternative funding will be needed on July 1, 2021.

Approximately \$11.4 million remains available in this category to consider funding these requests.

I THEREFORE MOVE that the Council instruct the ^{city} ~~Chief~~ Administrative Officer (CAO) to submit to the Homeless Strategy Committee (HSC) for review the funding requests stated above to utilize State Homeless Emergency Aid (HEAP) funds;

I FURTHER MOVE that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above.

PRESENTED BY:



GILBERT A. CEDILLO
Councilmember, 1st District

SECONDED BY:



MOTION HOMELESSNESS AND POVERTY

There is a homelessness crisis in the City of Los Angeles. To address this need, the City of Los Angeles has received \$85 million in direct allocation from the State of California through the statewide Homeless Emergency Aid Program (HEAP). The City Council adopted an \$85 million proposed budget for funding eligible activities. Consistent with Council action (C.F. 18-0628) any HEAP funding request will be reviewed by the Homeless Strategy Committee (HSC) and submitted to Council for approval.

North Valley Caring Services (NVCS) is an independent, tax-exempt nonprofit whose mission is to empower neighborhood residents to build a vision of their community's future and actively solve local problems. NVCS provides services such as hot meals, hygiene facility, and outreach to the homeless population in North Hills, Panorama City, Van Nuys, Arleta, and Langdon/Orion Street neighborhood of North Hills. NVCS is in need of funding in the amount of \$450,000 to centralize and expand navigation and supportive services for homeless families that have been placed in motels in the areas they serve.

Families experiencing homelessness are often placed in motels as a first step towards securing permanent housing solutions. Though this an important step in keeping families safe and sheltered, there are still many challenges that they face as they transition out of homelessness. A lack of internet access impacts housing and job searches. The need for childcare limits the ability to attend leasing and job interviews, and can make it a challenge to get older children to school.

NVCS seeks to become a centralized hub where homeless families from the area can access a one-stop-shop of relevant services on their campus. Participants in NVCS family navigation and supportive services program will have access to in-house:

- Case management services
- Housing navigation services
- Food security program
- License exempt childcare (cooperative model)
- Activities for children in motels
- Workforce development

To address the need in Council District 7, the Council should allocate HEAP funds to the activity described below:

- From the \$11.5 Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
 - \$450,000 for staff and supplies to the North Valley Caring Services for navigation and supportive services for homeless families.

Approximately \$11.4 million remains available in this category to consider funding these requests.

I THEREFORE MOVE that the Council instruct the City Administrative Officer (CAO) to submit to the Homeless Strategy Committee (HSC) for review a funding request for \$450,000 to utilize Homeless Emergency Aid (HEAP) funds for staff and supplies to the North Valley Caring Services for navigation and supportive services for homeless families in Council District 7, as further detailed in this motion;

I FURTHER MOVE that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above;

I FURTHER MOVE that if sufficient HEAP funds are not available in Category Three to fully fund this proposal, that the Council instruct the City Administrative Officer (CAO) to recommend alternative funding sources available.

NOV 21 2018

PRESENTED BY: Monica Rodriguez
MONICA RODRIGUEZ
Councilwoman, 7th District

SECONDED BY: MR

ORIGINAL

MR:pb




Eric Garcetti, Mayor
Rushmore D. Cervantes, General Manager

Community Services & Development Bureau
1200 West 7th Street, 9th Floor, Los Angeles, CA 90017
tel 213.928.9071 | fax 213.808.8999
hcidla.lacity.org

October 29, 2018

TO: Richard H. Llewellyn
City Administrative Officer

FROM: Rushmore D. Cervantes 
General Manager
Los Angeles Housing and Community Investment Department (HCIDLA)

DATE: October 31, 2018

SUBJECT: **PROPOSAL FOR A HOMELESSNESS PREVENTION PROGRAM**

Thank you for the opportunity to share with you HCIDLA's proposal for a Homelessness Prevention Program (HPP), a proactive approach to strengthen and reinforce our City's commitment to alleviating poverty and reducing homelessness. HPP would serve approximately 1,000 households, which translate to a minimum of 2,000 individuals over a 12 month period, at a cost of \$2.9 million annually. Due to the unprecedented efforts led by the Mayor and the City Council to increase the City's investment of General Fund resources, voter-passed revenue measures such as Measure H and Proposition HHH, and funding made available through the Homeless Emergency Aid Program (HEAP), the City's capacity to address the homelessness crisis has been strengthened. HCIDLA is prepared to play a key role in implementing the various homelessness strategies adopted by the Mayor and City Council. In addition to working to increase the supply of affordable and supportive housing, we would argue that increased attention should be paid to families at significant risk of homelessness. Through the FamilySource System, HCIDLA is uniquely positioned to deliver prevention services to families on the brink of homelessness.

The proposal included below provides the details requested for consideration of HEAP funds.

GOAL STATEMENT:

Enhance existing efforts to reduce the number of families at risk of eviction, displacement, or who have recently fallen into homelessness due to financial hardship.

TARGET POPULATION:

- **Very Low income residents at risk of displacement who are receiving services at FamilySource Centers.** The Homelessness Prevention Program (HPP) would serve approximately 1,000 households (minimum of 2,000 individuals) over a 12 month period. Nearly all clients would be families with children under 18 years of age.

- **Families with Children Face a Larger Barrier to Economic Security.** 64% of households with children under six years old struggle, and 78% of households headed by single mothers are below the Real Cost Measure.

HEAP FUNDING REQUESTED:

- \$2.9 million annually with no administrative overhead costs included.

LEVERAGED SOURCES:

- Federal Community Development Block Grant (CDBG), State Community Services Block Grant (CDBG), and City General Fund resources—for a total of \$13 million in leveraged resources.

THE NEED

Each day an increasing number of Angelenos are at risk of homelessness. According to a recent statewide report issued by the United Way of California, *Struggling to Stay Afloat: The Real Cost Measure of California 2018* (Attachment A), one in three households in California (which translates to over 3.3 million families) struggle every month to meet their basic needs. The Real Cost Measure estimates the amount of income required to meet basic needs for a given household in a specific community. This report weighs the costs of housing, food, health care, child care, and transportation to determine what it *truly* costs to live in California. Specifically in Los Angeles:

- **1 in 3 Households Struggle:** More than one in three households (38%) do not earn sufficient income to meet basic needs.
- **Households of Color Struggle Disproportionately:** Of the 977,090 households below the Real Cost Measure, 536,270 are Latino (57%), higher than any other racial or ethnic group.
- **Working Hard, Not Earning Enough:** Of the 977,090 households that fall below the Real Cost Measure, 97% have at least one working adult and 78% of heads of household who work are employed full-time and year round. A family of four two adults, one infant and one school age child) would need to hold more than three full-time, minimum wage jobs to achieve economic security.
- **Heads of Households have Low Educational Attainment:** 75% of heads of households below the Real Cost Measure do not have a high school diploma, reducing their ability to earn higher wages.
- **Housing Burden:** 46% of all households spend more than 30% of their income on housing.

For these families even a seemingly minor event can trigger a catastrophic outcome and catapult a family from their home to the streets. The 2018 Homeless Count conducted by the Los Angeles Homeless Services Authority (LAHSA), revealed a **15.9% increase of persons experiencing homelessness** from 2017, and of these persons, 46% reported it was due to loss of employment or other financial reasons.

OVERVIEW OF FAMILYSOURCE SYSTEM - CITY'S LARGEST ANTI-POVERTY PROGRAM

The City of Los Angeles has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of displacement and homelessness.

We propose funding the 16 City-funded FamilySource Centers that have deep geographic reach within the City of Los Angeles and connected to a vast array of services and community partners.

The FamilySource System (FSS) provides a continuum of services designed to assist low-income families to become self-sufficient by increasing family income and academic achievement. The FamilySource Centers are one-stop community centers that offer a myriad of braided social, educational, workforce and family support services complemented by comprehensive, coordinated and integrated asset building services. Asset building services focus on improving the financial capability of families by building their knowledge, skills and access to products and services, including financial education, financial coaching, credit building, tax preparation, public benefit access, incentivized savings programs and asset ownership programs.

The FamilySource Centers can play a role in identifying families who are at risk of homelessness. Annually the FamilySource Centers serve over 40,000 unduplicated customers, of which:

- 30% are single mothers;
- 95% are low-income people of color;
- 71% of adults 24 and older have less than a high school education and nearly half have less than an 8th grade education level;
- 84% are renters; and
- 81% are extremely low income, including 16,371 households living less than 50% of the federal poverty level, far below the Real Cost Measure.

These vulnerabilities can quickly lead to debt, inability to pay for basic necessities, and loss of housing, therefore placing families on the brink of homelessness. **FamilySource Centers have been experiencing a higher number of families seeking homelessness prevention services and support. This year, there was a 59.5% increase in the number of FamilySource households who experienced homelessness over the previous year.** FamilySource Centers are well suited to address this growing need. Since the launch of the FamilySource System in 2009, the FamilySource Centers have made the following impact:

- 231,512 unduplicated people served;
- \$139.5 million in increased income for low-income households;
- \$127.2 million in new economic activity to the local economy;
- 44,388 tax returns filed; and
- \$60.5 million in refunds, including the Earned Income Tax Credit (EITC).

FSS PARTNERSHIP WITH THE LOS ANGELES UNIFIED SCHOOL DISTRICT (LAUSD)

HCIDLA entered into a partnership with the LAUSD in 2014 to offer a comprehensive level of educational services to FSS youth and families. This partnership co-located LAUSD Pupil Services and Attendance (PSA) counselors at FSCs to provide 1) direct access to student records to accurately track academic achievement, 2) clinical case management for parents and families, and 3) parent engagement and education services to ensure youth academic success.

These services are funded jointly by the LAUSD and the City. The partnership supports the wellness and academic success of students and families through linkage to district and community resources. In this partnership, PSA counselors provide the following services:

- Outreach and collaborate with FSCs, LAUSD schools and programs, and community agencies;
- Conduct academic and psycho-social assessments and provide academic consultation;
- Link students and families to LAUSD and FSS resources;
- Coordinate with the LAUSD Homeless Liaison to connect students and families who are at risk of homelessness with the necessary local and community resources;
- Support parent engagement and education services through parenting classes and parent workshops; and
- Assess and connect students referred through the Los Angeles School Police Department Diversion Referral Program to FamilySource services and other community agencies.

HCIDLA's partnership with the LAUSD has maximized access to various educational, social and enrichment programs, which promote academic success and student achievement. More recently, LAUSD PSA Counselors co-located at FSCs have also been focused on removing barriers to academic success for McKinney Vento eligible students by providing needed supplies such as backpacks, school supplies, clothing, transportation, and other basic needs. The McKinney Vento Homeless Assistance Act defines a "homeless student" as a school-aged child who lacks a fixed, regular, and adequate nighttime residence and is living:

- In a shelter, motel, hotel, or transitional living program;
- In an automobile, trailer/motor home, or campsite temporarily due to inadequate housing;
- In an abandoned building or public place;
- In substandard housing (i.e. no running water or electricity), like a garage;
- In a "doubled up" situation with friends or relatives due to loss of housing stemming from financial hardship;
- Temporarily with an adult who is not the parent/guardian due to loss of housing;
- On their own without a parent/guardian (runaway or unaccompanied youth); or
- In a home for minor unwed mothers.

The allocation of HEAP funds will be leveraged with FSS and LAUSD resources to reduce the stress on students and families facing financial hardship and at risk of homelessness. Research has shown that homeless students are more likely to score lower on standardized tests, prone to repeat a grade and experience higher transiency rates than their housed peers. Many homeless students are at-risk of exposure to violence, trauma, family mental health, or substance abuse issues and school instability. These issues have proven to create significant educational challenges for homeless students and have led to lower graduation rates than their housed peers. Students may often struggle with social, behavioral and academic issues related to their circumstances.

FamilySource Center and Family Solution Center Program Alignment

The Family Solution Centers funded by LAHSA operate in eight locations throughout the county, and respond to the needs of residents across 88 cities. HCIDLA and LAHSA have been working together for the past two years to align services between the FamilySource System and the Family Solution Centers. The result of this alignment and coordination led to the development of two innovative programs.

The first was launched in South LA, in early 2018, which aimed to coordinate and integrate the delivery of services between the two systems. The Southeast/Watts FamilySource Center, managed by Watts Labor Community Action Committee (WLCAC) and the Family Solution Center, managed by Special Services for Groups (SSG) Homeless Outreach Program Integrated Care System (HOPICS) worked together to develop a cross-referral system to streamline the delivery of services between both systems. The result of this collaborative work led HCIDLA to modify its FamilySource Center application system-wide to include questions about homelessness from the Family Solution Centers. By incorporating these questions into the FamilySource System, FamilySource Centers are better positioned to identify families who are at imminent risk of becoming homeless and connect them to resources that help maintain their permanent housing and/or secure new permanent housing that is sustainable.

The second program launched in July 2018 was the “Solid Ground” program. In an effort to combat homelessness in Service Planning Area (SPA) 2, Supervisor Sheila Kuehl invested \$300,000 of her own discretionary funding to a Homelessness Prevention Program. Solid Ground is modeled after Homebase in New York City, a neighborhood-based homeless prevention program. Similar to Homebase, Solid Ground works with community-based non-profits, in this case one of the City’s FamilySource Centers, managed by New Economics for Women (NEW), and LAHSA’s Family Solution Centers, managed by LA Family Housing.

Through this program, NEW and LA Family Housing are testing methods for providing prevention services to families facing homelessness in one zip code (91405). Rent-burdened, low-income participants living within this zip code receive assistance to resolve a crisis that would otherwise lead to loss of housing. Eligible households are served with either “Brief Services” (generally the day of service); or “Full Services,” which includes up to six months of case management/housing stabilization services (see Table 1.1). Households are exited from Full Services when they achieve program goals and have reached a reasonable level of stability in permanent housing.

Table 1.1

BRIEF SERVICES	FULL SERVICES
Mediation and/or landlord dispute resolution services	Mediation and/or landlord dispute resolution services
Referrals to mainstream benefits and/or other community resources	Case management services
Referral and linkage to services	Referrals to mainstream benefits and/or other community resources
Limited financial assistance to include the following: transportation and grocery cards	Housing stabilization services
	Housing location services
	Direct financial assistance
	Linkage to legal services

PROPOSED EXPANSION OF FSS SERVICES TO ASSIST FAMILIES AT RISK OF HOMELESSNESS

The FamilySource Homelessness Prevention Program will operate through the 16 FamilySource Center non-profit agencies. The proposed program will focus on preventing new cases of homelessness by targeting 1,000 FamilySource households who are at high-risk of becoming homeless. The goal of the program is to assist eligible households to maintain safe, stable permanent housing through supportive services, financial assistance and financial coaching to build a more financially secure future.

The 1,000 households selected for this program will be renters with a household income of less than 50% of the Area Median Income (AMI). They will have been assessed as being at particularly high risk of homelessness, using criteria established by HCIDLA, in partnership with LAHSA, that incorporates academic research and the vulnerability index tool.

As part of this program design, each FamilySource Center will hire a “Family Stability Adviser” which would be a newly created position across all 16 FSCs. The Financial Stability Adviser will work with the identified households to stabilize their living conditions through supportive services and temporary financial assistance. Once housing has been stabilized, the Family Stability Adviser will provide case management services through a service integrated financial coaching model. The Financial Stability Adviser will conduct a comprehensive assessment, which will include a financial health evaluation of the household’s banking, credit, debt, and savings. Using this information, a housing stability plan will be developed in coordination with the household to ensure they are able to sustain themselves in their homes. This plan will include overall goals with specific action steps, measurable objectives, and techniques used to achieve objectives.

Services include:

- Intensive case management;
- Temporary financial assistance;
- Financial education workshops;
- Financial coaching;
- Credit counseling;
- Credit building;
- Access to safe and affordable financial products;
- Tax preparation;
- Individual taxpayer identification number (ITIN) processing;
- Public benefit access;
- Incentivized savings program; and
- Asset ownership programs.

The Financial Stability Adviser will meet with each household twice a month and track the progress of the household’s ability to develop and manage safe and affordable banking relationships; establish or improve their credit score; decrease debt; and build savings.

The milestones for achieving financial stability include: opening or transitioning to a safe and affordable bank account, establishing good credit or improving credit score by at least 35 points, decreasing debt by at least 10%, increasing savings by at least 2% of net income, and establishing

monthly savings for at least three months. The progress and tracking of goals, milestones and outcomes will occur during monthly case management meetings. Every quarter each household will undergo a periodic process of reassessment to identify any emergent issues or needs and, if necessary, will revise the housing stability plan accordingly. Case management plans are closed when the household has improved their financial stability, which is measured by four outcomes: livable income; a credit score of 650 or above; savings equal to three months of living expenses; and debt less than 40% of monthly income.

This pilot program focuses on preventing new cases of homelessness by stabilizing the family's housing and working with them to build a more financially secure future. This approach is different than the Family Solution Centers, which are regionally coordinated systems of care for families, *who are already homeless or experiencing a severe housing crisis*. The goal for the FamilySource Homelessness Prevention program will be to provide more upstream support to families who are facing economic hardship. They will work closely with the Family Stability Adviser to overcome their imminent housing and financial crisis before it escalates to eviction or displacement.

FSCs will continue to work closely with Family Solution Centers to refer families who may qualify for Coordinated Entry System (CES) services. Currently there are eight Family Solution Centers located throughout Los Angeles County and each center provides the following services:

- Standardized Assessment and Interventions – Rapid Re-Housing;
- Coordinated Supportive Services and Housing Plans;
- Connection to Crisis Housing;
- Connection to Community-Based Supportive Services;
- Housing Search and Placement; and
- Financial Assistance for Rapid-Re-Housing.

The FamilySource Centers will complement these services by helping struggling households find pathways out of poverty through financial coaching. The expanded partnership will enable the eight Family Solution Centers to reach more households with the expansion of homelessness prevention into 16 additional communities where FamilySource Centers operate. More importantly, this program will develop a measureable and scalable approach that will build a long-term safety net for families and prevent them from ever experiencing homelessness.

HOMELESSNESS PREVENTION MODEL

The proposed FSC Homeless Prevention Program will include:

- Establishment of a standardized and thorough client screening intake process;
- Flexible funding for temporary financial assistance for rental arrearages or moving assistance to secure permanent housing;
- Legal counseling, and mediation services to help clients remain in their homes; and
- Intensive case management services that include ongoing evaluations of each client's ability to sustain himself/herself in housing after the prevention assistance has ended.

Additionally, our proposed design includes an aggressive outreach component that utilizes the City's FamilySource System as well as self-help legal access centers throughout the city for client referrals.

This approach differs from the LAHSA Family Solutions Center model in that it would target current FSC clients who face multiple vulnerabilities to be assessed during the FSC intake process. This approach would complement the County's homeless prevention efforts and also increase the City's capacity to serve the needs of an increasingly at-risk population.

Our proposed program design is summarized below:

Program Eligibility

- Participants must be **renters** (i.e. individuals or families) in the City of L.A;
- Verifiable household income cannot exceed **50%** (or whatever percentage is agreed upon) of AMI;
- Lacks the financial resources **and** support networks needed to remain in existing housing or to secure alternative housing; and
- Demonstrates ability to **sustain** housing after program services conclude.

Priority will be given to clients who meet at least **one** of the following criteria:

- Living in rent-restricted affordable housing, public housing or having a Housing Choice Voucher (e.g. Section 8 rental assistance);
- Living in a rent-stabilized apartment; and
- Living on a fixed income (e.g. Social Security, SSI, SSDI, GR, or TANF).

Data Tracking/Measuring Impact

The Homelessness Prevention Program will use a robust data collection and tracking system to measure the program's effectiveness. Currently, HCIDLA uses a web-based system, Integrated Services Information System (ISIS) to record, track and maintain data. In early 2019, HCIDLA will migrate data from ISIS to Bitfocus' Clarity platform, the same web-based system utilized by LAHSA for the Homeless Management Information System (HMIS). Migrating data to this system will allow for better alignment of resources and the ability to create more meaningful data-rich reports for measuring impact including, but not limited to: demographic information, dates of participation, benefits and services provided and outcomes achieved. As part of our continued efforts in measuring impact, HCIDLA will review and assess the impact of the Homelessness Prevention Program monthly and build into the program a scorecard that will measure and monitor progress toward our strategic targets similar to our FamilySource Center Scorecard referenced in Attachment B.

Program Coordination for Legal Services

Legal services for this program will be coordinated through the City's FamilySource System, which has a strong referral system with non-profit legal entities (Inner City Law Center, Legal Aid Foundation of Los Angeles, Public Counsel, and Neighborhood Legal Services). We will also work with LAHSA to leverage the funding already allocated to Inner City Law Center through Measure H, which expanded their capacity to represent clients in court and/or with landlords, provide case management services and make rental arrearage payments to landlords on behalf of clients and receive referrals through the County's "211" hotline, the City's Family Source System, or self-help legal access centers.

Program Costs

Maximum one-time emergency financial assistance not to exceed \$3,600 per household. These funds will only be used after all other sources of funds have been exhausted and will be reserved for families already enrolled and receiving intensive case management services at any of the 16 FamilySource Centers. The program will target 1,000 households with direct emergency financial assistance using HEAP funds.

All FSCs will be allocated \$112,500 to provide emergency financial assistance to eligible households.

- 16 FSCs x \$112,500 = \$1.8 million

Additionally, \$1.1 million will be allocated to the City's FamilySource System, which will allow each center to hire one Family Stability Adviser

- \$70,000 (salary + benefits) x 16 FamilySource Centers (FSC) = \$1.1 million

Total projected costs= \$2.9 million annually with no administrative costs. See Attachment C: Budget.

SUSTAINABILITY PLAN

HCIDLA understands that HEAP funds provide one-time funds, which are set to expire by 2020. To address the plan to continue to fund this program starting July 1, 2021, HCIDLA will schedule the release of the FamilySource Center (FSC) Operators Request for Proposals (RFP) in the Fall of 2020, upon approval of the City Council and the Mayor. The capacity to provide homelessness prevention services will be required of all responders to that RFP, thus institutionalizing the program.

The FamilySource System (FSS) was last procured in Fiscal Year 2015-2016 through a process that resulted in the establishment of 16 non-profit managed Centers located within highly impoverished areas of the City.

Additionally, HCIDLA will work with a research partner to assess the ongoing effectiveness of the FamilySource System. Our research partner, Health Management Associates, will advise HCIDLA on how programs and services offered through the FamilySource System are alleviating poverty and preventing displacement and homelessness across the city. They will examine whether the FSS partnerships are changing institutional behavior across city/county departments, and if barriers to coordination between organizations are being removed to support effective delivery of interventions and system support to address the holistic needs of families facing economic hardship.

The lessons learned from the proposed FSS Homelessness Prevention Program will be incorporated into the service delivery of the FSC system to further build and improve upon a highly successful model for a new five year period. HCIDLA will plan to continue with a place-based model but refine it to better respond to the evolving needs of city residents. HCIDLA will not be requesting additional support from the General Fund to offset the expiration of HEAP funds.



The Real Cost Measure in California

Los Angeles

The **Real Cost Measure (RCM)** estimates the amount of income required to meet basic needs (the "Real Cost Budget") for a given household type in a specific community. The Real Cost Measure builds a bare-bones budget that reflects constrained yet reasonable choices for essential expenses: housing, food, transportation, health care, taxes and child care.

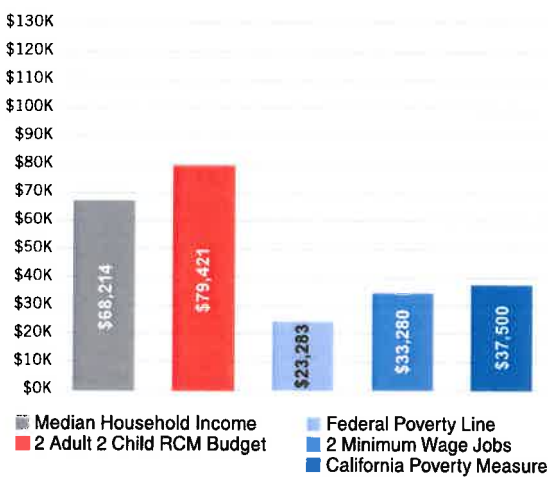
Total Households
Below Real Cost Measure
977,090

Percent of Households
Below Real Cost Measure
38%

Percent of Households below Real Cost Measure
Which Have at Least One Working Adult
97%

2016 Annual County Income Comparison

(Based on a household of 2 adults, 1 infant and 1 school-age child)



Three Real Cost Budgets for the County

	1 Adult	2 Adults	2 Adults, 1 Infant, 1 School-Age Child
Housing	11,364	13,848	17,880
Food	3,612	7,224	14,508
Health care	2,268	4,524	9,048
Transportation	5,544	11,088	11,088
Child care (net)	0	0	16,104
Miscellaneous	2,280	3,672	6,864
Taxes/Credits	1,202	1,584	3,929
Final Budget	\$26,270	\$41,940	\$79,421

The Real Cost Measure in Los Angeles

Households of color struggle disproportionately...

- Across the state, African Americans and Latinos have a disproportionate number of households with incomes below the Standard. In this area, of the 977,090 households below the Real Cost Measure, 536,270 are Latino.

Families with children face a larger barrier to economic security.

- 64% of households with children under six struggle, a rate nearly twice that of the rest of the county.
- Single mothers are most likely to struggle. 78% percent in the county are below the Real Cost Measure.

Families work, but don't earn enough...

- 97% of households below RCM have at least one working adult.
- 78% of heads of household who work are employed full time and year round.
- A family of four (2 adults, one infant, one school age child) would need to hold more than 3 full time, minimum-wage jobs to achieve economic security.

High housing costs are a major challenge for struggling households...

- 46% of all households in the county spend more than 30% of their income on housing.

Category	% Below RCM
Education	
Less than High School	75%
High School Diploma	55%
Some College/Vocational	38%
College Degree or Higher	18%
Household Type	
Single Mother	78%
Seniors	34%
Married Couple	33%
Informal Family	32%
Race/Ethnicity	
Latino	57%
African American	42%
Asian American	31%
White	21%
Citizenship/Nativity	
Foreign Born, Non-Citizen	63%
Foreign Born, Naturalized	38%
U.S.-Born Citizen	29%

Data drawn from *Struggling to Stay Afloat: The Real Cost Measure in California 2018* by United Ways of California in partnership with B3 Consults. For the full report go to <http://unitedwaysca.org/realcost>.

Attachment B

Housing + Community Investment Department, City of Los Angeles
 Community Services & Development Bureau
 Program Operations Division

FSC PERFORMANCE REPORT
 Section 1 (11) Contractors
 Section 2 (5) Contractors

FINAL FIGURES
 April 1, 2017 - June 30, 2018
 July 1, 2017 - June 30, 2018

FAMILYSOURCE PROGRAM
 PERIOD ENDING : JUNE 30, 2018
 REPORT DRAWN: JULY 16, 2018

	UNIVERSAL ACCESS			VALUE OF INCREASED INCOME (\$)			INCREASED ACADEMIC ACHIEVEMENT		
	PERCENTAGE 15 Months	ACTUAL 15 Months	TOTAL 15 Months	PERCENTAGE 15 Months	ACTUAL 15 Months	TOTAL 15 Months	PERCENTAGE 15 Months	ACTUAL 15 Months	TOTAL 15 Months
FAMILYSOURCE CENTER CONTRACTORS									
SECTION 1 CONTRACTORS: April 1, 2017-June 30, 2018									
1736 FAMILY CRISIS CENTER	119%	3318	2800	128%	\$ 648,251	\$575,000	122%	244	200
ALL PEOPLE'S COMMUNITY CENTER	138%	3802	2800	279%	\$ 1,604,871	\$575,000	127%	254	200
BARRIO ACTION YOUTH & FAMILY CENTER	108%	3033	2800	142%	\$ 816,485	\$575,000	112%	224	200
CENTRAL CITY NEIGHBORHOOD PARTNERS (CCNP)	146%	4097	2800	290%	\$ 1,665,509	\$575,000	129%	258	200
EL CENTRO DE AYUDA	129%	3619	2800	202%	\$ 1,161,370	\$575,000	104%	208	200
EL NIDO FAMILY CENTERS (SOUTH LOS ANGELES) 129286	112%	3149	2800	162%	\$ 931,192	\$575,000	192%	203	200
NEW ECONOMICS FOR WOMEN (SOUTH VALLEY) 129300	113%	3157	2800	274%	\$ 1,560,176	\$575,000	105%	210	200
P. F. BREESEE FOUNDATION	108%	3021	2800	281%	\$ 1,500,156	\$575,000	125%	249	200
THE CHILDREN'S COLLECTIVE, INC.	101%	2838	2800	173%	\$ 995,485	\$575,000	108%	215	200
WATTS LABOR COMMUNITY ACTION COMMITTEE (WLCAC)	165%	4606	2800	325%	\$ 1,866,631	\$575,000	100%	200	200
YOUTH POLICY INSTITUTE (YPI)	112%	3144	2800	303%	\$ 1,744,433	\$575,000	114%	228	200
TOTALS	123%	37,784	30,800	229%	\$ 14,494,559	\$6,325,000	113%	2493	2200
SECTION 2 CONTRACTORS: July 1, 2017- June 30, 2018									
EL CENTRO DEL PUEBLO	97%	2418	2500	156%	\$ 779,641	\$500,000	192%	179	175
EL NIDO FAMILY CENTERS (NORTH VALLEY) 129915	125%	3124	2500	312%	\$ 1,599,397	\$500,000	133%	232	175
LATINO RESOURCE ORGANIZATION (LRO)	119%	2976	2500	358%	\$ 1,788,910	\$500,000	151%	265	175
NEW ECONOMICS FOR WOMEN (NORTH VALLEY) 129886	97%	2418	2500	218%	\$ 1,091,663	\$500,000	103%	180	175
TOBERMAN NEIGHBORHOOD CENTER	93%	2317	2500	153%	\$ 813,331	\$500,000	90%	157	175
TOTALS	106%	13,253	12,500	243%	\$ 6,072,942	\$2,500,000	116%	1013	875
GRAND TOTALS	118%	51,037	43,300	233%	\$ 20,567,501	\$8,825,000	114%	3506	3,075

90% and above	2800	11 Agencies
80% through 89.9%	2500	5 Agencies
79.9% and below		

MINIMUM # OF UNDUPLICATED CUSTOMERS TO BE SERVED:	2800	11 Agencies
MINIMUM DOLLAR VALUE OF INCOME REPORTED IN ACHIEVING INCREASED INCOME/ECONOMIC RESOURCES:	2500	5 Agencies
MINIMUM # OF CUSTOMERS ACHIEVING INCREASED ACADEMIC ACHIEVEMENT:	2000	11 Agencies
	175	5 Agencies
		\$575,000
		\$500,000

FamilySource Center (FSC)
Homelessness Prevention Program

PROPOSED NUMBER OF HOUSEHOLDS TO BE SERVED: 1,000

Description of Budget Item					Total Project Budget
Subcontractor Salaries					
Position Title	No. of FSCs	No. of Mo	Salary	% of Time	
Financial Stability Advisor	16	12	4,704.14	100%	903,194
Subtotal Salaries					\$ 903,194
Fringe Benefits					
Subtotal Fringe Benefits: 21.79%					\$ 196,806
TOTAL SUBCONTRACTOR PERSONNEL COSTS					\$ 1,100,000
Emergency Financial Assistance					
	No. of FSCs	Total Cost Per FSC			
Rent arrears, assistance with security deposit and moving expenses, utility bill assistance, and limited one-time financial assistance to resolve problems that are contributing to a households risk of becoming homeless (Maximum Cost Per Household \$3,600)	16	\$	112,500		\$ 1,800,000
TOTAL SUBCONTRACTOR EMERGENCY FINANCIAL ASSISTANCE COSTS					\$ 1,800,000
TOTAL SUBCONTRACTOR COSTS					\$ 2,900,000

MOTION HOMELESSNESS AND POVERTY

There is a homelessness crisis in the City of Los Angeles. To address this need, the City of Los Angeles has received \$85 million in direct allocation from the State of California through the statewide Homeless Emergency Aid Program (HEAP). The City Council adopted an \$85 million proposed budget for funding eligible activities. Consistent with Council action (C.F. 18-0628) any HEAP funding request will be reviewed by the Homeless Strategy Committee (HSC) and submitted to Council for approval.

LA Family Housing (LAFH) is an independent, tax-exempt nonprofit whose mission is to help people transition out of homelessness and poverty through a continuum of housing enriched with supportive services. LAFH assists families and individuals who are homeless, or in danger of homelessness, become connected to housing and supportive services through their outreach and assessment process. Homeless Services consists of interim housing (bridge and crisis); housing navigation intake and assessment; placement services; and housing stabilization. Supportive Services ensures that the individuals and families served have all the resources they need to achieve stability and stay housed.

LAFH requires funding in the amount of \$321,000 to finance the following three services:

- **Crisis Housing for Individuals (\$107,000):** Additional funds are needed to provide interim housing for individuals to move into permanent housing from the street.
- **Client Flex Funds (\$107,000):** Client Flex Funds enable creative solutions to participants' challenges not currently covered through public funding options. Flex funds are needed to assist individuals and families during the process of moving into permanent housing with storage, rental assistance and other start-up costs (utilities, etc.).
- **Flexible Diversion Funds (\$107,000):** At the time of intake, LAFH Engagement Teams look at all possible solutions to a participant's housing crisis that extend beyond enrollment into the Coordinated Entry System for homeless services. Flexible diversion spending is needed to incentivize people to take in families and individuals experiencing homelessness by assisting them with food, utilities, and rent costs.

To address the need in Council District 7, the Council should allocate HEAP funds to the activity described below:

- From the \$11.5 Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
 - \$321,000 to LA Family Housing for Crisis Housing for Individuals, Client Flex Funds, and Flexible Diversion Funds.

Approximately \$11.4 million remains available in this category to consider funding these requests.

I THEREFORE MOVE that the Council instruct the City Administrative Officer (CAO) to submit to the Homeless Strategy Committee (HSC) for review a funding request for \$321,000 to utilize State Homeless Emergency Aid (HEAP) funds for LA Family Housing for Crisis Housing for Individuals, Client Flex Funds, and Flexible Diversion Funds in Council District 7, as further detailed in the text of this Motion;

I FURTHER MOVE that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above;

I FURTHER MOVE that if sufficient HEAP funds are not available in Category Three to fully fund this proposal, that the Council instruct the City Administrative Officer (CAO) to recommend alternative funding sources available.

NOV 21 2018

PRESENTED BY:

Monica Rodriguez
 MONICA RODRIGUEZ
 Councilwoman, 7th District

SECONDED BY:

MVS

MR:pb

ORIGINAL

MOTION

HOMELESSNESS AND POVERTY

There is a homelessness crisis in the City of Los Angeles. According to the 2018 Point-in-time Homeless Count, there are approximately 31,516 homeless individuals in the City of Los Angeles of which 2,240 are unsheltered and experiencing homelessness in Council District 9. To address this need, the City of Los Angeles has received \$85 million in direct allocation from the State of California through the statewide Homeless Emergency Aid Program (HEAP). The City Council adopted an \$85 million proposed budget for funding eligible activities. Consistent with Council action (C.F. 18-0628) any HEAP funding request will be reviewed by the Homeless Strategy Committee and submitted to Council for approval.

Council District 9 has the second highest number of homeless in the City of Los Angeles. Both sheltered and unsheltered populations in the district do not have access to washer and dryers for laundry. The path to employment for homeless individuals, among other things, requires clean clothing. Clean clothes and showers can mean the difference between being employed and unemployed.

Council District 9 is requesting \$75,000 of the HEAP funds to provide laundry services. The services will be provided to sheltered and unsheltered populations along with Transition Aged Youth and Veteran populations in Service Planning Area 6. Funds will be provided to Community Based Organizations to host laundry day events for the homeless once or twice per month. Additionally, Council District 9 is in discussions with Homeless Outreach Program Integrated Care System (HOPICS) to establish a program to provide homeless individuals vouchers to be able to do laundry any time they need.

To address the needs of the homeless in Council District 9 the Council should allocate HEAP funds to the activity described below:

- From the \$11.5 million Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
 - \$75,000 for a laundry services program(s) in Council District 9 to provide washer and dryer access to homeless individuals in Service Planning Area 6.

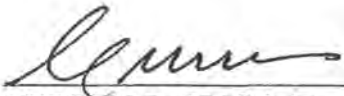
Approximately \$11.4 million remains available in this category, pending Council approval of outstanding requests.

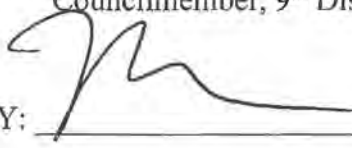
I THEREFORE MOVE that the Council instruct the City Administrative Officer (CAO) to submit to the Homeless Strategy Committee (HSC) for review the funding request for \$75,000 to utilize State Homeless Emergency Aid (HEAP) funds for laundry services in Council District 9, as further described in the text of this Motion;

NOV 06 2018



I FURTHER MOVE that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above.

PRESENTED BY: 
CURREN D. PRICE, JR.
Councilmember, 9th District

SECONDED BY: 

ORIGINAL

MOTION

The pervasiveness of trash in the public right-of-way, including streets, sidewalks, medians, and alleys, is a problem of growing concern in the City of Los Angeles. The City receives an average of 200 requests per day through 311 for illegal dumping, debris, and other trash-related nuisances and trash is consistently one of the top three reported issues. Ongoing problems with litter in the public right-of-way pose safety concerns and affect the quality of life for all those who live, work, and visit the City.

The Clean Streets LA Initiative, launched in 2015 by Mayor Garcetti, establishes the goal to better maintain public streets and walkways by creating a monitoring system and database for trash, increasing the number of trash receptacles and sanitation workers, and more. Despite overall improvements since the implementation of Clean Streets LA, many main commercial and residential corridors continue to be disproportionately impacted by trash, particularly in high density and low income neighborhoods.

Litter pick-up is currently a reactive service that is almost exclusively focused on bulky items and illegal dumping. The Department of Public Works Bureau of Sanitation responds to trash-related requests by deploying teams of highly trained City employees whose skills are often needed for more complex projects.

Daily litter maintenance should be outsourced to social justice organizations that have both the capacity to meet the City's need and ability to assist vulnerable individuals. The Transitional Job Opportunities Program (TJOP), established in 2005, gives a preference in the bid process to organizations that hire and provide supportive services to transitional employees, defined as the hard-to-employ and those who face barriers to employment. The TJOP is one of several targeted hire goals, like the Local Business Preference Program, that the City strives to achieve. With homelessness on the rise by 20% from 2016, initiatives like the TJOP can be leveraged to create job opportunities for homeless or individuals vulnerable to becoming homeless.

The process by which the City manages graffiti abatement is an example of a successful program in which entry level services are outsourced to contractors who hire transitional workers. Many also offer their participants shelter and housing assistance, educational and skill-building courses, and other supportive services to ease their transition back into the workforce and out of homelessness. Over 80% of the employees who work in the graffiti abatement program also live in the City of Los Angeles.

By utilizing social justice organizations to clear litter from the public right-of-way, the City is able to support its homeless population, expand local and transitional hiring goals, further the mission of the Clean Streets Initiative, and identify savings. There is a low barrier to entry in contracting with these organizations with high rewards that benefit the City and its constituents alike.

I THEREFORE MOVE that the City Administrative Officer with the assistance of the Department of Public Works, Bureau of Sanitation, Office of Community Beautification, and other departments, as needed, report with recommendations to establish a framework for a pilot program that would employ homeless individuals to clean proactively litter from the public right-of-way on a regular, ongoing basis.

PRESENTED BY:


JOE BUSCAINO
Councilmember, 15th District


BOB BLUMENFIELD
Councilmember, 3rd District


SEP 29 2017

ORIGINAL

SECONDED BY: 

MOTION

The pervasiveness of trash in the public right-of-way, including streets, sidewalks, medians, and alleys, is a problem of growing concern in the City of Los Angeles. The City receives an average of 200 requests per day through 311 for illegal dumping, debris, and other trash-related nuisances and trash is consistently one of the top three reported issues. Ongoing problems with litter in the public right-of-way pose safety concerns and affect the quality of life for all those who live, work, and visit the City.

The Clean Streets LA Initiative, launched in 2015 by Mayor Garcetti, establishes the goal to better maintain public streets and walkways by creating a monitoring system and database for trash, increasing the number of trash receptacles and sanitation workers, and more. Despite overall improvements since the implementation of Clean Streets LA, many main commercial and residential corridors continue to be disproportionately impacted by trash, particularly in high density and low income neighborhoods.

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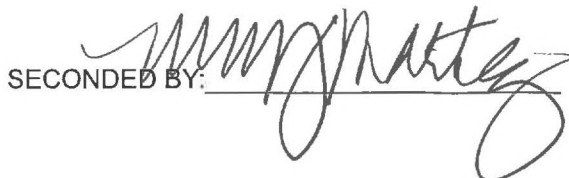
PRESENTED BY:


JOE BUSCAINO
Councilmember, 15th District


BOB BLUMENFIELD
Councilmember, 3rd District


SEP 29 2017

ORIGINAL

SECONDED BY: 

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: December 6, 2018

CAO File No. 0220-05534-0001

Council File No. 17-1121

Council District: ALL

To: The Public Works and Gang Reduction Committee
The Energy, Climate Change, and Environmental Justice Committee
The Budget and Finance Committee
The City Council
The Mayor

From: Richard H. Llewellyn, Jr., City Administrative Officer 

Reference: Motion (Buscaino – Blumenfield – Martinez) relative to establishing a framework for a pilot program that would employ homeless individuals to proactively clean litter from the public right-of-way on a regular, ongoing basis.

Subject: **REPORT BACK ON PILOT PROGRAM TO EMPLOY HOMELESS INDIVIDUALS FOR LOOSE LITTER CLEANUP PROGRAM**

RECOMMENDATION

That the Council note and file this report as it is informational. It is also recommended that the Council hear this Office's report on the financial status of funds set aside in the Unappropriated Balance (UB) and Homeless Emergency Aid Program (HEAP) for homeless related services prior to taking any action on this pilot program.

Background

On November 14, 2018, the Public Works and Gang Reduction Committee (PWGRC) considered two reports from this Office on a proposed framework to employ homeless individuals to perform loose litter cleanups across the City. The PWGRC instructed this Office to report back with a cost benefit analysis between having the Board of Public Works' Office of Community Beautification (OCB) or the Bureau of Sanitation (Bureau) administer the pilot program. Further, the Committee instructed this Office to meet with labor officials to discuss their concerns with the pilot program. The Committee instructed this Office to report back prior to the Budget and Finance Committee's consideration of this item.

This report also provides an update to the potential funding sources for the pilot. In the November 8, 2018 report, this Office recommended the use of funds from the UB over HEAP funds to finance the pilot program. Over the past several days, there have been significant requests for both funding sources and this Office will be releasing a report to the Homeless Strategy Committee on the financial status of both funds. It is recommended that the Council hear this report prior to taking any actions on this pilot program.

Cost Benefit Analysis

On November 19, 2018, this Office met with OCB to discuss how it would propose to administer this pilot program. This Office provided OCB with the breakdown of costs proposed by Chrysalis and requested it to prepare a budget for administering the pilot program. On November 20, 2018, OCB submitted the attached proposed budget. In its proposal, the 30 Chrysalis workers would be absorbed into OCB's existing public right-of-way loose litter cleanup program, which is staffed by contracted non-profit community based organizations. OCB is estimating \$989,000 in savings, which would be achieved through utilizing existing staffing resources, vehicles, supplies, and equipment from OCB contractors. The OCB proposal was shared with Chrysalis and the Bureau and both agencies have expressed concerns about the feasibility of these savings as well as the impact to the program's effectiveness. The following table provides an analysis on the feasibility of each of the proposed savings in the OCB proposal:

Proposed Efficiency/Savings	CAO Analysis
Delete six supervisor positions: OCB contractors already provide supervisors for public right-of-way cleanup crews (\$407,347).	More information is required to determine if OCB field supervisors can absorb 30 additional workers into their span of control and whether this could create potential liabilities. Chrysalis supervisors are former program graduates and there are unique benefits to having a supervisor that has experienced homelessness that can assess the progress of each participant and provide feedback on what additional resources are required to address barriers to employment.
Delete Operations Manager: Operations performed by OCB and contractors (\$76,149).	Determination on feasibility of OCB contractors absorbing this responsibility is required. Although there are only 30 positions, there will be 250-300 individuals transitioning between these jobs and the Operations Manager directs the work of these individuals, provides training, and works with the clients to ensure that the scope of work is met.
By paying the homeless through OCB contractors, rather than Chrysalis the Administrative Fee would be reduced from 8% to 5% (\$86,185).	These savings are feasible, but further discussions are required to determine what administrative costs are included in the OCB contractor's administrative fee and whether these are comparable to Chrysalis's administrative services.
Reduced vehicle costs: OCB contractors already have vehicles. Some additional maintenance and fuel is accounted for. Vehicle costs reduced to \$75,000 (\$207,354).	More information is required to determine how OCB contractors will accommodate an additional 30 workers within their existing fleet of vehicles at no additional cost.
OCB contractors already have supplies and equipment for this program (saving \$64,800).	More information is required to determine how OCB contractors will provide cleaning supplies and equipment, cell phones, and trash liners to 30 additional workers at no additional cost.

As part of the Clean Streets LA project, the Bureau of Sanitation does not charge tip fees for public right-of-way cleanup (saving \$147,000).	Although OCB does not directly pay tip fees, these expenses are paid by the Bureau and these costs need to be included in the overall program costs.
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This Office still recommends that the Bureau of Sanitation administer the Chrysalis contract and pilot program, but the Council can instruct OCB to administer the Chrysalis contract and program as outlined in this Office's May 18, 2018 report.

As discussed in the table above, there are concerns about the feasibility of the savings proposed in the OCB model. In addition, the Chrysalis employment program was developed using Best Practices and the proposed modifications can impact the pilot's effectiveness in assisting homeless individuals overcoming barriers to employment. There are also potential operational challenges in the OCB model such as tracking the effectiveness of the pilot if the Chrysalis workers are mixed into the OCB participant pool or coordinating with the Bureau on the deployment of resources to ensure that they are addressing critical areas identified through service requests, Council Office requests, and CleanStat data. The primary goal of the Motion (C.F. 17-1121) that initiated this pilot program requested this Office to develop a work program that would specifically assist and support homeless individuals. Chrysalis has the expertise and tools necessary to successfully meet this goal and they have demonstrated this success in operating the City's homeless personal property storage facilities.

Labor's Concerns

On November 21, 2018, this Office's Employee Relations Division met with representatives of the Coalition of City Unions. During this meeting, labor representatives expressed two issues with the pilot program. First, the Bureau of Sanitation has existing resources in its Clean Streets Los Angeles (CSLA) Program to perform this work, but many of these positions are vacant. Labor representatives expressed a strong desire for the Bureau to fill its existing Maintenance Laborer vacancies through the Targeted Local Hire Program before additional resources are provided. Second, if the City wants to help a targeted group of individuals become employable, the City should use existing contractual resources such as the OCB community based organizations.

FISCAL IMPACT STATEMENT

There is no fiscal impact as this report is informational.

RHL:WKP:10190052

Attachment

**CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE**

Date: November 20, 2018
To: Rich Llewellyn, City Administrative Officer
Attn: Wilson Poon, Sr Administrative Analyst II
From: Paul Racs, Director
 Office of Community Beautification



**RE: OCB RESPONSE TO PUBLIC WORKS/GANG REDUCTION
 COMMITTEE REQUEST FOR COST SAVINGS RELATED TO
 COUNCIL FILE 17-1121**

At the Public Works and Gang Reduction Committee meeting held on November 14, 2018, the Board of Public Works-Office of Community Beautification (OCB) was requested to provide information on potential cost savings related to hiring of homeless individuals for cleaning up litter, trash, and weeds along the public right-of-way.

OCB administers contracts with non-profit community based organizations for various cleanup and beautification services, including ten public right-of-way cleanup contracts with organizations providing litter cleanup, weed abatement, and bulky item pickup. These crews were formed as part of the Clean Streets LA project. Last year (July 2017 to June 2018) OCB contractors cleaned 8,085 locations; filled and disposed of 118,367 trash bags of weeds/litter/debris from along the public right-of-way. These same contractors also picked up 11,809 discarded items, such as couches, furniture, mattresses, etc.

Crews are deployed citywide, typically composed of one or two working supervisors and sometimes community service workers. All contractors currently performing these services under contract with OCB have dedicated vehicles, equipment, and systems in place to provide efficient services.

Since OCB already administers the public right-of-way cleanup program, focused on cleaning litter, weeds, and debris from our City streets, a nexus exists for OCB to also administer a program which hires homeless individuals to perform these same services. OCB has expertise in managing these types of contracts and would be able to do so without any additional resources.

It is also proposed that by utilizing OCB non-profit community based organizations, which already provide these field services, there would be an economy of scale cost savings to the City in the amount of \$988,835 because this program would add labor to existing cleanup forces. These savings could be used to hire eighteen more homeless individuals to perform similar services. Chrysalis would still be utilized as the intake and counseling center.

The attached chart provides a breakdown of cost savings by utilizing current OCB contractors as well as working in partnership with Chrysalis. Efficiencies/Savings would be created in the following areas:

Attachment 13 - HEAP Wait List

- Delete six supervisor positions: OCB contractors already provide supervisors for public right-of-way cleanup crews (\$407,347).
- Delete Operations Manager: Operations performed by OCB and contractors (\$76,149).
- By paying the homeless through OCB contractors, rather than Chrysalis the Administrative Fee would be reduced from 8% to 5% (\$86,185).
- Reduced vehicle costs: OCB contractors already have vehicles. Some additional maintenance and fuel is accounted for. Vehicle costs reduced to \$75,000 (\$207,354).
- OCB contractors already have supplies and equipment for this program (saving \$64,800).
- As part of the Clean Streets LA project, the Bureau of Sanitation does not charge tip fees for public right-of-way cleanup (saving \$147,000).

Copies:

John Popoch CD 3

Cecilia Castillo CD 3

Matt Hale CD 2

Felicia Orozco CD 7

COST COMPARISON--OCB CONTRACTOR VS. OUTSOURCING PROGRAM

CHRYSALIS LABOR COSTS (as referenced in CAO File #0220-05424-0000)						
No.	Position	Hourly Pay Rate	Related Costs*	Hourly Bill Rate	CHRYSALIS ONLY Annual Cost	OCB Annual Cost
6	Supervisors	\$17.43	\$15.21	\$32.64	\$407,347	\$0.00
30	Workers	\$19.25	\$12.29	\$25.54	\$1,593,696	\$1,593,696
1	Operations Manager	\$24.04	\$12.57	\$36.61	\$76,149	\$0.00
1	Employment Program Manager	\$24.04	\$12.57	\$36.61	\$76,149	\$76,149
1	Program Administrator	\$20.00	\$12.81	\$32.81	\$68,245	\$68,245
	Administrative Fee (8% of Labor)**				\$177,737	\$11,552
TOTAL Annual Labor Costs					\$2,399,323	\$1,749,642

Under OCB's program, the 8% Admin Fee would only apply to the Employment Program Mgr., and the Program Admin. positions

5% Administrative Cost for CBO's

\$80,000
\$1,829,642 *Final OCB Labor Cost*

* Related costs include healthcare benefits, workers' compensation, payroll taxes, liability insurance, unemployment insurance, and program services.
 ** Administrative Fee includes Chrysalis support services such as human resources, systems support, billing, payroll, and facility expenses.

VEHICLES				OCB COST
Item Description	Quantity	Monthly Rate	Annual Cost	Annual Cost
Leasing & Maintenance	6	\$2,466	\$177,535	\$50,000.00
Insurance	6	\$326	\$23,460	\$0.00
Fuel	6	\$1,100	\$79,200	\$25,000.00
GPS Service	6	\$30	\$2,160	\$0.00
TOTAL Vehicle Costs			\$282,354	\$75,000.00

SUPPLIES AND EQUIPMENT				OCB COST
Item Description	Quantity	Monthly Rate	Annual Cost	Annual Cost
Cleaning Equipment & Supplies	6	\$600	\$43,200	\$0.00
Drinking Water	6	\$60	\$4,320	\$4,320
Linens	6	\$150	\$10,800	\$0.00
Cell Phone Services	6	\$150	\$10,800	\$0.00
Uniforms	6	\$100	\$7,200	\$7,200
TOTAL Annual Supplies & Equipment Costs			\$76,320	\$11,520.00

OCB COST

One-time startup costs:	\$42,371	\$42,371.00
Tip Fees (1.56 tons per day per crew @ \$60/ton):	\$147,000	\$0.00
TOTAL 2018-19 PROGRAM COSTS	\$2,947,368	\$1,958,533

OCB Contractors DO NOT have to pay Tip Fees to dispose of their trash.



October 31, 2018

Richard H. Llewellyn, Jr.
 City Administrative Officer
 City of Los Angeles
 200 North Main Street
 Suite 1500
 Los Angeles, CA 90012-4137

SUBJECT: City of Los Angeles Homeless Emergency Aid Program (HEAP) Request

Dear Mr. Llewellyn,

In accordance with the City Administrative Officer (CAO) transmittal on August 31, 2018 (C.F. 18-0628), the Los Angeles Homeless Services Authority (LAHSA) respectfully submits for your consideration the agency's request for HEAP funding to support critical homeless services.

LAHSA is grateful for the City of Los Angeles' unwavering partnership in the work to address homelessness. Between 2017 and 2018, the number of people experiencing homelessness in the City of Los Angeles fell by 6%, while the number of people that were connected to permanent housing rose sharply. There were especially precipitous declines in the number of veterans, chronically homeless persons, and transition-age youth (TAY) experiencing homelessness in the City of Los Angeles. These successes, though modest, reflect unprecedented collaboration between City leaders and departments, local communities, LAHSA, and service providers. We believe the trust and depth of partnership between the City of Los Angeles and LAHSA leave us well positioned to continue to make significant progress in the months and years ahead.

To build on the City's successes in moving more people from the streets and into housing, LAHSA proposes several requests for uses of HEAP funding. These requests, listed below, reflect the lessons learned over the last several years as we have increased the homeless system's capacity to house youth, families, and adults in an expeditious manner, and input from extensive feedback process across the LA Continuum of Care (CoC). These requests are aligned with the City's stated priorities for the City's allocation of HEAP funds, as well as the LA CoC's priorities for the its separate allocation of HEAP funding.

To that end, LAHSA respectfully requests \$31,320,240 dollars to fund and further support access centers, diversion/rapid resolution activities, interim housing capital improvements, additional safe parking program sites, provide targeted Skid Row services, and scale-up services and connections to housing for youth. LAHSA recognizes that this is a significant request and welcomes the opportunity to engage with the City as it seeks to balance competing priorities.

Access Centers

<i>Request Amount</i>	\$7,200,000
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Youth, Families, Adults
<i>Number of Homeless Individuals to be Served</i>	7,200

The Coordinated Entry System (CES) offers a no-wrong-door approach to connect people experiencing homelessness with appropriate housing resources and uses outreach workers to bring the front door of CES to our most vulnerable neighbors living in unsheltered settings. The past couple of years operating CES, however, have not only demonstrated the value of a no-wrong-door approach, but also the need for having clear front doors so that people know where they can seek help when facing a housing crisis. Access centers offer this critical front door to the system, as well as connection to a broad range of other services. LAHSA currently funds 11 access centers within the City (5 family-focused, 4 adults focused, and 2 others located in Skid Row); however, these access centers do not having capacity to handle the volume of people seeking their services. In FY17-18 alone, there were more than 24,000 people who newly entered CES. To meet immediate needs, and for CES to effectively utilize these access centers as a clear front door to the system, this additional funding is requested to augment existing access center operations.

Peter Lynn
 Executive Director

Board of Commissioner

Kelli Bernard
 Chair

Sarah Dusseault
 Vice Chair

Noah Farkas

Wendy Greuel

Mitchell Kamin

Lawson Martin

Irene Muro

Booker Pearson

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Jacqueline Waggoner

Administrative Office

811 Wilshire Blvd.
 6th Floor
 Los Angeles, CA 90017

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213 553.8488 - TY

www.lahsa.org

Attachment 13 - HEAP Wait List

Diversion/Rapid Resolution

<i>Request Amount</i>	\$2,550,000
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Youth, Families, Adults
<i>Number of Homeless Individuals to be Served</i>	1,564

CES continues to see an increase in individuals and families seeking housing-related services. The demand for housing and supportive services is currently overwhelming homeless service providers operating within CES and exceeds the amount of available housing resources. According to the 2018 Homeless Count, financial hardship is the cause of approximately 46% of new homeless situations, indicating that ending homelessness for many households does not require intensive or longer-term interventions such as rapid re-housing or permanent supportive housing. Many of these newly homeless households could resolve their homelessness with light-touch supportive services and/or financial assistance at or before their first point of entry into the system.

To more effectively reconnect these households to safe and permanent housing options, and thus reduce inflow into CES, LAHSA proposes to bring diversion/rapid resolution activities to scale citywide. Specifically, LAHSA requests support to provide:

- four (4) diversion/rapid resolution specialists located at CES Family Solution Centers (FSC) to assist with the increased number of families seeking assistance;
- eight (8) diversion/rapid resolution specialists located at the City Family Source Centers which brings the Service Planning Area (SPA) 6 pilot between Homeless Outreach Program Integrated Care System (HOPICS) and Watts Labor Community Action Committee (WLCAC) to scale;
- four (4) diversion/rapid resolution specialists located at Access Centers within the City; and,
- one (1) diversion/rapid resolution specialist located at large interim housing site.

Interim Housing Accessibility Capital Improvements

<i>Request Amount</i>	\$5,000,000
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Youth, Families, Adults
<i>Number of Homeless Individuals to be Served</i>	4,391

Under the authority of the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, and the Fair Housing Act, the provision of all publicly funded homeless services programs are required to be accessible for participants with disabilities.

According to LAHSA's the 2018 Homeless Count, there are approximately 4,400 individuals with physical disabilities experiencing homelessness on any given night in the City of Los Angeles. Individuals with physical disabilities account for 14% of the total homeless population in the City of Los Angeles. As noted by the U.S. Interagency Council on Homelessness, persons with disabilities are disproportionately represented among all people experiencing homelessness.

LAHSA seeks a dedicated funding source to continue mitigation of architectural and other physical barriers to accessibility of interim housing facilities. This funding will support capital improvements such as, but not limited to: construction of ramps to provide accessibility to enter a facility, remodeling of restrooms to allow for participants with mobility devices equal access, provision of appropriate special needs beds/cots that are reinforced and meet ADA bed dimensions, and accessible pet and assistance relief areas for participants who utilize assistance animals.

Rapid Re-Housing

<i>Request Amount</i>	\$4,778,800
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Families, Adults
<i>Number of Homeless Individuals to be Served</i>	400

Rapid Re-Housing (RRH) is a service model offering people experiencing homelessness quick reconnection to permanent housing using time-limited financial assistance, individualized supportive services, and connection to mainstream resources. While RRH programs have proven effective at housing thousands of people across Los Angeles County, there

Attachment 13 - HEAP Wait List

are several ways to strengthen existing efforts, including increasing overall capacity in the system, where demand for RRH services far exceeds available resources. While significant RRH capacity has been added to CES over the past couple of years, there remains a gap of 10,446 Rapid Re-Housing slots throughout Los Angeles County, according to LAHSA's 2018 gaps analysis; LAHSA estimates that approximately 7,200 slots of this 10,446 gap are in the City of Los Angeles. In addition, family RRH is in need of additional staffing support, as high caseloads in the family system are straining service delivery. Adding resources to RRH for families would lead to better and more expedient service delivery for persons currently awaiting RRH placement, thus allowing for more people to be served by the program.

Safe Parking

<i>Request Amount</i>	\$5,100,000
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Youth, Families, Adults
<i>Number of Homeless Individuals to be Served</i>	510

Safe parking seeks to assist families and individuals who dwell in their vehicles with a safe and legal place to park and sleep at night. LAHSA's program also includes a dedicated case manager and ensures access to permanent housing resources through CES. The average safe parking program costs approximately \$170,000 to operate per year. LAHSA is currently piloting various models of this program with different capacity and service components which will impact outcomes including number of persons served. LAHSA requests funds to support this City Council directed activity with a program site in each council district for two years.

Skid Row Services

<i>Request Amount</i>	\$2,200,000
<i>Service Area</i>	Skid Row
<i>Homeless Population to be Served</i>	Adults
<i>Number of Homeless Individuals to be Served</i>	1,076

Skid Row continues to be the epicenter of the City's chronically homeless population. According to the 2018 Homeless Count, there are an estimated 4,294 individuals experiencing homelessness. Of those, 2,149 are sheltered, 2,145 are unsheltered, and 1,229 individuals are chronically homeless. LAHSA applauds the City's focus on ensuring that the needs of Skid Row residents are addressed through HEAP funds and proposes the following proposals:

- Enhancing services at two (2) existing access centers, including a diversion specialist at each (2);
- Placing one (1) family diversion specialist at a Skid Row mission with a high volume of families with children; and,
- Placing one (1) diversion specialist at a large Skid Row interim housing facility.

Youth Programs

<i>Request Amount</i>	\$ 3,800,000
<i>Service Area</i>	Citywide
<i>Homeless Population to be Served</i>	Youth and Young Adults
<i>Number of Homeless Individuals to be Served</i>	858

An estimated 2,210 youth and young adults experience homelessness on any given night in the City of Los Angeles, according to LAHSA's 2018 Youth Count. As noted by the U.S. Interagency Council on Homelessness, programs and services should support youth and young adults experiencing homelessness to achieve four core outcomes—stable housing, education and employment, permanent connections, and social and emotional well-being. To support appropriate services, LAHSA requests support to test new, and expand existing, education and employment services; increase the availability of youth rapid re-housing; and place diversion specialists at key access points for youth and young adults in the City.

Funds to support existing education and employment services will increase the number of FTE CES Education Coordinators staffed by the Los Angeles Unified School District (LAUSD) co-locating at Coordinated Entry System for Youth (YCES) sites. CES Education Coordinators support youth and young adults experiencing homelessness to increase their educational attainment including support with accessing academic records, maintaining and increasing secondary and postsecondary enrollment, and ongoing academic supports. CES Education Coordinators also provide training and

Attachment 13 - HEAP Wait List

technical assistance to homeless youth providers to better integrate education into ongoing case management supports. Funds will also support pilots testing new models for integrating developmentally-appropriate employment services in Youth CES, such as subsidized employment, employment training, and job placement services into YCES participating agencies. The pilots aim to improve employment outcomes and strengthen access to career pathways for youth and young adults experiencing homelessness. Diversion/rapid resolution specialists, located at key points of access in the City, will assist youth and young adults to identify low-cost and immediate housing solutions and prevent youth from experiencing continued or prolonged homelessness. Examples of key points include Education and Workforce Development Department (EWDD) Youth Source Centers, Los Angeles Community College District (LACCD) college campuses, and city libraries.

Additionally, in order to provide the necessary administrative support to distribute, administer, and oversee the effective and efficient use of these funds, LAHSA requests 5% of the overall request, which totals \$1,491,440, in administrative funding.

Thank you in advance for your consideration of this request. Additional information for each of these projects is provided in the attached spreadsheet.

My staff and I look forward to the continued support of the Mayor and Council as we work to address homelessness across the City of Los Angeles. Please contact José Delgado, Associate Director of Policy and Legislative Affairs at jdelgado@LAHSA.org or (213) 225-8492, with any questions.

Sincerely,



Peter Lynn
Executive Director
Los Angeles Homeless Services Authority

Cc: Sharon Tso, Chief Legislative Analyst