

Potential City Connections to Select Homeless Initiative Strategies

STRATEGY	LEAD DEPT/AGENCY	POTENTIAL OPPORTUNITIES			
		Potential Funding	On-Site Services at City Facilities	Referrals	Other
A – Prevent Homelessness					
A1 – Homeless Prevention Program for Families	Los Angeles Homeless Services Authority (LAHSA) Chris Chenet CChenet@lahsa.org		Family Solution Centers (FSC) may be able to co-locate one of their intake personnel at a city site; reserved for sites that have a high inflow of homeless clients.	If a city employee, through their regular work duties, encounters a family that is about to lose their housing, they can make a referral to the Coordinated Entry System (CES) for a Families contact in their respective Service Provider Areas (SPA).	If cities have specific programs they'd like to integrate into the FSC in their region, LAHSA can work with that city and FSC in capacity building to identify how to integrate services for the clients in the system.
A5 – Homeless Prevention Program for Individuals	LAHSA Chris Chenet CChenet@lahsa.org			If a city employee, through their regular work duties, encounters individuals who are about to lose their housing, they can make a referral to the CES in their SPA.	
B – Subsidize Housing					
B3 – Expand Rapid Rehousing	<u>For Families and Youth</u> LAHSA Paul Duncan PDuncan@lahsa.org <u>For Individuals</u> Department of Health Services (DHS) Leepi Shimkhada LShimkhada@dhs.lacounty.gov			Identify homeless families/youth/adults who would be good candidates for rapid re-housing and refer them to the local rapid re-housing provider.	1. Contribute \$500/month per family/individual, which is approximately 50% of the actual rent subsidy cost. The framework of this strategy includes: <ul style="list-style-type: none"> • The County will fund the remainder of the rental subsidy and the full cost of support services. • Cities pay \$500/month for up to 9 months of the rental subsidy for each family/individual.

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					<ul style="list-style-type: none"> The County will cover all the costs after 9 months. City staff can identify homeless families/youth/ adults who would be good candidates for rapid re-housing and refer them to the local rapid re-housing provider. <p>2. Assist in identifying rental units and encouraging landlords to make rental units available for rapid re-housing.</p>
B4 – Facilitate Utilization of Federal Housing Subsidies	Housing Authority of the County of Los Angeles (HACoLA) Myk’l Williams Mykl.williams@hacola.org	Cities with their own Public Housing Authorities (PHAs) can contract with HACoLA to implement the Homeless Incentive Program (HIP) and receive \$3,500 for each homeless family/individual provided with a federal housing subsidy for permanent supportive housing.			Assist in identifying rental units and encouraging landlords to make rental units available to tenants with subsidies.
B6 – Family Reunification Housing Subsidies	Department of Children and Family Services (DCFS) Roberta Medina MedinR@dcfs.lacounty.gov Community Development Commission (CDC) Myk’l Williams Mykl.williams@hacola.org				Cities operating a PHA could commit Section 8 vouchers for families who participate in this strategy, but ultimately need an ongoing housing subsidy.

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B7 – Interim/Bridge Housing for those Exiting Institutions	<p>LAHSA Paul Duncan PDuncan@lahsa.org</p> <p>DHS Cheri Todoroff CTodoroff@dhs.lacounty.gov</p> <p>Department of Mental Health (DMH) Maria Funk MFunk@dmh.lacounty.gov</p>	<p>If a city runs a shelter, or develops a new shelter, the city can apply for funding and use all or a portion of the beds for interim/bridge housing.</p> <p>B7 beds serve persons exiting jails, public and private hospitals, foster care, the probation system, and mental health facilities.</p>	<p>Can be provided at the city’s facilities if that city is operating a shelter/bridge housing facility.</p>	<p>Cities that operate jails or hospitals can refer clients to bridge housing.</p>	
B8 – Housing Choice Vouchers for Permanent Supportive Housing	<p>HACoLA Myk’l Williams Mykl.williams@hacola.org</p>				<p>Cities operating a PHA could commit a percentage of turnover Section 8 vouchers for permanent supportive housing for chronically homeless individuals.</p> <p>All PHAs which commit Section 8 vouchers can access the Homeless Incentive Program (HIP) funded through Strategy B4.</p> <p>This program offers services to landlords such as:</p> <ul style="list-style-type: none"> • Damage Mitigation/ Property Compliance Fund • Vacancy payments to hold units • Security Deposit Assistance • Housing Counseling and Retention Services

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C – Increase Income					
C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families	Department of Public Social Services (DPSS) Lorraine Sinelkoff LorraineSinelkoff@dpss.lacounty.gov		Increase employment for a homeless parent by becoming a placement site for a homeless CalWORKs parent while obtaining the benefit of securing an employee at no or very minimal cost to the city.		Encourage community businesses to become employment sites for participants of this strategy.
C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise	Chief Executive Office (CEO) Leticia Colchado LColchado@ceo.lacounty.gov Workforce Development, Aging and Community Services (WDACS) Rafael Carbajal RCarbajal@wdacs.lacounty.gov	If a city operates a Social Enterprise Agency, it could create an Alternate Staffing Organization and potentially receive a subsidy under this strategy.	Adopt an ordinance mirroring the County’s ordinance providing a contracting preference to Social Enterprise Agencies.		Encourage community businesses to work with Social Enterprise Agencies to increase employment opportunities for homeless individuals in their community.
C 4/5/6 – Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	DHS Leepi Shimkhada and Elena Fiallo lshimkhada@dhs.lacounty.gov efiallo@dhs.lacounty.gov		Countywide Benefits Entitlement Services Teams (CBEST) will be available in the community to serve homeless individuals. It is possible that CBEST can provide targeted outreach at city facilities.	City staff who identify disabled homeless individuals in need of benefits advocacy could submit a referral to the designated CBEST agency for the SPA.	

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C7 – Subsidized Employment for Homeless Adults	WDACS Rafael Carbajal RCarbajal@wdacs.lacounty.gov		Increase employment for a homeless adult by becoming a placement site for a homeless individual while obtaining the benefit of securing an employee at minimal to no cost to the city.		Encourage community businesses to become employment sites for participants of this strategy. Create similar subsidy programs for city residents in need of employment opportunities.
D – Provide Case Management & Services					
D2 – Jail In-Reach	Sheriff James Hellmold JJHellmo@lasd.org DHS Cheri Todoroff Ctodoroff@dhs.lacounty.gov			If an inmate at a city jail is being transferred to the Los Angeles County Jail Inmate Reception Center, and the individual is known to be homeless, his or her “jacket” can be flagged so that upon arrival the individual can be offered services through the Jail In-Reach program.	
D5 – Support for Homeless Case Managers	CEO Ashlee Oh AOh@ceo.lacounty.gov		In city facilities with high volumes of homeless families and individuals, in-reach/ outreach and engagement services may be provided on site to divert and/or address homelessness. (Ex: Libraries, parks, Information & Referral office, etc.)	Refer homeless families and individuals to the Coordinated Entry System.	Participate in regional case conferencing, especially Police Department and Fire Department who often interface with frequent users.

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D6 – Criminal Record Clearing Project	Public Defender Michael Suzuki MSuzuki@pubdef.lacounty.gov		Host a Criminal Record Clearing Project clinic at a public facility with ample space. The main service is the clearing of tickets/citations and the associated fines or warrants. Community Based Organizations and government providers will be invited so that service connections can be made on the spot. Services will include the entire homeless services continuum, including housing placements		
D7 – Provide Services for Permanent Supportive Housing	DHS Cheri Todoroff Ctodoroff@dhs.lacounty.gov DMH Maria Funk MFunk@dmh.lacounty.gov DPH Sandy Song SSong@ph.lacounty.gov		Cities with PHAs can work with the County to connect homeless families and individuals, who have a federal housing subsidy and need permanent supportive housing (PSH), to intensive case management services (ICMS).		Collaborate in siting PSH complexes and identify current housing units that could be used for PSH. For current units, cities can work with LAHSA-funded Housing Locators to foster relationships with property owners/managers and increase the number of landlords willing to rent to program participants, thus increasing the number of PSH units.

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E – Create a Coordinated System					
E4 – First Responders Training	Sheriff James Hellmold JJHellmo@lasd.org				Cities with law enforcement agencies can implement the First Responders Training curriculum in their city.
E5 – Decriminalization Policy	Sheriff James Hellmold JJHellmo@lasd.org				Cities with local law enforcement agencies can adopt a Decriminalization Policy in their city modeled on the Sheriff’s Decriminalization Policy.
E6 – Expand Countywide Outreach System	LAHSA Colleen Murphy CMurphy@lahsa.org	The Board of Supervisors approved \$1 Million of AB109 funding per year for three years to be used to support local law enforcement homeless outreach services teams. This funding will be administered by the LA County Police Chiefs’ Association.	This strategy will increase the number of outreach teams, with a focus on Multidisciplinary Teams, which will conduct outreach in cities across the County. The teams will work closely with local CES lead agencies in each SPA as well as local community-based organizations.	Make referrals/requests for outreach services using the E6 web-based Communication Platform, which is currently being developed.	Local law enforcement agencies can assist by reporting locations of homeless encampments and street homeless to facilitate outreach efforts.
E7 – Strengthen the Coordinated Entry System	LAHSA Paul Duncan PDuncan@lahsa.org			Refer homeless residents for legal services and representative payee services.	<ul style="list-style-type: none"> Collaborate with CES Leads’ Regional Coordinators in each SPA to strengthen coordination of homeless services. Collaborate with Housing Locators to foster development of relationships with property owners/ managers and increase the number of landlords willing to rent to homeless families/ youth/adults with an ongoing or time-limited rental subsidy.

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E8 – Enhance the Emergency Shelter System	LAHSA Kelly Pezzelle KPezzelle@lasha.org	Access funding for the acquisition/rehabilitation of buildings for conversion to shelter facilities. Access funding to increase the capacity of existing shelters or to operate new city shelters.	If cities have shelters, a range of services can be provided on site.	Refer homeless families and individuals to the shelters or to the pick-up points for free transportation to the shelters.	<ul style="list-style-type: none"> • If cities have shelters, they can establish a seamless connection and transition to the Rapid Re-Housing System. • Identify motels willing to take vouchers in their cities so that homeless families do not have to leave their own community. • Establish a Safe Parking Program that allows for overnight parking at pre-determined locations for homeless families and individuals who dwell in their vehicles as a form of shelter. • Include information on homeless services on city websites.
E10 – Regional Coordination of Los Angeles County Housing Authorities	HACoLA Myk’l Williams Mykl.williams@hacola.org				Cities which operate their own public housing authorities can ensure that their agencies participate in the Homeless Issues Roundtable.
E14 – Enhanced Services for Transition Age Youth	CEO Leticia Colchado LColchado@ceo.lacounty.gov LAHSA Angela Rosales ARosales@lahsa.org	Funding opportunities for cities to partner in various ways including creating youth-specific shelter or housing, identifying city property that could be used for housing homeless youth, or creating access/drop-in centers for youth at city facilities.	Services could be provided at city locations that become Youth CES access sites or drop-in centers.	City staff that identify homeless youth can connect the youth to the Youth CES for assessment and referral to age-appropriate services.	Encourage community members to serve as mentors to youth or become a host home for youth. Encourage local businesses to provide employment opportunities for homeless youth.

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F – Increase Affordable/Homeless Housing					
F1 – Promote Regional SB 2 Compliance and Implementation	Department of Regional Planning (DRP) Connie Chung cchung@planning.lacounty.gov				<ul style="list-style-type: none"> Amend city zoning codes to implement SB2’s amendments to the Housing Element Law and Housing Accountability Act. Generally, these include assessing the unmet need for shelter, demonstrating by-right capacity to address that need, creating minimum, objective standards for shelters, and treating transitional and supportive housing as residential uses (subject only to those restrictions applied to other residential uses in the same zone). Can also go beyond SB2 requirements to proactively and affirmatively support the development of emergency shelters and transitional and supportive housing. The County is producing a best practices guide, which will be available to cities to help facilitate this process. The guide will be distributed through various meetings and a website.
F2 – Linkage Fee Nexus Study	DRP Connie Chung cchung@planning.lacounty.gov				Establish a linkage fee on development for affordable housing, which establishes the nexus between new development, job growth, and the increased demand for affordable housing. Complete a nexus study, which analyzes anticipated new development, estimates expenditures of new residents or new employees, and the Affordability Gap (i.e. the net cost to

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					build new housing to serve new employees). Cities can work together to share information on nexus studies, as well as ideas and approaches for implementation.
F4 – Development of Second Dwelling Units Pilot Program	<p>DRP Connie Chung cchung@planning.lacounty.gov</p> <p>LA County Arts Commission Mayen Alcantara MAlcantara@arts.lacounty.gov</p>				<p>AB 1866 (2002), AB2299 (2016), and SB 1069 (2016) preclude cities from requiring discretionary actions in approving second dwelling units on single-family lots.</p> <p>Cities can develop local ordinances to promote the development or preservation of second dwelling units, which could be specifically tied to subsidized and/or homeless housing.</p> <p>Strategies could include:</p> <ul style="list-style-type: none"> • Expedite the review and approval processes to facilitate the development of second units on single-family lots. • Provide incentives to assist homeowners in constructing new or preserving existing unpermitted second units in exchange for long-term affordability covenants or requiring the acceptance of Section 8 vouchers. • DRP is working with the Los Angeles Arts Commission to hold an accessory dwelling units (ADU) design competition. Details about the competition can be shared with interested cities.

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F5 – Incentive Zoning/Value Capture Strategies	DRP Connie Chung cchung@planning.lacounty.gov				<p>As land use and zoning strategies are local, cities can create various strategies to preserve and create affordable homeless housing within their jurisdictions. Cities can employ value capture strategies and incentive zoning, such as density bonuses, to direct or capture a portion of increases in land value for a public good, such as affordable housing.</p> <p>For example, the Los Angeles County Department of Regional Planning is currently updating its Density Bonus Ordinance with key provisions that will further facilitate the development of permanent supportive housing. The update will allow for developments with some 100 percent affordable units to be permitted by right in commercial zones. Cities can work together to share ideas and approaches for implementing these strategies.</p>
F6 – Using Public Land for Homeless Housing	CEO Kelly Quinn KQuinn@ceo.lacounty.gov				<p>Develop a list of public land suitable for housing and assess the feasibility of making these properties available for the development of housing for homeless families and individuals.</p> <p>AB 2135 (2014) provides affordable housing projects the right of first refusal to obtain surplus land held by local governments and allows the land to be sold for less than fair market value as a developer incentive.</p>

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F7 – Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	CDC Myk’l Williams Mykl.williams@hacola.org	Partner with housing developers to pursue funding under this strategy for the development of homeless housing on city land.			Support homeless housing projects within city jurisdictions that are funded through the Notice of Funding Availability (NOFA).
F7 – Housing Innovation Fund (One-time)	CEO Jen Kim jkim@ceo.lacounty.gov	Apply for grant funding from the Housing Innovation Fund. A forthcoming solicitation will seek proposals that exhibit creative ways to develop homeless housing in a more expeditious and/or cost effective manner.			Provide city-owned land for the development of housing funded through the Housing Innovation Fund.