

Executive Summary

ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Los Angeles is once again putting forward a plan that establishes our local priorities as they relate to the administration of federal entitlement programs. The Five-Year Consolidated Plan (Con Plan) conforms to federal regulations established by the US Department of Housing and Urban Development (HUD). The development of the plan provides the City of Los Angeles (City) the opportunity to revisit its housing and community development values, goals, and programs. This is a time to evaluate our strategic directions and budget allocations in light of changes in the lives of local residents and our local economy as well as the broader trends in the region, state, and nation.

The Five-Year Con Plan directs federal affordable housing and community development grant dollars to investments that provide decent housing, a suitable living environment, and expanded economic opportunities for low- and moderate-income residents of Los Angeles. The Con Plan is the City's strategic plan for leveraging HUD's annual entitlement allocations of four key federal grant programs: 1) Community Development Block Grant (CDBG), 2) Emergency Solutions Grant (ESG), 3) HOME Investment Partnerships Program (HOME), and 4) Housing Opportunities for Persons with AIDS (HOPWA).

Five years ago, when last we undertook this planning effort, Los Angeles faced severe challenges:

- One of the highest rates of foreclosure in the nation, with over 3,000 housing units being foreclosed upon each quarter
- Unemployment at 10%, compared to a national rate of 8.5%
- State redevelopment law repealed for budget reasons, wiping out a key source of local funding—\$23-50 million annually—for affordable housing, economic, and community development
- Federal sequestration and Congressional budget decisions cutting HUD's affordable housing budgets, reducing the City's annual total of entitlement grants from nearly \$124 million in 2008 to \$95 million in 2012, and shrinking resources for Section 8 rental assistance and public housing programs

Now, in 2018, a new set of challenges are present:

- A 33% increase in homelessness, as captured by annual homeless counts, from approximately 25,000 persons living on the streets in 2015 to more than 34,000 homeless individuals in 2017
- A dramatic rise in home prices and rental costs, increasingly leading to displacement of long-time residents as older, lower-cost neighborhoods become popular with middle-income home

buyers, particularly near new public transit stations. Newly built market rate housing is rented at prices far beyond the reach of low and moderate income residents

- Reversal of the progress made in earlier decades by lower income Angelenos in achieving the American dream of homeownership; in lower income neighborhoods there is once again extensive absentee ownership of single family homes

Persistent Challenges

The City still faces many of the challenges identified in the last Five-Year Con Plan, as well as subsequent Action Plans. Although the city's unemployment rate has improved, the city continues to deal with underemployment and with greatly reduced funding for affordable housing and essential human services, while housing affordability continues to elude renters and homeowners alike. Cost-burdened residents struggle to meet basic obligations, including paying for housing, transportation, education and health care—integral components of healthy living.

The majority of city residents are renters, and over 61%—approximately 490,000 households—pay more than 30% of their gross monthly income for housing costs. The longstanding mismatch of incomes and housing costs continues, as rents and home prices rise faster than incomes. For example, between 2006 and 2013, the median renter household income decreased by nearly 4% percent after adjusting for inflation, while at the same time, local median rents went the opposite direction, rising by almost 11% after inflation. This mismatch in LA grew more rapidly than any other major American city during that period. The trend continued in 2017, with median rents rising 5%.

The City has a long way to go to create job opportunities that meet the needs of its businesses and unemployed and underemployed workforce. In November 2017, the city had a 4.4% unemployment rate, higher than LA county's rate of 4.1%, slightly lower than the state (4.6%), but still higher than the nation (4.1%). Although it is nearly a 1% decrease from April 2016 (5.3%), the benefits of improved labor market conditions remain elusive to many city residents.

Los Angeles has one of the worst rates of income inequality in the nation. A Brookings Institute report published in January 2016 about income distribution in US cities placed Los Angeles with the seventh highest level of income inequality out of the 100 largest metropolitan areas.

The wealth gap phenomenon continues to exacerbate the already out-of-reach nature of homeownership affordability for many in the city, along with climbing home prices. Only about 12% of homes sold in the region in the first quarter of 2017 were affordable to families with a median income of \$64,300. In stark contrast, on a national level, about 60% of homes sold in the first quarter of 2017 were affordable to households earning the national median income, which was \$57,600.

Evolving Challenges and Opportunities

This new five-year plan is based on the foundational values established in the City's previous Five-Year Con Plan:

- *Environment*: Foster a safe, healthy, and environmentally sustainable region
- *Equity*: Foster equal access to opportunity and equitable treatment for all
- *Engagement*: Foster social interaction and community vitality
- *Economy*: Foster an economically prosperous and resilient region

New City policies and programs described below—in particular the City's new Assessment of Fair Housing (AFH) Plan, approved by the Mayor and City Council in October 2017 (Council File No. 16-0647)—will shape the Con Plan's investments and programs in addition to other guidance. And the good news is that new local resources are available to leverage with the Con Plan grants, in order to address the varied challenges listed above, and more.

The Principles of Affirmatively Furthering Fair Housing as Applied to the Consolidated Plan

On July 16, 2015, HUD published in the Federal Register its Affirmatively Furthering Fair Housing (AFFH) final rule to provide HUD program participants (i.e., grantees) with a new approach for planning fair housing outcomes to assist them in meeting their statutory obligation to affirmatively further fair housing, as required by the Fair Housing Act, 42 U.S.C. 3608. The AFFH rule required that program participants must conduct an Assessment of Fair Housing (AFH) using an Assessment Tool. It also stated that the AFH must be completed before a HUD program grantee develops and submits the next Five-Year Con Plan to HUD, so that the AFH findings, goals and strategies provide critical data and a foundation for Con Plan investments and policies.

As directed by the new regulation and subsequent guidance from HUD, the City of Los Angeles Housing + Community Investment Department (HCIDLA) and the Housing Authority of the City of Los Angeles (HACLA) collaborated to conduct a rigorous effort to assess fair housing choice in Los Angeles. HCIDLA and HACLA retained Enterprise Community Partners (Enterprise) and the Lawyers' Committee for Civil Rights Under Law (Lawyers' Committee) to prepare the joint Assessment of Fair Housing (AFH) Plan, which provides a comprehensive framework for improving access to housing and opportunity for all Los Angeles residents and promotes equity and justice for historically marginalized groups. The AFH provides an overview of demographic data, examines fair housing issues, evaluates contributing factors for each issue, and outlines meaningful goals as well as strategies to implement in order to achieve positive change and overcome those fair housing issues and contributing factors.

The partners engaged in an extensive community participation process and received input from a wide range of stakeholders. Additionally, Enterprise and the Lawyers' Committee conducted thorough research on a variety of issues and reviewed and analyzed a wealth of data provided by HUD, HACLA, and the City. The overarching AFH goals and highest priority strategies for Los Angeles listed below will guide the Five-Year Con Plan. Each goal and strategy has metrics, milestones, and responsible parties. Below are the goals and the highest priority strategies.

AFH Goal 1: Increase the stock of affordable housing throughout the city, particularly in neighborhoods of opportunity where government investment is lacking

- 1.1. Adopt linkage fee
- 1.2. Study linkage fee economic impact and explore strengthening inclusionary set-aside
- 1.3. Identify and allocate city-owned land for affordable housing, particularly in current and emerging high-opportunity areas
- 1.4. Remove barriers to producing affordable housing by streamlining the development process, including high-opportunity neighborhoods to decrease segregation and increase integration of protected classes (e.g., people with disabilities)
- 1.5. Increase the stock of affordable housing for people experiencing homelessness
- 1.6. Develop a siting policy for permanent supportive housing development projects and a geographic distribution policy to be presented to Local Elected Officials for consideration and adoption

AFH Goal 2: Preserve the existing stock of affordable rental housing and rent-stabilized housing

- 2.1 Develop a citywide policy that sets forth a no net loss of affordable housing policy that is included in land-use plans, local laws, community plans, and Requests for Proposals (RFPs) for funding for affordable housing
- 2.2 Increase dedicated City staff to support nonfinancial restricted affordable housing preservation initiatives including the maintenance of an early warning system to track at-risk housing, notification enforcement, property owner and tenant outreach and education efforts
- 2.3 Extend affordability restrictions through loan extensions, workouts, and buy-downs of affordability
- 2.4 Strengthen and expand education and outreach to tenants and owners of affordable rental housing at- risk of conversion to market rents that include options for nonprofits and/or tenants the opportunity to purchase expiring properties

AFH Goal 3: Prevent displacement of low and moderate income residents

- 3.1 Expand and strengthen support against unjust evictions, including just cause evictions, rent control policies
- 3.2 Develop and implement an acquisition and rehabilitation loan program for small multifamily properties located in areas experiencing displacement pressures. Use a set of identified metrics to help determine impacted areas in the city
- 3.3 Explore the feasibility of a *Right to Counsel* Ordinance to protect tenants' legal rights
- 3.4 HCIDLA to collaborate with HACLA to examine the feasibility of achieving consistency between standards (Housing Quality Standards-HQS, Systematic Code Enforcement Program-SCEP violations/LA Municipal Code standards) for privately owned housing to reduce displacement

AFH Goal 4: Ensure equal access to housing for persons with protected characteristics, lower-income, and homeless residents

- 4.1 Study the feasibility to develop a pilot County-funded Rental Assistance Program
- 4.2 Expand source of income protections to include Housing Choice Vouchers and seek improvements to the Section 8 program to incentivize property owners to participate in the program
- 4.3 Establish a working group consisting of stakeholders to study the feasibility of implementing an anti-tenant harassment ordinance
- 4.4 Ensure HACLA policies and practices advance equal access to housing (reasonable accommodation, eligibility discretion, partnership with law enforcement in evictions, use of arrest records)
- 4.5 Enforce fair housing protections for Lesbian, Gay, Bisexual, and Transgender (LGBT) protected classes, including gender nonconforming and nonbinary persons
- 4.6 Strengthen fair housing protections regarding ancestry and national origin (including immigrants and refugees) that prevent disclosure or threats to disclose tenants' immigration or citizenship status to authorities
- 4.7 Ensure the Coordinated Entry System matches people with physical disabilities with designated accessible housing units

AFH Goal 5: Expand access to opportunity for protected classes

- 5.1 Implement Equitable Transit-Oriented Development utilizing Measure JJJ and TOC
- 5.2 Maximize and secure fair share of funding from the State of California's Cap & Trade Program Greenhouse Gas Reduction Fund to improve housing opportunities, economic investments and address environmental factors in disadvantaged communities
- 5.3 Encourage mobility among residents living in subsidized housing in areas of poverty, particularly in R/ECAPs
- 5.4 Enhance the City's partnership with LA METRO and furthering the implementation of the City's Memorandum of Understanding with LA METRO to expand the development and preservation of affordable housing and related programs as prioritized by the LA METRO Board
- 5.5 Partner with the Los Angeles Unified School District (LAUSD) to explore ways to expand access to proficient schools through housing and community development programs and activities

AFH Goal 6: Increase Community Integration for Persons with Disabilities

- 6.1 Require at least 10% of total units in all multifamily developments receiving public funds or funded with multifamily mortgage revenue bonds to be accessible to persons with mobility disabilities and at least 4% of total units to be accessible for persons with hearing and/or vision disabilities
- 6.2 Require at least 10% and no more than 25% of units in all special needs developments or permanent supportive housing developments receiving public funds to be set aside for persons with disabilities, including individuals transitioning from institutional settings and individuals who are at risk of institutionalization

- 6.3 Provide equal accessibility design training for housing developers, architects, and contractors as well as fair housing training for housing developers and property managers who receive public funds

Other City policies and programs described below serve the foundational values and will influence the Con Plan programs and investments:

Environment: Foster a safe, healthy, and environmentally sustainable region

Issued in 2015, the Mayor’s Executive Directive No. 7 resulted in the City’s first *Sustainable City pLAN*, which among other goals called for 100,000 new housing units—including affordable homes—to be constructed by 2021 to increase the city’s housing stock. The Con Plan resources support this goal by funding the preservation of existing affordable housing and the construction of new affordable housing, built near public transit, with built-in water and energy saving design.

Also issued in 2015 was Executive Directive No. 12, calling for the expansion of Domestic Violence Shelter Services. In addition to the public safety role played by local law enforcement, Con Plan resources have for many years supported local Domestic Violence Shelter Operations, which provide safe haven to those escaping abusive relationships. For Program Year 44 (2018-19), the City is proposing to allocate additional CDBG funding to expand the City’s Domestic Violence Shelter Program. This effort seeks to completely redesign the existing program to more efficiently respond to the needs of domestic violence victims in the city, many of whom are susceptible to becoming homeless. The proposed changes will result in an increase in the number of Domestic Violence shelters, increased shelter bed capacity, the addition of housing navigators and licensed clinicians at shelters, and an improved level of habitability at each shelter. The new program design also proposes to launch a Human Trafficking Shelter Pilot Program that includes two shelter facilities to house and provide services for victims of human trafficking.

Equity: Foster equal access to opportunity and equitable treatment for all

In addition to the Assessment of Fair Housing, other City initiatives support the value of equity underlying this Con Planning process. For example, in 2015, the Mayor’s Executive Directive No. 15 promulgated *Gender Equity in City Operations*. As one of the first cities to adopt the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Los Angeles aims to create a replicable approach that can be adopted by other jurisdictions seeking to eradicate the gap in opportunities based on sex and gender. The Con Planning process provides an opportunity for the City to evaluate how City services and contracting opportunities for women-owned businesses can be improved. More importantly, this process helps the City identify ways to increase gender parity and to promote equal opportunities for, and the advancement of, women and girls.

Executive Directive No. 16 called for the *Implementation of the Comprehensive Homeless Strategy* in 2016, a joint City and County effort to combat the dramatic rise of homelessness in our region—a 33% increase of people living on the street from 2015 to 2017. For many years, all four Con Plan grants have partially financed local efforts to reduce homelessness and enable local residents to get off the streets

and into safe and affordable housing. The Emergency Solutions Grant (ESG) funds community-based homeless shelters and services, the Housing Opportunities for Persons with AIDS (HOPWA) grant pays for a variety of community-based services and housing assistance for persons living with HIV/AIDS, both homeless and at-risk of homelessness, as well as permanent supportive housing development. Both the Community Development Block Grant (CDBG) and the Home Investment Partnerships (HOME) Program dollars are invested in the development of permanent supportive housing for homeless residents, and related program delivery costs.

Engagement: Foster social interaction and community vitality

Also issued in 2016 was the Mayor’s Executive Directive No. 17, announcing the *Age-Friendly City Initiative: Purposeful Aging Los Angeles*, providing a framework for an innovative, multiyear effort to improve the lives of today’s older adults and to create a better tomorrow for future generations. Con Plan resources have long been used to support the needs of lower income elderly Angelenos, from both the CDBG and HOME grants, for services and housing.

The Mayor’s Executive Directive No. 3 on *Open Data*, promulgated in 2013, empowers local residents to participate in governance with greater understanding and impact. CDBG and HOME resources support performance measurement and evaluation of key Con Plan funded programs, such as the FamilySource System, which serves over 38,000 low-income clients every year. Open data enables local residents, community planners and others to learn more about City efforts to address local challenges, and use that knowledge to effectively advocate for the needs of low and moderate income residents. Open Data empowers Angelenos to participate in governance with greater understanding and impact. Opening government data to entrepreneurs and businesses promotes innovation by putting that information to work in ways outside the expertise of government institutions and gives companies, individuals, and nonprofit organizations the opportunity to leverage one of government’s greatest assets: public information. Most significantly, it fosters creative new thinking about solving our most intractable challenges through public-private partnerships and promoting a culture of data sharing between our own City departments and other civic resources.

Economy: Foster an economically prosperous and resilient region

The Mayor’s Executive Directive No. 13 *Support for Affordable Housing*, issued in 2015, directed City departments to facilitate the goal of 100,000 new housing units to be built by 2021, and to ensure affordability for as many low- and moderate-income residents as possible in the new housing. Con Plan resources from the CDBG, HOME and HOPWA grants all support the affordable housing goal, as well as disaster housing recovery planning and other resiliency efforts. Los Angeles is overdue for a catastrophic earthquake, potentially 50 times stronger than the 1994 Northridge earthquake and HCDLA has been active in local planning for this event.

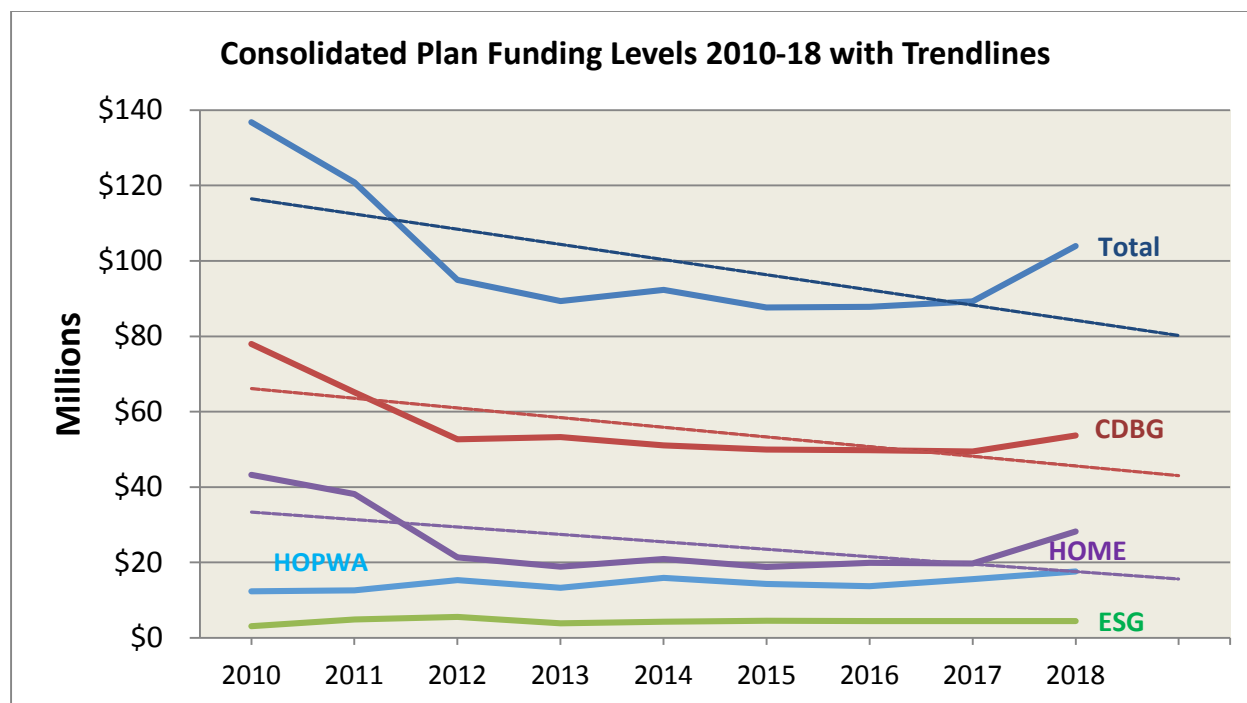
In 2017, Executive Directive No. 19 *Planning and Developing Housing and Transportation* was issued, calling for an accelerated process to update the City’s General Plan and 35 Community Plans, in order to create a city with more affordable housing, a more robust public transit system and more opportunities for homeless residents to leave the street and move into safe housing. Con Plan administrative and

planning resources enable HCIDLA’s policy and housing development staff to provide affordable housing expertise to this effort.

March 2018 saw the release of the Mayor’s Executive Directive No. 22 *Resilient Los Angeles*, calling for a city that is safe, livable and prosperous in the face of stresses and shocks. The stronger our foundation, the more prepared and connected we are to withstand a major event, and to emerge from that challenge even stronger. To realize a resilient Los Angeles, we must invest in strategies and actions that address our greatest risks and protect our most vulnerable people, places and systems. Con Plan administrative and planning resources enable HCIDLA staff to include this important commitment in all our work, and in the future Con Plan grant resources may support the retrofit and development of safer, seismically strong housing. And, as was the case after the 1994 Northridge earthquake, CDBG and other Con Plan resources, as well as Housing Choice Voucher and public housing assistance resources are likely to be needed for rebuilding.

Financial and other Resources

The chart below shows the Federal Entitlement Allocations from 2010—2018. Although the 2018 allocations have increased compared to 2017, overall there has been a significant reduction of Con Plan grant resources. The affordable housing-focused resources suffered in particular, with HOME program allocations declining from a \$43 million award in 2010 to less than \$20 million granted in 2017. Below are the federal entitlement allocations from 2010-2018.



The City’s need for additional funding, particularly for affordable housing preservation and production, will be met in part by new resources:

- In November 2016, city voters approved Proposition HHH, the *Homelessness Reduction and Prevention Housing and Facilities Bond*, which allows the City to issue up to \$1.2 billion in general obligation bonds over a 10-year period. Funds can be used to buy, build, or remodel facilities to provide supportive housing for homeless people; temporary shelters and facilities; affordable housing, veterans housing, housing for individuals and families with low incomes; and to increase access to mental health care, drug and alcohol treatment, education and training. The projected infusion of funds generated by Proposition HHH provides a funding stream to finance the development of up to 10,000 permanent supportive and affordable housing units over the next ten years.
- Also in November 2016, the voters of Los Angeles County (which includes the city of Los Angeles and 87 smaller cities) approved Measure M, a sales tax increase for transportation purposes, estimated to provide \$120 billion over 40 years, funding massive light and heavy rail expansions, highway improvements, biking and walking infrastructure and local street repairs. This will support the continued focus of the City to invest Con Plan and other resources on affordable housing built near public transit.
- In November 2016, city voters also approved Proposition JJJ, which mandates prevailing wages for construction workers on certain types of new development, inclusionary housing and other requirements.
- In 2017, the voters of the county approved Measure H, a sales tax increase that will generate up to \$300 million per year to pay for homeless services and other support systems needed to get people off the street and into safe housing. These funds will leverage the Proposition HHH and Con Plan resources allocated for homeless housing and services.
- Also in 2017, over \$64 million was awarded by the California Affordable Housing and Sustainable Communities (AHSC) Program to affordable housing developers proposing environmentally sustainable housing in LA. These funds from Cap-and-Trade resources will support the construction of more than 700 units of affordable housing, with over 200 apartments set-aside for homeless residents, and about 100 units for elderly residents. A similar application for additional housing development resources will be submitted in 2018.
- In late 2017, the City approved the proposed Affordable Housing Linkage Fee, which is based on the nexus between different types of market rate development (e.g., residential, commercial and industrial) and the demand for affordable housing by workers related to that development. An amendment to the City's Municipal Code, the Ordinance will establish a permanent funding stream for the development of affordable housing by setting a fee on identified types of market rate development. The funds generated by the fee will be used for the development of new affordable housing and could produce up to \$100 million annually for that purpose.

As evident from the abovementioned policies, programmatic guidance and new leveraging resources, the City is poised to ramp up its efforts to address homelessness and other major challenges. The Con Plan grants are a critical component of this work.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The City is once again putting forward a plan that establishes our local priorities as it relates to the administration of federal entitlement programs. The shortage of affordable housing, the needs of the growing population of homeless individuals, and the availability of accessible affordable housing all drive the goals of the City’s five-year plan. The plan’s overarching needs to reduce and prevent homelessness and provide opportunities for low-income families to prosper are behind the plans and goals for the City for the next five-years. The goals and outcomes are below.

Goal and Description	Estimated 5-Year Funding	Goal Outcome Indicator
1. Develop affordable housing for homeless and low-income	CDBG: \$27,783,000 HOPWA: \$18,070,000 HOME: \$187,938,000	Rental units constructed: 4,000 Household Housing Unit Direct Financial Assistance to Homebuyers: 410 Households Assisted
Support development of and equal access to affordable, sustainable, accessible, and resilient housing for homeless residents, persons living with a disability, and other low-income residents. Create new housing opportunities for low-income households and homeless persons by financing new affordable rental housing and permanent supportive housing. Provide first time homebuyers with financial assistance. Increase the supply of affordable and accessible housing units for people living with disabilities, including HIV/AIDS.		
2. Preserve existing affordable housing	CDBG: \$16,981,000	Rental units rehabilitated: 410 Household Housing Unit Homeowner Housing Rehabilitated: 1,270 Household Housing Unit
Prevent displacement of low- and moderate-income residents by preserving existing affordable and rent-stabilized housing. Preserve existing stock of affordable rental housing and rent-stabilized housing, and support seismic retrofits and other hazard remediation. Provide lead-based paint remediation and other housing interventions and partnerships to make existing housing healthier, more resilient, sustainable, and accessible. Ensure equal access to housing for persons with protected characteristics, lower income and an experience being homeless. Increase community integration and independent living opportunities for persons living with disabilities.		
3. Stabilize and revitalize neighborhoods	CDBG: \$164,678,000	Public Facility or Infrastructure Activities other than Low/Mod Housing: 4,693,830 Persons Assisted Public Facility or Infrastructure Activities for Low/Mod Housing: 1,490 Households Assisted
Stabilize and revitalize neighborhoods where people with low income reside. Create new and improve existing public facilities and infrastructure to increase public access to opportunities for education, employment, recreation, and social services. Improve access to public facilities and infrastructure for persons with disabilities. Identify deteriorating properties and code violations for enforcement of safety standards in neighborhoods where people with low income reside.		
4. Prevent and reduce homelessness and domestic violence	CDBG: \$14,604,000 HOPWA: \$93,591,000 ESG: \$20,375,000	Public service activities other than Low/Mod Housing Benefit: 10,690 Persons Assisted Public service activities for Low/Mod Housing Benefit: 13,430 Households Assisted Homeless Person Overnight Shelter: 22,800 Persons Assisted
Work in partnership with community-based, not-for-profit and government agencies to prevent and reduce homelessness and domestic violence. Support efforts to reach out to and provide emergency shelters, transitional housing, case management, supportive services, and rental assistance to persons who are homeless or are at risk of becoming homeless and survivors of domestic violence and human trafficking. Provide housing-related supportive services and rental assistance to residents with low incomes, including at-risk homeless persons living with HIV/AIDS.		
5. Improve local economy for low income residents	CDBG: \$33,658,000	Jobs created/retained: 3,970 Jobs Businesses assisted: 110 Businesses Assisted
Improve local economic conditions and expand access to opportunity for low income residents and other protected classes by supporting efforts to create and retain jobs and provide essential goods and services to neighborhoods lacking them. Produce new jobs and retain employees in existing jobs for low to moderate-income residents by helping businesses to thrive and succeed, through economic development, business loans, business assistance, and entrepreneurial assistance. Support businesses' efforts to provide goods and services needed in neighborhoods where people with low income reside.		
6. Help low-income families to stabilize economically	CDBG: \$31,381,000	Public service activities other than Low/Mod Housing Benefit: 203,930 Persons Assisted
Help households with low incomes to stabilize economically and avoid displacement. Support family economic stabilization by providing services to improve employment, income, financial literacy, asset development, and academic achievement. Support seniors to maintain their physical and mental health and independence, and prevent loss of housing and premature institutionalization.		

ES-05 Goals and Outcomes

3. Evaluation of past performance

The City recognizes that evaluation of past performance is critical to ensuring the City and its contractors implement activities effectively and that they align with the Con Plan's overall strategies and goals. In addition to required HUD reporting, such as the CAPER, HCIDLA has implemented processes to track performance, which is assessed monthly via a scorecard that compares actual performance to prorated annual goals.

Services and programs in the scorecard include

- Domestic Violence Shelter Operations
- FamilySource Centers
- Homeless Services
- HOPWA
- CDBG funded activities managed by City Departments (non-HCIDLA)

In addition to the monthly scorecard that evaluates overall program performance, the HCIDLA also conducts the following performance evaluations.

Evaluation of Domestic Violence Shelters and Family Source Centers

An annual performance evaluation of its individual Domestic Violence Shelter Operations and FamilySource Center contractors is conducted. The annual evaluation and scorecard are derived from the Malcolm Baldrige criteria for performance excellence, which measures business results in the categories of Products and Services, Customer Satisfaction, Financial and Market Outcomes and Process Effectiveness. The evaluation:

- Focuses on recognizing outstanding, rather than average, performance
- Uses simple and transparent measures that are broadly understood and recognized as equitable
- Makes performance information public to create accountability
- Makes performance a requirement for continued funding

Evaluation of Homeless Services/Los Angeles Homeless Services Authority (LAHSA)

LAHSA is a Joint Powers Authority established in 1993 as an independent agency by the City and County of Los Angeles. LAHSA is the lead agency in the Los Angeles Continuum of Care (LA CoC), and coordinates and manages millions in Federal, State, County, and City funds for programs providing shelter, housing and services to homeless persons in Los Angeles city and county.

LAHSA convened the Program Evaluation Advisory Committee, which was a group consisting of two representatives from agencies from each of the LA County Service Planning Areas (SPAs) that advised and approved the finalized criteria and process for performance and evaluation. Following the work of

the Committee, LAHSA has continued to improve and further refine the process to be more responsive to best practices and community and HUD priorities. To do this, LAHSA has engaged with various provider communities and both internal and external experts to ensure that the performance criteria and process established cleave to the programmatic operations for each program type in the community. LAHSA also examines the evaluation process to ensure fairness and that existing and emerging technology is properly leveraged to reduce error and increase efficiency.

A range of tools and resources exist to assist providers in understanding their performance, with more being developed and planned. A process to verify results in reports is in place to ensure that providers understand and have an opportunity to correct errors before finalization.

Performance and evaluation criteria are currently used to inform technical assistance priorities, funding decisions, and in the CoC Program Notice of Funding Availability.

Evaluation of City Departments

Memoranda of understanding have been executed between HCIDLA and other City departments receiving CDBG funds to operate programs. Included in these MOUs is a performance plan that commits each department to meeting specific output and outcome goals. An annual evaluation of actual performance compared to the goals is conducted, and will be considered in determining whether a department should continue to be funded. Corrective action will be requested of those that do not meet their MOU goals, and the reprogramming of CDBG funds from the department will be considered if the corrective action is not implemented.

HOPWA

HCIDLA serves as the administering agency for the HOPWA grant. HCIDLA conducts remote and on-site monitoring of all HOPWA-contracted agencies. Every month, HOPWA-funded contractors are required to submit monthly client demographic reports along with their invoices for personnel, program, operations and administrative costs. Another remote monitoring tool used by HCIDLA is the quarterly assessment. Every three months, a letter is sent to all HOPWA-contracted agencies assessing their performance in regards to expenditure rate and client service amounts. At the end of each program year, in conjunction with the quarterly assessments, HCIDLA completes an annual evaluation of each agency.

Additionally, the HOPWA program contracts with Shelter Partnership for technical services and advice. Shelter Partnership is a nonprofit agency with expertise in HOPWA programs, affordable housing, and preventing and ending homelessness in Los Angeles County. Shelter Partnership (SP) provides a variety of services to the HOPWA program. In 2017, SP conducted an assessment of the program's Regional Offices, the newly established regionally-based sites that coordinate the main HOPWA services. The assessment reported on program operations, challenges and recommendations for improving the program. In 2014, SP wrote an assessment of the HOPWA program overall that laid the foundation for a redesign of the program. SP also provided ongoing support on implementation of the HOPWA program, including assisting with the program's redesign to improve service provision, contributing to the bid

process for HOPWA service providers, conducting best practices research, and advising on changes to policies and regulations that affected the HOPWA program. SP continues to support HCIDLA in analyzing service provision to clients and fine-tuning HOPWA programs to ensure compliance, maximize efficiency, and increase effectiveness.

4. Summary of citizen participation process and consultation process

Public Meetings

Three public hearings were held in October 2017, before the Five-Year Con Plan was developed, to obtain input from the City's diverse population on program-related issues, past and current projects, and funding priorities for the future. After the draft Plan was prepared, three public meetings were held in February 2018 to present it to citizens and obtain their feedback. Computer Aided Real-Time Transcription and translation services were offered at all meetings.

The meetings were advertised online, on television, in print, and at strategic locations in the city. For both sets of meetings, a 30-day public comment period was observed. Additional information about the meetings is provided in the PR-15 Citizen Participation narrative, and a copy of the Public Comments Summary is attached. Additionally, two City Council meetings were held to address and approve the draft Plan.

Community Survey

In addition to the meetings, HCIDLA released an online survey asking the public for input on Con Planning matters. The survey was open from September to November and was available in both English and Spanish. It was advertised on the CityView television channel, by email to thousands of subscribers, to the 96 Neighborhood Councils, on HCIDLA and City websites and through flyers posted at various partner agencies, including the FamilySource centers. Over 1,800 respondents took the survey; the demographics of respondents spanned across all education levels, housing situations, ethnicities, and locations within the city.

5. Summary of public comments

At each of the meetings, the main topic of concern centered on affordable housing, specifically the lack thereof and the need for more.

Housing

In the survey and at the meetings, people were most concerned with a lack of affordable housing and enforcement of rent control. For example, 45% of survey respondents are cost-burdened, with over 30% of their income going to the cost of housing, and rents continue to increase while their wages cannot keep pace. Related, community members asked for help in removing lead from old homes and guaranteeing tenants' rights. Additionally, the community felt that housing was needed for special

needs groups, such as seniors, domestic violence survivors, and persons experiencing homelessness, with supportive services (i.e., social services, mental health) to ensure continued housing success.

Homelessness

Homelessness was another main concern. The desire to end or reduce homelessness is universal, however the approaches to do so varied. Suggestions for reducing homelessness included creating supportive housing, increasing the number of shelters, collaborating with religious institutions, improving homeless services especially in regards to medical and mental health services, and assisting with legal matters.

Business & Economic Development

Meeting participants expressed the desire for more local small businesses, small business assistance and investment, more local jobs with decent wages, and more job training opportunities. This ties in closely with both homelessness and housing; a higher wage and more job opportunities would allow people more housing security and allow the homeless possibly to afford a place to live.

Public Facilities & Infrastructure

Meeting participants wanted improvements to make their neighborhoods safer and more livable. Mainly, this consisted of more parks and open green spaces, sidewalk and street repairs, and street lighting.

Public Services

Among the top requested services were more FamilySource Centers, domestic violence services, mental health services, immigration services, and youth programs.

6. Summary of comments or views not accepted and the reasons for not accepting them

The City received public comments about various issues that are not funded by the Con Plan, such as improved public transportation, schools and police. The City will consider how some of these important issues may be addressed through improved coordination with other government agencies or leveraged programs in the future.

7. Summary

As evident from the abovementioned policies, programmatic guidance, and leveraged resources, the City of Los Angeles is poised to ramp up its efforts to address homelessness and other major challenges. The Con Plan grants are a critical component of this work.