

**TRANSMITTAL**

TO Council	DATE 01-10-19	COUNCIL FILE NO. 18-0628
FROM Homeless Strategy Committee		COUNCIL DISTRICT All

At its special meeting on December 20, 2018, the Homeless Strategy Committee (HSC) considered the attached report from the City Administrative Officer (CAO) relative to Homeless Emergency Aid Program (HEAP) funding recommendations. A number of recommendations were amended by the HSC and/or clarified by staff. The final recommendations are outlined below for your consideration.

The Homeless Strategy Committee recommends that City Council, subject to the approval of the Mayor:

1. Reserve the following funding to ensure the construction of all the A Bridge Home sites under consideration:
  - a. The remaining balance of \$25,749,778 in HEAP Activity Category 1;
  - b. The remaining balance of \$3,513,921.30 remaining in the HEAP Activity Category 3;
  - c. \$1,333,178 for the A Bridge Home project at 1420 Paloma Avenue from HEAP Activity Category 2;
  - d. The remaining balance of \$11,775,869 in the General City Purposes Fund 100/56, Crisis and Bridge Housing fund; and
  - e. The remaining balance of \$3,239,963 in the Unappropriated Balance Fund No. 100/58, Homeless Services Program.
  
2. Approve the following funding from the Homeless Emergency Aid Program grant:
  - a. \$6,372,091 from Activity Category 1 – Capital and Operating Support – A Bridge Home:
    - i. \$423,000 to supplement Los Angeles County Measure H funding for operating costs at the Schrader Boulevard A Bridge Home site through June 30, 2020;
    - ii. \$318,901 for one-time Furniture, Fixtures and Equipment costs at the Schrader Boulevard A Bridge Home site as follows:
      1. \$217,020 to the Department of Public Works, Bureau of Engineering; and
      2. \$101,881 to People Assisting the Homeless through a contract with the Los Angeles Homeless Services Authority (LAHSA).
    - iii. \$2,300,000 for the Los Angeles LGBT Center's McCadden Plaza Senior Housing Project;
    - iv. \$700,000 for Aviva Family and Children's Services to establish 44 bridge housing beds for female Transition Age Youth (TAY) who are homeless or at risk of homelessness;
    - v. \$201,250 to the General Services Department (GSD) for rental costs for modular trailer buildings at the El Pueblo A Bridge Home site through September 2021;
    - vi. \$75,000 for one-time Furniture, Fixtures and Equipment costs at the El Pueblo A Bridge Home site; and
    - vii. Establish the A Bridge Home Contingency Fund, in the amount of \$2,353,940,

to address unexpected costs associated with A Bridge Home construction and expedite project completion.

- b. \$4,291,696 from Activity Category 2 – Capital and Operating Support - Skid Row:
  - i. \$1,941,296 to continue and expand the Pit Stop Program in Skid Row, including adding one (1) additional site and a dedicated mobile shower;
  - ii. \$350,400 for the Downtown Women’s Center to establish 24 overnight shelter beds for women in Skid Row for 12 months; and
  - iii. \$2,000,000 to add a new sidewalk sweeping and litter abatement program in Skid Row through June 30, 2020.
  
- c. \$7,898,325 from Activity Category 3 – Capital, Operating, Services – Citywide:
  - i. \$4,953,757 to continue and expand the Pit Stop Program in parts of the City outside of Skid Row, including adding six (6) new Mobile Pit Stops and mobile shower services through June 30, 2020;
    - a. This program expansion will include mobile showers, consistent with Motion (Buscaino – Harris-Dawson; 17-1092-S3);
  - ii. \$400,000 for a modular hygiene trailer at the CD 2 Sherman Way Navigation Center;
  - iii. \$450,000 to continue Multi-Disciplinary Team operations in Council District 8 through June 30, 2020;
  - iv. \$340,000 to add a new Multi-Disciplinary Team in Council District 9 for 12 months;
  - v. \$1,100,000 to provide dedicated case management and coordination services for families living in hotels along Sepulveda Boulevard in Council Districts 6 and 7 for 12 months;
  - vi. \$114,568 to support expanding the capacity of North Valley Caring Services to serve homeless families in Council Districts 6 and 7 for 12 months; and
  - vii. \$540,000 for LAHSA to place eight (8) diversion/rapid resolution specialists at City FamilySource Centers for two (2) years.
  
- d. \$981,088 from Activity Category 4 – Youth Set-Aside:

\$981,088 for Aviva Family and Children’s Services to establish 44 bridge housing beds for female TAY who are homeless or at risk of homelessness.
  
- e. \$ 940,812 from Activity Category 5 – Administrative Costs:
  - i. \$207,742 to LAHSA for costs associated with funds that this agency will administer;
  - ii. \$315,000 to the Board of Public Works to support the administration of the Pit Stop Program and Skid Row sidewalk sweeping program through June 30, 2020;
  - iii. \$164,599 to LAHSA to place eight (8) diversion/rapid resolution specialists at City FamilySource Centers for two (2) years;
  - iv. \$253,471 for 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. 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 positions; and

- v. Transfer the remaining \$2,630,190 from HEAP Category 5 to HEAP Category 1.
3. Approve \$852,245 from the General City Purposes Fund No.100/56, Crisis and Bridge Housing, to fund the following:
    - a. \$352,245 to support a contract with Aviva Family and Children's Services to establish 44 new bridge housing beds for female transition aged youth (TAY) who are homeless or at risk of homelessness; and
    - b. \$500,000 to establish a maintenance fund for all A Bridge Home sites for three (3) years.
  4. Approve the use of \$495,401 in savings from LAHSA's Fiscal Year 2016-17 General Fund allocation to support eight (8) diversion/rapid resolution specialists for two (2) years assigned to the 16 FamilySource Centers (FSC), based on the number of homeless participants served at each FSC, as reported by FSC operators and Los Angeles Unified School District staff collocated at these centers.
  5. Instruct the General Manager, Housing and Community Investment Department (HCID), or designee to:
    - a. Amend Contract C-131969 with the Los Angeles Homeless Services Agency to reflect the following additional services and funding described in this report:
      - i. Downtown Women's Center - \$350,400
      - ii. The People Concern (A Bridge Home – El Pueblo) - \$75,000
      - iii. Homeless Outreach Program Integrated Care System - \$790,000
        1. Continue Multi-Disciplinary Team in Council District 8 - \$450,000
        2. Establish a new Multi-Disciplinary Team in Council District 9 for 12 months - \$340,000;
      - iv. North Valley Caring Services - \$114,568;
      - v. Diversion/rapid resolution specialists at City FamilySource Centers - \$1,200,000;
      - vi. \$207,742 to LAHSA to reflect 5% administrative costs for LAHSA to administer programs and contracts described in these recommendations;
      - vii. People Assisting the Homeless (A Bridge Home – Schrader Blvd.) - \$524,881
        1. \$423,000 to supplement Los Angeles County Measure H Service Funding; and
        2. \$101,881 for Furniture, Fixtures, and Equipment;
      - viii. \$1,100,000 to Los Angeles Family Housing and North Valley Caring Services for case management and coordinating services for families living in hotels in Council District 6 and Council District 7;
    - b. Amend the contract with Los Angeles LGBT Center to include \$2,300,000 for the McCadden Senior Housing Project.
    - c. Additionally the CAO recommends that HCID be authorized to amend Contract Number C-131969 to add \$495,401 re-appropriated from savings unspent from the City's 2016-17 and 2017-18 General Fund contracts with LAHSA for Homeless Diversion Programs at City FamilySource Centers.

6. Authorize the City Administrative Officer to enter into a contract with Aviva Family and Children's Services in the amount of \$2,033,333 to support the rehabilitation of the building at 1701 Camino Palermo St. to establish 44 bridge housing beds for female TAY who are homeless or at risk of homelessness.
7. Authorize the establishment of the attached HEAP wait list for funding that may become available.
8. Authorize the Controller to implement the instructions provided in Attachment A and authorize the City Administrative Officer, or designee, to prepare additional Controller's instructions and make any technical and/or accounting corrections or clarifications to the attached instructions in order to effectuate the intent of this report, and authorize the Controller to implement these instructions.
9. The HSC forwards the following item to Council without a recommendation. Council should make a determination on the following:
  - a. Approval of \$544,000 from Activity Category 5 for Administrative Costs for three (3) new positions for a two (2) year period in the Mayor's Office to support A Bridge Home implementation and coordinate City clean-up and engagement services in response to homelessness through the Unified Homeless Response Center.

Approval of the recommendations above will result in \$22,375,658 in funding commitments and amend Table 4 on page 11 of the attached CAO report as follows:

	<b>Activity Category</b>	<b>Amount</b>	<b>Total Funds Committed</b>	<b>Uncommitted Funds Remaining</b>
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	\$4,291,696.00	\$15,708,304.00
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	\$0.35 ***
	<b>Total</b>	<b>\$85,013,607.00</b>	<b>\$36,678,011.00</b>	<b>\$48,335,596.00</b>

\* \$2,630,190 moved from Category 5 to Category 1 for Trailer Rental (\$201,250) and Furniture, Fixtures and Equipment (\$75,000) at El Pueblo and A Bridge Home Contingencies (\$2,353,940).

\*\* Remaining funds in Categories 1 and 3 are reserved for pending A Bridge Home projects described in the CAO report.

\*\*\* Balance if Council approves Recommendation 9a.

Additional recommendations:

The CAO was asked to provide recommendations regarding the Loose Litter Pilot Program

proposed by Motion (Buscaino – Blumenfeld – Martinez). The program described in this Motion should be aligned with the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) program administered by the Economic and Workforce Development Department (EWDD). LA:RISE is funded with grants from the U.S Department of Labor and Los Angeles County Measure H to place persons experiencing homelessness in subsidized employment with social enterprise partners to provide work experience and training with the goal of transitioning them to un-subsidized jobs.

As such, this Office recommends that the Council instruct the EWDD to report back with recommendations to implement a loose litter pilot program in alignment with the LA:RISE program. This report should include options for the geographic scope of a pilot program and a budget for each option.



Richard H. Llewellyn, Jr.  
City Administrative Officer  
Chair, Homeless Strategy Committee

RHL/MB/16190018

Attachments:

- A. Controller Instructions to Implement Homeless Strategy Committee Recommendations
- B. CAO Report dated December 17, 2018 - Homeless Emergency Aid Program Funding Requests December 2018

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

1. ESTABLISH new accounts within the HEAP Fund No. 10/60P and APPROPRIATE funds as follows:

Bridge Home Operations - PATH - Schrader Blvd.	\$	524,881
McCadden Plaza Seniors Project	\$	2,300,000
Bridge Home Operations - TPC - El Pueblo	\$	75,000
AC-1 Bridge Home Contingency	\$	2,353,940
Downtown Women's Center	\$	350,400
Homeless Outreach Integrated Care System - CD8	\$	450,000
Homeless Outreach Integrated Care System - CD9	\$	340,000
North Valley Caring Services	\$	114,568
Sepulveda Blvd. Motel Initiative	\$	1,100,000
LAHSA Administration	\$	207,742
LAHSA Diversion FamilySource Centers	\$	540,000

2. ESTABLISH a new account within the Capital Improvement Expenditure Program Fund No 100/54, entitled "Crisis and Bridge Housing - Maintenance" and APPROPRIATE funds in the amount of \$500,000.
3. AUTHORIZE the Controller to implement transfers between funds and accounts as follows:

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-1**

TRANSFER FROM		TRANSFER TO	
FUND/ACCOUNT	AMOUNT	FUND/ACCOUNT	AMOUNT
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R630, AC-1 – Capital and Operating Support	\$ 423,000	TBD - Bridge Home Operations - PATH - Schrader Blvd.	\$ 423,000
		TOTAL	\$ 423,000
<u>Fund 60P/10, HEAP</u>		<u>Fund 100/54, CIEP</u>	
10R630, AC-1 – Capital and Operating Support	\$ 318,901	00R636, Bridge Housing - 1533 Schrader	\$ 217,020
		<u>Fund 60P/10, HEAP</u>	
		TBD - Bridge Home Operations - PATH - Schrader Blvd.	\$ 101,881
		TOTAL	\$ 318,901
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R630, AC-1 – Capital and Operating Support	\$ 2,300,000	TBD - McCadden Plaza Seniors Project	\$ 2,300,000
		TOTAL	\$ 2,300,000

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-1**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10, HEAP</u> 10R630, AC-1 – Capital and Operating Support	\$ 700,000	<u>Fund 100/10, City Administrative Officer</u> 003040, Contractual Services	\$ 700,000
		<b>TOTAL</b>	<b>\$ 700,000</b>
<u>Fund 60P/10, HEAP</u> 10R630, AC-1 – Capital and Operating Support	\$ 201,250	<u>Fund 100/40, General Services Department</u> 003180, Construction Materials	\$ 201,250
		<b>TOTAL</b>	<b>\$ 201,250</b>
<u>Fund 60P/10, HEAP</u> 10R630, AC-1 – Capital and Operating Support	\$ 75,000	<u>Fund 60P/10, HEAP</u> TBD, Bridge Home Operations - TPC - El Pueblo	\$ 75,000
		<b>TOTAL</b>	<b>\$ 75,000</b>
<u>Fund 60P/10, HEAP</u> 10R630, AC-1 – Capital and Operating Support	\$ 2,353,940	<u>Fund 60P/10, HEAP</u> TBD, AC-1 Bridge Home Contingency	\$ 2,353,940
		<b>TOTAL</b>	<b>\$ 2,353,940</b>
		<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>	<b>\$ 6,372,091</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-2**

TRANSFER FROM		TRANSFER TO	
FUND/ACCOUNT	AMOUNT	FUND/ACCOUNT	AMOUNT
<u>Fund 60P/10, HEAP</u> 10R631, AC-2 – Capital and Operating Support - Skid Row	\$ 1,941,296	<u>Fund 100/74, Board of Public Works</u> 003040, Contractual Services	\$ 1,941,296
		TOTAL	\$ 1,941,296

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-2**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10, HEAP</u> 10R631, AC-2 – Capital and Operating Support - Skid Row	\$ 350,400	<u>Fund 60P/10, HEAP</u> TBD - Downtown Women's Center	\$ 350,400
		<b>TOTAL</b>	<b>\$ 350,400</b>
<u>Fund 60P/10, HEAP</u> 10R631, AC-2 – Capital and Operating Support - Skid Row	\$ 2,000,000	<u>Fund 100/74, Board of Public Works</u> Fund 60P/10, HEAP	\$ 2,000,000
		<b>TOTAL</b>	<b>\$ 2,000,000</b>
		<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>	<b>\$ 4,291,696</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-3**

TRANSFER FROM		TRANSFER TO	
FUND/ACCOUNT	AMOUNT	FUND/ACCOUNT	AMOUNT
<u>Fund 60P/10, HEAP</u>		<u>Fund 100/74, Board of Public Works</u>	
10R632, AC-3 – Programs and Services	\$ 4,953,757	003040, Contractual Services	\$ 4,953,757
		TOTAL	\$ 4,953,757
<u>Fund 60P/10, HEAP</u>		<u>Fund 17C/10, Proposition HHH Series 2018-A</u>	
10R632, AC-3 – Programs and Services	\$ 400,000	10RHAS, Sherman Way Navigation Center	\$ 400,000
		TOTAL	\$ 400,000
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R632, AC-3 – Programs and Services	\$ 450,000	TBD - Homeless Outreach Integrated Care System - CD8	\$ 450,000
TOTAL	\$ 850,000	TOTAL	\$ 450,000

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-3**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R632, AC-3 – Programs and Services	\$ 340,000	TBD - Homeless Outreach Integrated Care System - CD9	\$ 340,000
	<b>TOTAL \$ 790,000</b>		<b>TOTAL \$ 340,000</b>
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R632, AC-3 – Programs and Services	\$ 1,100,000	TBD - Sepulveda Blvd. Motel Initiative	\$ 1,100,000
			<b>TOTAL \$ 1,100,000</b>
<u>Fund 60P/10, HEAP</u>		<u>Fund 80P/10, HEAP</u>	
10R632, AC-3 – Programs and Services	\$ 114,568	TBD - North Valley Caring Services	\$ 114,568
			<b>TOTAL \$ 114,568</b>
<u>Fund 60P/10, HEAP</u>		<u>Fund 60P/10, HEAP</u>	
10R632, AC-3 – Programs and Services	\$ 540,000	TBD - LAHSA Diversion FamilySource Centers	\$ 540,000
			<b>TOTAL \$ 540,000</b>
		<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>	<b>\$ 7,898,325</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-4**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10. HEAP</u>		<u>Fund 100/10, City Administrative Officer</u>	
10R633, AC-4 – Homeless Services for Youth	\$ 981,088	003040, Contractual Services	\$ 981,088
		<b>TOTAL</b>	<b>\$ 981,088</b>
		<b><u>TOTAL ALL DEPARTMENTS AND FUNDS</u></b>	<b>\$ 981,088</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-5**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 207,742	<u>Fund 60P/10, HEAP</u> TBD - LAHSA Administration	\$ 207,742
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 315,000	<u>Fund 100/74, Board of Public Works</u> 001010, Salaries General	\$ 315,000
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 164,599	<u>Fund 60P/10, HEAP</u> TBD - LAHSA Diversion FamilySource Centers	\$ 164,599
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 253,471	<u>Fund 100/40, General Services Department</u> 001014, Salaries, Construction Projects	\$ 253,471
<b>TOTAL Allocations Approved by HSC in December</b>	<b>\$ 940,812</b>	<b>TOTAL Allocations Approved by HSC in December</b>	<b>\$ 940,812</b>
<i>Additional December 20, 2018 Transfer:</i>			
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 2,630,190	<u>Fund 60P/10, HEAP</u> 10R630, AC-1 – Capital and Operating Support	\$ 2,630,190
		<b>TOTAL</b>	<b>\$ 2,630,190</b>
<i>Pending Council Determination</i>			
<u>Fund 60P/10, HEAP</u> 10R634, AC-5 – Administrative Costs	\$ 544,000	<u>Fund 100/46, Mayor's Office</u> 001020, Salaries Grant Reimbursed	\$ 544,000
		<b>TOTAL</b>	<b>\$ 544,000</b>
		<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>	<b>\$ 4,115,002</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - GCP**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 100/56, General City Purposes</u> 000931, Crisis and Bridge Housing Fund	\$ 352,245	<u>Fund 100/10, City Administrative Officer</u> 003040, Contractual Services	\$ 352,245
		TOTAL	\$ 352,245
<u>Fund 100/56, General City Purposes</u> 000931, Crisis and Bridge Housing Fund	\$ 500,000	<u>Fund 100/54, CIEP</u> TBD, Crisis and Bridge Housing - Maintenance	\$ 500,000
		TOTAL	\$ 500,000
		Fund 60P/10, HEAP	
		<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>	<b>\$ 852,245</b>

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - LAHSA Reprogramming**  
**TRANSFER FROM** **TRANSFER TO**

FUND/ACCOUNT	AMOUNT	FUND/ACCOUNT	AMOUNT
<u>Fund 44G/43, Affordable Housing Trust Fund</u>		<u>Fund 60P/10, HEAP</u>	
43C217-LAHSA DWNTWN DROPIN CENTER-GCP	\$ 138.59	TBD - LAHSA Diversion FamilySource Centers	\$ 495,401.00
43C312-HOMELESS SHELTER PROGRAM-GCP	\$ 32,916.80		
43H242-HOMELESS SHELTER PROGRAM	\$ 23,275.00		
43L242-HOMELESS SHELTER PROGRAM	\$ 10,664.33		
43M242-HOMELESS SHELTER PROGRAM	\$ 8,730.17		
43M352-LAHSA HOMELESS OUTREACH SERVICES	\$ 9,394.19	<u>Fund 60P/10, HEAP</u>	
43N384-LAHSA EMERGENCY RESPONSE TEAMS	\$ 0.20		
43N387-PBLC RGT OF WAY CLNP RGNL STRG	\$ 29,424.25		
SUB-TOTAL	\$ 114,544		
<u>Fund 10A/43, HCID General Fund Program</u>			
43N479-CES CRISIS AND BRIDGE	\$ 20,487.74		
43N480-CES REGIONAL COORDINATION	\$ 2,035.00		
43N487-HFSS CRISIS HOUSING FOR FAMILIES	\$ 20,000.00		
43N491-TRAUMA INFORMED CARE FOR 1ST RESPONDERS	\$ 13,387.50		
43N825-RAPID RE-HOUSING VOUCHERS	\$ 324,947.23		
SUB-TOTAL	\$ 380,857		
TOTAL	\$ 495,401	TOTAL	\$ 495,401
<b>TOTAL ALL DEPARTMENTS AND FUNDS</b>			<b>\$ 495,401</b>

**ATTACHMENT A**

**REPORT FROM**

**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

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Date: December 17, 2018

CAO File No. 0220-05537-0002

Council File No. 18-0628

Council District: All

To: The Homeless Strategy Committee

From: Richard H. Llewellyn, Jr., *Florida Chavez Jr* City Administrative Officer

Reference: State of California Homeless Emergency Aid Program

Subject: **Homeless Emergency Aid Program (HEAP) Funding Requests December 2018**

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**SUMMARY**

This is the second report on the City's \$85,013,607 State of California Homeless Emergency Aid Program (HEAP) grant award. The City executed the grant agreement with the State on October 3, 2018, and received the funds on October 22, 2018. The grant has strict commitment and expenditure deadlines: 50 percent of funds must be obligated by January 1, 2020 and 100 percent must be expended by June 30, 2021. This report provides new funding recommendations and a proposed wait list for unfunded requests.

**RECOMMENDATIONS**

That the Homeless Strategy Committee review and forward the following recommendations to the City Council for consideration:

1. Reserve the following funding to ensure the construction of all the A Bridge Home sites under consideration:
  - a. The remaining balance of \$25,749,778 in HEAP Activity Category 1;
  - b. The remaining balance of \$3,513,921 remaining in the HEAP Activity Category 3;
  - c. \$1,330,178 for the A Bridge Home project at 1420 Paloma Avenue from HEAP Activity Category 2;
  - d. The remaining balance of \$11,775,869 in the General City Purposes Fund 100/56, Crisis and Bridge Housing fund; and
  - e. The remaining balance of \$3,239,963 in the Unappropriated Balance Fund No. 100/58, Homeless Services Program.
  
2. Approve the following funding from the Homeless Emergency Aid Program grant:
  - a. \$3,741,901 from Activity Category 1 – Capital and Operating Support – A Bridge

## Home:

- i. \$423,000 to supplement Los Angeles County Measure H funding for operating costs at the Schrader Boulevard A Bridge Home site through June 30, 2020;
  - ii. \$318,901 for one-time Furniture, Fixtures and Equipment costs at the Schrader Boulevard A Bridge Home site;
  - iii. \$2,300,000 for the Los Angeles LGBT Center's McCadden Plaza Senior Housing Project; and
  - iv. \$700,000 for Aviva Family and Children's Services to establish 44 bridge housing beds for female transition aged youth who are homeless or at risk of homelessness.
- b. \$4,567,946 from Activity Category 2 – Capital and Operating Skid Row:
- i. \$201,250 for rental costs for modular trailer buildings at the El Pueblo A Bridge Home site through September 2021;
  - ii. \$75,000 for one-time Furniture, Fixtures and Equipment costs at the El Pueblo A Bridge Home site;
  - iii. \$1,941,296 to continue and expand the Pit Stop Program in Skid Row, including adding one (1) additional site and a dedicated mobile shower;
  - iv. \$350,400 the Downtown Women's Center to establish 24 overnight shelter beds for women in Skid Row for 12 months; and
  - v. \$2,000,000 to add a new sidewalk sweeping and litter abatement program in Skid Row through June 30, 2020.
- c. \$7,898,325 from Activity Category 3 – Capital, Operating, and Services – Citywide:
- i. \$4,953,757 to continue and expand the Pit Stop Program in parts of the City outside of Skid Row, including adding six (6) new Mobile Pit Stops and mobile shower services through June 30, 2020;
  - ii. \$400,000 for a modular hygiene trailer at the CD 2 Sherman Way Navigation Center;
  - iii. \$450,000 to continue Multi-Disciplinary Team operations in Council District 8 through June 30, 2020;
  - iv. \$340,000 to add a new Multi-Disciplinary Team in Council District 9 for 12 months;
  - v. \$1,100,000 to provide dedicated case management and coordination services for families living in hotels along Sepulveda Boulevard in Council Districts 6 and 7 for 12 months;
  - vi. \$114,568 to support expanding the capacity of North Valley Caring Services to serve homeless families in Council Districts 6 and 7 for 12 months; and
  - vii. \$540,000 for the Los Angeles Homeless Services Authority to place eight (8) diversion/rapid resolution specialists at City FamilySource Centers for two (2) years.
- d. \$981,088 from Activity Category 4 – Youth Set-Aside:
- i. \$981,088 for Aviva Family and Children's Services to establish 44 bridge

**Attachment A: Controller's Instructions to Implement Homeless Strategy Committee Recommendations**

**TRANSFERS BETWEEN DEPARTMENTS AND FUNDS - AC-2**

<b>TRANSFER FROM</b>		<b>TRANSFER TO</b>	
<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>	<b>FUND/ACCOUNT</b>	<b>AMOUNT</b>
<u>Fund 60P/10, HEAP</u> 10R631, AC-2 – Capital and Operating Support - Skid Row	\$ 1,941,296	<u>Fund 100/74, Board of Public Works</u> 003040, Contractual Services	\$ 1,941,296
		TOTAL	\$ 1,941,296

housing beds for female transition aged youth who are homeless or at risk of homelessness.

- e. \$ 1,011,948 from Activity Category 5 – Administrative Costs:
  - i. \$152,948 to the Los Angeles Homeless Services Authority for costs associated with funds that this agency will administer;
  - ii. \$315,000 for the Board of Public Works to support the administration of the Pit Stop Program and Skid Row sidewalk sweeping program through June 30, 2020; and
  - iii. \$544,000 for the Mayor's Office to support three (3) new positions for two (2) years.
  
- 3. Approve \$852,245 from the General City Purposes Fund No.100/56, Crisis and Bridge Housing, to fund the following:
  - a. \$352,245 to support a contract with Aviva Family and Children's Services to establish 44 new bridge housing beds for female transition aged youth (TAY) who are homeless or at risk of homelessness; and
  - b. \$500,000 to establish a maintenance fund for all A Bridge Home sites for three (3) years; and
  
- 4. Approve the use of \$660,000 in savings from the Los Angeles Homeless Services Authority's Fiscal Year 2016-17 General Fund allocation to support eight (8) diversion/rapid resolution specialists placed at City FamilySource Centers for two (2) years.
  
- 5. Instruct the General Manager, Housing and Community Development Department, or designee to:
  - a. Amend Contract C-131969 with the Los Angeles Homeless Services Agency to reflect the following additional services and funding described in this report:
    - i. Downtown Women's Center - \$350,400
    - ii. The People Concern (A Bridge Home – El Pueblo) - \$75,000
    - iii. Homeless Outreach Program Integrated Care System - \$790,000
      - 1. Continue Multi-Disciplinary Team in Council District 8 - \$450,000
      - 2. Establish a new Multi-Disciplinary Team in Council District 9 for 12 months - \$340,000;
    - iv. North Valley Caring Services - \$114,568
    - v. Diversion/rapid resolution specialists at City FamilySource Centers - \$1,200,000;
    - vi. Los Angeles Homeless Services Authority administrative costs associated with funding for diversion/rapid response specialists and the programs in Council Districts 6, 7, 8 and 9 - \$152,948; and
  - b. Amend the contract with Los Angeles LGBT Center to include \$2,300,000 for the McCadden Senior Housing Project.
  
- 6. Authorize the City Administrative Officer to enter into a contract with Aviva Family and Children's Services in the amount of \$2,033,333 to support the rehabilitation of the building

at 1701 Camino Palermo St. to establish 44 bridge housing beds for female transition aged youth (TAY) who are homeless or at risk of homelessness.

7. Authorize the establishment of the attached HEAP wait list for funding that may become available.
8. Authorize the City Administrative Officer, or designee, to prepare Controller's instructions or make any technical and/or accounting corrections or clarifications to the above instructions in order to effectuate the intent of this report, and authorize the Controller to implement these instructions.

## BACKGROUND

In October 2018, the Homeless Strategy Committee (HSC) approved \$4.3 million in HEAP funds, which had been approved in previous Council actions, and recommended \$2.1 million in additional funding (C.F. 18-0628). The current HEAP grant balance is \$78.6 million, as outlined in Table 1.

**Table 1. Current HEAP Balance**

	<b>Activity Category</b>	<b>Total Amount Allocated</b>	<b>Funds Committed</b>	<b>Uncommitted Funds</b>
1	Capital and Operating Support – A Bridge Home	\$45,000,000.00	\$5,693,310.00	\$39,306,690.00
2	Capital and Operating Support – Skid Row	20,000,000.00	0.00	20,000,000.00
3	Capital, Operating, Services - Citywide	11,512,246.30	100,000.00	11,412,246.30
4	Youth Set-Aside	4,250,680.35	450,000.00	3,800,680.35
5	Administrative Costs	4,250,680.35	135,678.00	4,115,002.35
	<b>Total</b>	<b>85,013,607.00</b>	<b>\$6,378,988.00</b>	<b>\$78,634,619.00</b>

### HEAP Funding Requests

The City Administrative Officer (CAO) received a total of \$73.7 million in HEAP funding requests from Council Offices, the Mayor's Office, City departments and the Los Angeles Homeless Services Authority (LAHSA) for funds from HEAP Activity Category 2 (\$7.3 million), Category 3 (\$60.2 million), Category 4 (\$3.8 million) and Category 5 (\$2.4 million). In addition, Council motions have been issued to assess the feasibility of 22 sites for crisis and bridge housing under the A Bridge Home Program for an estimated cost of \$81.1 million; this program is addressed in the section below.

### **PRIORITIZATION OF HEAP REQUESTS**

Unfortunately, HEAP funding requests far exceed the available resources. In reviewing these requests, this Office met with each Council Office, City department and LAHSA to clarify their requests. We analyzed each request to identify themes and common objectives to identify efficiencies and opportunities to leverage other sources. As a result of this analysis, we recommend

prioritizing HEAP requests to provide interim housing beds, hygiene services, multi-disciplinary specialized outreach, and services to homeless families, as described below.

#### A Bridge Home Program

The City's highest priority is providing interim housing beds for unsheltered persons experiencing homelessness. Therefore, we recommend reserving sufficient HEAP funds to ensure that the City is able to construct all of the A Bridge Home sites currently under consideration before allocating these funds for other uses.

A total of \$75 million has been approved in three funds for new crisis and bridge housing facilities. These include:

- \$45 million for capital and operating support for crisis and bridge housing and capital for permanent housing in HEAP Category 1 – Capital and Operating Support – A Bridge Home;
- \$20 million allocated to the Crisis and Bridge Housing Fund in the Fiscal Year (FY) 2018-19 budget General City Purposes (GCP) fund; and
- \$10 million for Homeless Services, including but not limited to crisis and bridge housing, in the FY 2018-19 budget Unappropriated Balance (UB).

As of December 12, 2018, 13 Council Offices have introduced Motions to assess the feasibility of 22 sites for crisis and bridge housing. The total cost to construct these sites is \$81.1 million. To date, \$29.6 million has been approved or is pending approval from these sources as described in Table 2.

**Table 2. Approved and Pending Funds for A Bridge Home Projects**

Project	Council District	Total Cost	A Bridge Home Funding Source		
			HEAP Category 1	GCP	UB
BOE ABH Pre Development Costs	Multiple	\$ 3,870,000	\$ 1,600,000	\$ -	\$2,270,000
GSD Equipment	Multiple	238,460	238,460	0	0
Expand Pit Stop Program	14	420,000	0	0	420,000
VA West LA Campus	11	2,184,989	2,184,989	0	0
1920 3rd St	1	1,315,554	0	1,315,554	0
5965 St. Andrews Place	8	4,642,535	3,000,000	1,333,333	309,202
100 Sunset	11	5,000,000	815,011	1,333,333	2,851,656
2316 Imperial	15	5,242,512	3,000,000	1,333,333	909,179
1533 Schrader Blvd. (Construction)	13	3,003,194	1,669,861	1,333,333	0
12669 Arroyo St (Sylmar Armory)	7	3,723,000	3,000,000	723,000	
<b>TOTAL</b>		<b>\$ 29,640,244</b>	<b>\$15,508,321</b>	<b>\$7,371,886</b>	<b>\$6,760,037</b>

The actions in Table 2 result in a remaining balance of \$45.4 million for the three A Bridge Home funding sources. The current estimate to complete the pending sites is \$51.5 million. In addition to

remaining funds from the three A Bridge Home sources, this Office recommends that these sites be funded with \$1,609,428 from HEAP Category 2 – Capital and Operating Support – Skid Row (Category 2), \$3,513,921 from Category 3 – Capital, Operating, and Services – Citywide (Category 3), and \$981,088 from Category 4 – Youth Set-Aside (Category 4). Table 3 summarizes these recommendations.

**Table 3. Pending A Bridge Home Costs and Recommended Funding**

Project	Council District	C.F.	Total Estimated Cost	HEAP Category 1	GCP	UB	HEAP Category 2 - Skid Row	HEAP Category 3 - Citywide	HEAP Category 4 - Youth Set-Aside
<b>Capital Costs for City-Constructed A Bridge Home Sites</b>									
499 and 503 N. San Fernando Road	1	18-1221	\$ 3,000,000	\$ 3,000,000	0	0	0		0
11471 Chandler	2	18-0357	3,300,000	3,000,000	0	0	0	300,000	0
7600 Tyrone Ave	2	18-0357	5,000,000	3,966,667	1,033,333	0	0		0
7621 Canoga Ave	3	18-0820	4,000,000	3,000,000	0	0	0	1,000,000	0
741 S. Gayley Ave	5	18-0841	3,000,000	3,000,000	0	0	0		0
2817 S. Hope St	9	18-0750	4,775,286	3,000,000	1,333,333	441,953	0		0
5874 Miramonte	9	18-1191	5,000,000	0	3,295,282	1,704,718	0		0
625 La Fayette Pl.	10	18-0392	5,500,000	3,000,000	2,166,667		0	333,333	0
1819 S. Western Ave	10	18-0392	1,500,000	0	1,333,333		0	166,667	0
1420 Paloma Ave	14	18-1138-S37	1,333,178	0	0	0	1,333,178		0
515 N. Beacon St.	15	18-0651	4,461,242	3,154,029	0	593,292	0	713,921	0
828 Eubank Ave.	15	18-0651	4,743,003	629,082	2,613,921	500,000		1,000,000	0
<b>Capital Costs for Projects to be Constructed by Private Sponsors</b>									
Aviva Family and Children's Services	4	18-1180	2,033,333	700,000	352,245	0	0	0	981,088
McCadden Seniors	4	16-0345-S7	2,300,000	2,300,000	0	0	0	0	0
<b>A Bridge Home Maintenance, Schrader and El Pueblo FFE</b>									
El Pueblo Trailer Rental through 2021	14	18-0044	201,250	0	0	0	201,250	0	0
El Pueblo FFE	14	18-0044	75,000	0	0	0	75,000	0	0
1533 Schrader Blvd. (Services)	13	18-0352	423,000	423,000	0	0	0	0	0
1533 Schrader Blvd. (FFE)	13	18-0352	318,901	318,901	0	0	0	0	0
ABH Site Maintenance	Multiple		500,000	0	500,000	0	0	0	0
<b>Total</b>			<b>\$51,464,193</b>	<b>\$29,491,679</b>	<b>\$12,625,114</b>	<b>\$3,239,963</b>	<b>\$1,609,428</b>	<b>\$3,513,921</b>	<b>\$981,088</b>

### Hygiene Services

73% of the City's homeless population is unsheltered and vulnerable to illness, such as Hepatitis A, due to the lack of access to clean, safe bathrooms and showers. After reserving the funds for A Bridge Home construction costs, we recommend prioritizing HEAP funding to continue and expand City hygiene services. The Pit Stop program was designed to reduce vulnerability by placing bathroom attendants along with mobile bathrooms or at automatic public toilets where there are concentrations of unsheltered persons experiencing homelessness and where County Department of Public Health data indicated a lack of consistent restroom access. Additionally, the Pit Stop program serves as a re-entry jobs program by employing formerly incarcerated individuals, paying a living wage and supporting their successful adjustment to living independently.

Since the program began operating in March 2018, the average daily usage across all 11 current sites has increased from 58 in the first month to 94 in November 2018. For sites based at automatic public toilets, the average daily usage has increased by 120%.

### Multi-Disciplinary Teams

Unsheltered persons experiencing homelessness often do not seek services until they have been contacted multiple times by outreach workers. The requirement to travel long distances can also serve as a barrier to accessing services needed to stabilize and begin the process of obtaining permanent housing. Multi-Disciplinary Teams (MDTs) are outreach teams that include a general outreach worker, a nurse practitioner, psychiatric social worker, substance abuse specialist and a person with lived experience. These teams have been shown to be effective in overcoming barriers to accessing services because they can provide specialized assistance to unsheltered homeless persons as it is needed in the field, as well as connecting them to other services they need.

### Services for Homeless Families

According to the 2018 Point in Time (PIT) Homeless Count, financial hardship is the cause of approximately 46% of new homelessness. LAHSA advises that many newly homeless households could resolve their homelessness with light-touch supportive services and/or financial assistance at or before entering the homeless services system. Further, while the PIT reported a 6% decrease in homelessness in the City in 2018, the number of individuals in homeless families increased by 13% and demand for services for families is currently overwhelming homeless service providers and exceeds the amount of funding available.

## **FUNDING RECOMMENDATIONS**

This report recommends \$19,713,453 in funding based on the priorities outlined above.

### 1. A Bridge Home

#### a. *HEAP Activity Category 1 – Capital and Operating Support – A Bridge Home - \$3,741,901:*

- i. \$741,901 for the Schrader Boulevard A Bridge Home project to supplement Los Angeles County Measure H funding for operating funds through June 30, 2020 (\$423,000) and for furniture, fixtures and equipment costs at the site (\$318,901);

- ii. \$2,300,000 for the Los Angeles LGBT Center for the McCadden Senior Plaza Housing Project. These funds are needed to support a funding supplement a Proposition HHH allocation to this project; and
  - iii. \$700,000 for Aviva Family and Children's Services to establish 44 bridge housing beds for female transition-aged females (TAY) who are homeless or at risk of homelessness.
- b. *HEAP Activity Category 2 – Capital and Operating Support – Skid Row- \$276,250:*
- i. \$276,250 for the A Bridge Home facility currently operating at the El Pueblo de Los Angeles Historical Monument to support continued trailer rental costs through 2021 (\$201,250) and additional furniture and equipment (FFE) needs (\$75,000).
- c. *HEAP Activity Category 4 – Youth Set-Aside - \$981,088*
- i. \$981,088 for Aviva Family and Children's Services to rehabilitate their building at 1701 Camino Palermo St. in Council District (CD) 4 to establish 44 bridge housing beds for female transition aged youth (TAY) who are homeless or at risk of homelessness.
- d. *General City Purposes - Crisis and Bridge Housing Fund- \$852,245*
- i. \$352,245 from this fund for Aviva Family and Children's Services as described in c above; and
  - ii. \$500,000 to establish a fund for the City General Services Department to maintain all the A Bridge Home sites for up to three (3) years.
2. Continue and Expand the Pit Stop Program - \$6,895,053  
 \$6,895,053 from Category 2 and Category 3 for the Board of Public Works to continue and expand hygiene services for unsheltered persons experiencing homelessness throughout the City through June 30, 2020 (Attachment 1). \$1,941,296 of this amount is recommended from Category 2 to support these services in Skid Row. The remaining \$4,953,757 is recommended from Category 3 for the balance of the City.

These funds will support continued operations for the Pit Stop program at the current 11 sites in CD's 9, 11, 13, 14 and 15 and add six new sites: two (2) in CD 1 (Attachment 2); one (1) in CD 9; two (2) in CD 13 (Attachment 3); and one (1) in Skid Row in CD 14. The added location in Skid Row was requested by the Los Angeles Police Department (Attachment 4).

\$1,219,688 of the recommended amount will add mobile shower services to the program. The County of Los Angeles has offered to make up to four (4) mobile shower trailers available to be operated by the Pit Stop provider at program locations. The provider will operate two (2) showers in the first year. One (1) shower will be dedicated to the Skid Row area and one will operate between the remaining Pit Stop locations throughout the City. Two (2) additional mobile shower trailers will be added in the second year to increase the frequency of service in areas outside of Skid Row. In response to the Bureau of Sanitation's HEAP request, we recommend that the Board of Public works work with the Bureau of Sanitation in the second year to deploy mobile shower services in coordination with Clean

Streets Los Angeles encampment clean-ups.

Currently, a non-profit organization (Hunters Point Family) operates the Pit Stop program through a contract which expires in August 2019. The Board of Public Works, which administers this contract, will conduct a request for proposals (RFP) to identify the ongoing contractor for all of these services in time for services to continue under the new contract in September 2019.

3. Mobile Hygiene Trailer at the CD 2 Sherman Way Navigation Center - \$400,000  
\$400,000 is recommended from Category 3 to pay for a modular hygiene trailer at the CD 2 Sherman Way Navigation Center (Attachment 5). These funds will leverage Proposition HHH funds allocated to this project in the amount of \$2,641,000. The project is being constructed on land owned by the Los Angeles Department of Water and Power (LADWP), which requires that the hygiene facility be able to be moved in the event that maintenance of power lines over the site is required. Moveable facilities, such as this hygiene trailer are not eligible for Proposition HHH funding. As such, these HEAP funds are needed to ensure the project can be completed.
4. Multi-Disciplinary Teams in CDs 8 and CD 9 - \$790,000  
\$790,000 is recommended from Category 3 to continue funding for a current multi-disciplinary team (MDT) in CD 8 (\$450,000, Attachment 6) and to add a new team in CD 9 (\$340,000, Attachment 7). MDTs are outreach teams that include a general outreach worker, a nurse practitioner, psychiatric social worker, substance abuse specialist and a person with lived experience. These teams have been shown to be effective in providing specialized assistance to unsheltered homeless persons in the field.

The current CD 8 MDT needs \$110,000 to continue operating through the end of FY 2018-19 and an additional \$340,000 to operate through the end of FY 2019-2020. Funding for the new CD 9 MDT will support the new team for 12 months.

5. Services for homeless families in CD 6 and CD 7 - \$1,214,568  
Funding in the amount of \$1,214,568 is recommended from Category 3 in response to requests from CD 6 and 7 to provide dedicated case management and coordination services for families living in hotels along Sepulveda Boulevard, between CD 6 and 7 for 12 months (\$1,100,000, Attachment 8) and to support expanding the capacity of North Valley Caring Services to serve these families (\$114,568, Attachment 9).
6. Expand prevention and diversion specialists at City FamilySource Centers - \$540,000  
\$540,000 from Category 3 to the Los Angeles Homeless Services Authority to expand a pilot program that will place eight (8) diversion/rapid resolution specialist at City FamilySource Centers for two (2) years (Attachment 10). Diversion/rapid resolution specialists will assist newly homeless FamilySource Center clients to access these services in an effort to quickly resolve their homelessness, and avoid the need for them to access more intensive homeless services for families, which are limited and extremely over-subscribed. These eight (8) resolution specialists can either be assigned to the most impacted Centers and/or to those less impacted on a part-time basis. This program also supports Recommendation 5 above,

as the San Fernando Valley has seen a major increase in family homelessness. \$660,000 in LAHSA savings is available from City General Funds allocated FY 2016-17, from LAHSA's recapture of dis-allowed costs from sub-recipients, to supplement this allocation for a total of \$1,200,000.

7. Other Homeless Services - Capital and Operating Support – Skid Row- Category 2-  
\$2,350,400

- \$350,400 to establish 24 new overnight, trauma-informed, crisis housing beds for women at the Downtown Women's Center in Skid Row for 12 months (Attachment 11); and
- \$2,000,000 to establish a new, daily sidewalk sweeping and litter abatement program Skid Row through June 30, 2020. This program will be based on similar services in the City of San Francisco and can be quickly established by piggybacking on the San Francisco Department of Public Works' contract with Hunters Point Family for this program. We recommend that the Board of Public Works include this program in the scope of work for the planned Pit Stop program RFP so that these services can continue under the resulting contract in September 2019.

8. Administrative Costs (Category 5) - \$1,011,948

The administrative set-aside for HEAP is extremely restrictive at five (5) percent of the total grant. Under this category, we recommend the following:

- \$152,948 for LAHSA to cover the administrative costs associated with the funding the agency will be responsible for as a result of the recommendations in this report;
- \$315,000 for the Board of Public Works for the administration of the Pit Stop Program and the Skid Row Sidewalk Sweeping Program; and
- \$544,000 for Office of the Mayor (Attachment 12) to support three new staff members engaged in homeless initiatives, including A Bridge Home, Engagement and Street Strategies, such as hygiene efforts, and the Unified Homeless Response Center.

## STATUS OF HEAP FUNDING

Table 4 below summarizes the HEAP committed funds and the balance if the recommendations in this report are approved.

**Table 4: Remaining HEAP Balance if Report Recommendations Are Approved**

	Activity Category	Amount	Funds Committed	Uncommitted Funds
1	Capital and Operating Support – A Bridge Home	\$45,000,000.00	\$19,250,222.00	\$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	\$1,431,008.00	\$2,819,672.35**
5	Administrative Costs	\$4,250,680.35	\$1,147,626.00	\$3,103,054.35
	<b>Total</b>	<b>\$85,013,607.00</b>	<b>\$34,935,127.00</b>	<b>\$50,618,480.00</b>

\*Remaining balances in Category 1 and Category 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.

### HEAP Wait List

The recommendations in this report fully allocate or reserve the remaining HEAP Category 1 and Category 3 funds as well as the funds in the GCP and UB. As such, we recommend establishing a wait list comprised of the remaining unfunded HEAP requests (Attachment 13). As the A Bridge Home Program continues implementation, some of the pending sites may be deemed infeasible. If funding becomes available for projects on the wait list, this Office will reassess priorities and submit recommendations to the HSC.

### **FISCAL IMPACT**

The funding recommended in this report is provided through the State Homeless Emergency Aid Program Grant, the Fiscal Year 2018-19 Budget GCP and UB. As such, there is no additional impact to the General Fund.

### **Attachments**

1. Board of Public Works HEAP Request
2. Motion (Cedillo – Harris-Dawson) Mobile Pit Stops
3. Motion (O'Farrell – Martinez)
4. Los Angeles Police Department HEAP Request
5. Motion (Krekorian – Harris-Dawson): Mobile Hygiene Trailer at the CD 2 Sherman Way Navigation Center
6. Motion (Harris-Dawson - Price): Multi-Disciplinary Team to Continue Outreach Services (C.F. 18-0628-S2)
7. Motion (Price - Harris-Dawson): Multi-Disciplinary Teams for Outreach Services (C.F. 18-0628-S3)
8. Motion (Martinez - Harris-Dawson): Motel Shelter Enhancement Program
9. Motion (Rodriguez - Ryu): North Valley Caring Services Staff and Supplies (C.F. 18-1010)
10. LAHSA HEAP Request
11. Motion (Huizar - Harris-Dawson): Establish Shelter and/or Crisis Response Services in Skid Row (C.F. 18-1119)
12. Mayor's Office HEAP Request
13. HEAP Wait List

Attachment 1 - Board of Public Works HEAP Request

CITY OF LOS ANGELES

BOARD OF PUBLIC WORKS MEMBERS

KEVIN JAMES  
PRESIDENT

HEATHER MARIE REPENNING  
VICE PRESIDENT

MICHAEL R. DAVIS  
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CALIFORNIA



ERIC GARCETTI  
MAYOR

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<http://bpw.lacity.org>

October 31, 2018

Richard H. Llewellyn, Jr.  
City Administrative Officer  
200 North Main Street, 15<sup>th</sup> Floor  
Los Angeles, CA 90012

**BOARD OF PUBLIC WORKS - HOMELESS EMERGENCY AID PROGRAM FUNDING REQUEST FOR MOBILE PIT STOP BATHROOM PROGRAM**

In accordance with the instructions provided in a City Administrative Officer (CAO) report dated August 31, 2018 (C.F. 18-0628), the Board of Public Works (Board) hereby submits a Homeless Emergency Aid Program (HEAP) funding request for the Mobile Pit Stop Program, which provides bathroom attendant services at 11 sites and ensures the availability of safe and sanitary public restrooms.

Amount of Funding Request:

Program Year 2 Cost (August 1, 2019 through June 30, 2020):	\$2,747,484
Program Year 3 Cost (July 1, 2020 through June 30, 2021):	\$3,002,490
Total Request:	\$5,749,974

It should be noted that these figures represent an estimate based on existing contract costs. However, the Board anticipates releasing a Request for Proposals (RFP) during the 2018-19 Fiscal Year which may result in a downward adjusted cost for the program. Additional cost savings may also be identified as the Board continues to explore options on portable toilet deployment.

The cost to add one attendant at an Automatic Public Toilet (APT) is \$176,000 to \$192,000 for one year. The cost to add a new portable toilet location staffed with one attendant is \$310,000 to \$338,000 for one year. See Attachment 1 for breakdown of costs.

Justification for request (need and description of program/project):

In December 2017, and in response to the declaration of the Hepatitis A Virus outbreak in Los Angeles County, the City Council adopted a report from the Office of the City Administrative Officer (CAO) authorizing the implementation of a Mobile Pit Stop Pilot Program for a period of six months. The CAO recommended a strategy to increase the availability of portable public toilets and to staff those locations with a bathroom attendant based on a similar model implemented in the City of San Francisco. This program focuses on homeless hygiene services and public health,

## Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Request – Mobile Pit Stop

October 31, 2018

Page 2 of 4

and is intended to mitigate risk associated with people who are forced to urinate and defecate in public places due to the lack of access to safe and sanitary public restrooms.

In March 2018, the Board contracted with Hunters Point Family (HPF), a non-profit who began the program in San Francisco. HPF and their local subcontractor, Five Keys Schools and Programs, hired and trained bathroom attendants to staff each identified location 24 hours per day, seven days a week, with the exception of one location that is open overnight for 8 hours per day. Attendants clean the restroom units after each use, ensure safe usage of the restroom, enforce courtesy rules, and clean the area adjacent to the bathroom.

There are currently 11 locations in operation as part of this program: six APTs that were previously underutilized and five additional locations that have one standard portable toilet with sink, one ADA accessible toilet, and one ADA accessible sink. These units are delivered and picked up daily. In addition, three of the locations have used needle receptacles installed, with the goal of reducing the number of used needles that are left on the streets.

In comparison with the six months immediately prior to the program (i.e. August 2017 through February 2018), the average daily use has increased significantly. The portable toilet locations continue to be used regularly throughout each day, and more than 5,000 used needles have been collected. See Attachment 2 for more detailed usage data.

In August 2018, based on the success of the program, the City Council and Mayor provided additional funding and authorized the continuation of the program from August 22, 2018 through July 31, 2019. Therefore, this funding request is to continue the program in Years 2 and 3 as described above, from August 2019 through June 2021.

*If administrative costs are requested, what these funds will cover and if there will be General Fund impact:*

As part of its Fiscal Year 2019-20 Proposed Budget, the Board is submitting a budget request to the Mayor and CAO to add resolution authority for one (1) Senior Management Analyst I who would oversee the program. This would include full program management, such as contract administration, operational issue resolution and management, procurement, coordination with other departments, data and analysis, and budget tracking and cost control. Although successful to date, the program would also benefit from a continued analysis of operational efficiencies and program cost effectiveness. The additional position would be dedicated to this program and would uniquely continue to develop potential program enhancements to immediately address homelessness and public safety issues. If this position is not approved, it will not be sustainable for the Board to effectively manage the program based on the current model of using multiple staff funded for other activities. This may result in poor contractor oversight, inability to resolve day to day operational issues, lack of guidance for the contractor on City resources, and invoice payments to the bathroom attendant contractor and portable toilet rental vendor will be delayed which may result in a complete stoppage in services provided.

*Service Area:*

Based on the proposed activity categories for the City's Homeless Emergency Aid Program, this would fall within Category 3 for General Homeless Services and Hygiene Services.

## Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Request – Mobile Pit Stop

October 31, 2018

Page 3 of 4

### Homeless population to be served:

In a report dated December 4, 2017, the CAO analyzed Department of Public Health and LAHSA data to identify the areas with the greatest need for public bathroom access. Although the specific locations are subject to change to maximize service delivery, the general area identified by the CAO will remain the same to ensure that the original target areas continue to be served. As a result, the following locations have been in operation as part of the program.

<u>Address</u>	<u>Hours of Operation</u>	<u>Council District</u>
<b>A. Automatic Public Toilet (APT) Locations</b>		
1. East 6 <sup>th</sup> Street and Gladys Avenue*	7:00 AM to 7:00 PM	CD14
2. Santa Monica Boulevard and Vermont Avenue*	7:00 AM to 7:00 PM	CD13
3. East 5 <sup>th</sup> Street and Los Angeles Street	7:00 AM to 7:00 PM	CD14
4. East 5 <sup>th</sup> Street and Hill Street	7:00 AM to 7:00 PM	CD14
5. East 5 <sup>th</sup> Street and San Julian Street	7:00 AM to 7:00 PM	CD14
6. 545 San Pedro Street	7:00 AM to 7:00 PM	CD14
<b>B. Portable Toilet Locations</b>		
1. West 38 <sup>th</sup> Street and Grand Avenue	7:00 AM to 7:00 PM	CD9
2. 525 Broad Avenue	7:00 AM to 7:00 PM	CD15
3. North Alvarado Street and Bellevue Avenue*	7:00 AM to 7:00 PM	CD13
4. East 15 <sup>th</sup> Street and Griffith Avenue	7:00 AM to 7:00 PM	CD14
5. 1 Rose Avenue Parking Lot**	10:00 PM to 6:00 AM	CD11

\* Includes Sharps Kiosk

\*\* 1 Rose Avenue Parking Lot location has two (2) attendants on site.

### Number of homeless individuals to be served:

The number of homeless individuals served has increased significantly as individuals have learned about the existence of the public restrooms, in addition to the growth in the number of locations.

In March 2018, seven locations were used a total of 6,757 times. In September 2018, this number grew to 9 locations with a total usage of 16,031. This number will increase in October 2018 with two new locations opening, but data is not yet available. If the trends continue, the Board anticipates a restroom usage of at least 18,000 per month at the 11 locations. See attachment for detailed usage data. While these may not represent unique individuals, it shows the level of service being provided to the homeless population.

### If the request is not for one-time funding, the plan to continue to fund the program starting in July 1, 2021:

As part of the annual budget process, the Board plans to submit a budget request to continue this program in July 2021. In the interim, the Board will also explore cost-sharing options with other departments, such as Recreation and Parks who have shown interest in the program.

Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Request – Mobile Pit Stop

October 31, 2018

Page 4 of 4

If you have any questions regarding this request, please contact Raoul Mendoza of my staff at [Raoul.Mendoza@lacity.org](mailto:Raoul.Mendoza@lacity.org). Thank you for your consideration.

Sincerely,



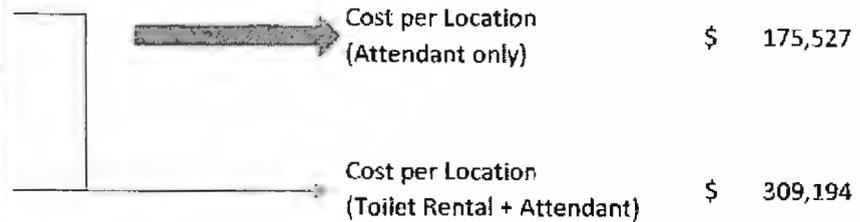
DR. FERNANDO CAMPOS  
Executive Officer, Board of Public Works

FC:m

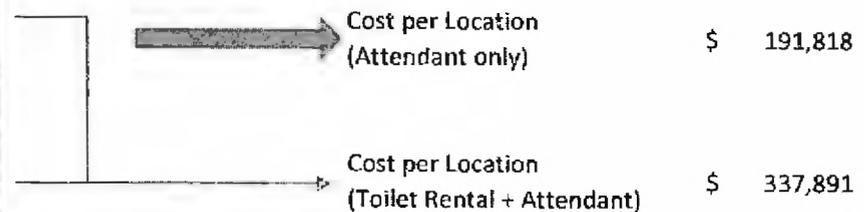
CC: Kevin James, President, Board of Public Works  
Yolanda Chavez, Assistant City Administrative Officer (CAO), Office of the CAO  
Meg Barclay, Principal Project Coordinator, Office of the CAO  
Elyse Matson, Administrative Analyst, Office of the CAO  
Bret Avrashow, Administrative Analyst, Office of the CAO  
Raoul Mendoza, Senior Management Analyst, Board of Public Works  
Homeless Strategy Committee  
James Westbrook, District Director, Council District 9  
Tricia Keane, Deputy Chief of Staff, Council District 11  
Angelo Yenko, Legislative Deputy, Council District 13  
Martin Schlageter, Policy Director, Council District 14  
Laura Hill, Legislative Deputy, Council District 15

**MOBILE PIT STOP PROGRAM  
Cost Breakdown**

Program Year 2 Cost August 22, 2019 through June 30, 2020	
Estimated Contract Cost for Bathroom Attendants at 11 Locations	\$ 1,930,795
Portable Toilet Rental Cost at 4 Locations (7 am to 7 pm)	\$ 534,667
Portable Toilet Rental Cost at 1 Location (10 pm to 6 am)	\$ 208,817
SHARPS Kiosk Service	\$ 73,205
<b>TOTAL COST for Program Year 2</b>	<b>\$ 2,747,484</b>



Program Year 3 Cost July 1, 2020 through June 30, 2021	
Estimated Contract Cost for Bathroom Attendants at 11 Locations	\$ 2,110,000
Portable Toilet Rental Cost at 4 Locations (7 am to 7 pm)	\$ 584,292
Portable Toilet Rental Cost at 1 Location (10 pm to 6 am)	\$ 228,198
SHARPS Kiosk Service	\$ 80,000
<b>TOTAL COST for Program Year 3</b>	<b>\$ 3,002,490</b>



**TOTAL REQUEST: \$ 5,749,974**

**MOBILE PIT STOP PROGRAM  
USAGE DATA**

LOCATION	USAGE PER MONTH						
	March	April	May	June	July	August	September
<b>Automatic Public Toilet Locations</b>							
East 6th Street and Gladys Avenue	1,021	2,490	2,649	2033	1921	1722	1668
East 5th Street and Los Angeles Street	2,030	2,677	3,020	2,877	2,603	2,527	2,401
Santa Monica Boulevard and Vermont Avenue	1,363	1,820	2,052	1,785	1,725	1,899	1,954
East 5th Street and Hill Street	-	-	-	-	-	1,000	3,401
East 5th Street and San Julian Street	-	-	-	-	-	-	-
545 San Pedro Street	-	-	-	-	-	-	-
<b>Portable Toilet Locations</b>							
West 38th Street and Grand Avenue	504	705	912	1,078	983	908	1,050
525 Broad Avenue	1,003	1,960	1,868	2,015	2,110	2,091	2,070
North Alvarado Street and Bellevue Avenue	437	1,025	1,100	1,006	1,076	1,081	1,455
East 15th Street and Griffith Avenue	399	1,001	940	873	856	886	887
1 Rose Avenue Parking Lot	-	-	-	-	880	1,237	1,145
<b>TOTAL USAGE BY MONTH:</b>	<b>6,757</b>	<b>11,678</b>	<b>12,541</b>	<b>11,667</b>	<b>12,154</b>	<b>13,351</b>	<b>16,031</b>
Locations in Operation:	7	7	7	7	8	9	9

Attachment 1 - Board of Public Works HEAP Request

CITY OF LOS ANGELES

BOARD OF PUBLIC WORKS MEMBERS

KEVIN JAMES  
PRESIDENT

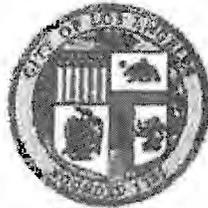
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CALIFORNIA



ERIC GARCETTI  
MAYOR

OFFICE OF THE BOARD OF PUBLIC WORKS

DR. FERNANDO CAMPOS  
EXECUTIVE OFFICER

200 NORTH SPRING STREET  
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<http://bpw.lacity.org>

November 12, 2018

Richard H. Llewellyn, Jr.  
City Administrative Officer  
200 North Main Street, 15<sup>th</sup> Floor  
Los Angeles, CA 90012

**BOARD OF PUBLIC WORKS – HOMELESS EMERGENCY AID PROGRAM FUNDING SUPPLEMENTAL REQUEST FOR ADDITIONAL MOBILE PIT STOP BATHROOM PROGRAM LOCATIONS**

In a memo dated October 31, 2018, the Board of Public Works (Board) submitted a request for Homeless Emergency Aid Program (HEAP) funding to continue the Mobile Pit Stop Program at 11 existing locations through June 30, 2021. Since then, new information has been provided to the Board regarding requests for eight (8) additional locations.

The proposed new locations are based on discussions with the Office of the City Administrative Officer (CAO), a Council motion, and a letter of support and request from the Los Angeles Police Department (LAPD).

Amount of Funding Request:

Period Covered by Request	Original HEAP Request for 11 Existing Locations	Supplemental HEAP Request for 8 Additional Locations	TOTAL
Current Program Year through July 31, 2019	Covered*	\$ 1,059,419**	\$ 1,059,419
Program Year 2 (Aug 1, 2019 to June 30, 2020)	\$ 2,747,484	\$ 1,938,881	\$ 4,686,365
Program Year 3 (July 1, 2020 to June 30, 2021)	\$ 3,002,490	\$ 2,118,837	\$ 5,121,327
<b>TOTAL:</b>	<b>\$ 5,749,974</b>	<b>\$ 5,117,137</b>	<b>\$10,867,111</b>

\* The cost for the 11 existing locations are covered by existing budget funds through July 31, 2019. No additional funding is required for this period.

\*\* This assumes a performance period of 6 months from February 1, 2019 through July 31, 2019.

As indicated in its original memo, these figures represent an estimate based on existing contract costs. However, the Board anticipates releasing a Request for Proposals (RFP) during the 2018-19 Fiscal Year which may result in a downward adjusted cost for the program. Additional cost savings may also be identified as the Board continues to explore options on portable toilet deployment.



## Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Supplemental Request – Mobile Pit Stop

November 12, 2018

Page 2 of 3

### Justification for Request:

The description of the program was included in the Board's original HEAP funding request. The proposed new locations are based on various requests as follows.

In accordance with the instructions provided by the CAO regarding HEAP funding, Council District 1 submitted a motion requesting funding to add six (6) locations as part of the Mobile Pit Stop Program: three (3) at closed park bathrooms and three (3) portable toilet locations in their district. The Board is currently discussing with Recreation and Parks the feasibility of implementing the program at the three (3) closed park bathrooms. The Board will report back to the CAO on this item. Council District 9 has also submitted a request to CAO and Board for one (1) additional portable toilet location.

In addition, on October 31, 2018, the LAPD submitted a letter to the CAO which described the positive effect the Mobile Pit Stop Program has had in reducing crime and allowing access to safe and clean public restrooms. To that end, they requested the addition of one (1) location at an Automatic Public Toilet (APT) on East 5<sup>th</sup> Street and San Pedro.

### If administrative costs are requested, what these funds will cover and if there will be General Fund impact:

As stated in its original memo, the Board requested the addition of a resolution authority for one (1) Senior Management Analyst in its Fiscal Year 2019-20 Proposed Budget. However, as the program expands rapidly, and with the potential addition of showers, the Board may request an interim substitute authority to manage the increased workload and ensure the continued success of the program. The position would be funded with existing program budget savings and would not have any additional General Fund impact.

### Service Area:

Based on the proposed activity categories for the City's Homeless Emergency Aid Program, this would fall within Category 3 for General Homeless Services and Hygiene Services.

### Homeless population to be served:

The following is a list of both existing and proposed additional locations.

<b>Address</b>	<b>Existing or Proposed New</b>	<b>Council District</b>
<b>A. Automatic Public Toilet (APT) Locations</b>		
1. East 6 <sup>th</sup> Street and Gladys Avenue*	Existing	CD14
2. Santa Monica Boulevard and Vermont Avenue*	Existing	CD13
3. East 5 <sup>th</sup> Street and Los Angeles Street	Existing	CD14
4. East 5 <sup>th</sup> Street and Hill Street	Existing	CD14
5. 545 San Pedro Street	Existing	CD14
6. East 5 <sup>th</sup> Street and San Pedro	Proposed New (LAPD)	CD14
<b>B. Portable Toilet Locations</b>		
1. West 38 <sup>th</sup> Street and Grand Avenue	Existing	CD9
2. 525 Broad Avenue	Existing	CD15
3. North Alvarado Street and Bellevue Avenue*	Existing	CD13
4. East 15 <sup>th</sup> Street and Griffith Avenue	Existing	CD14

## Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Supplemental Request – Mobile Pit Stop

November 12, 2018

Page 3 of 3

5. 1 Rose Avenue Parking Lot	Existing	CD11
6. Wilshire and Alvarado (tentative)	Proposed New (Motion)	CD1
7. San Fernando Road and North Figueroa (tentative)	Proposed New (Motion)	CD1
8. Avenue 28 and Lacey Street (tentative)	Proposed New (Motion)	CD1
9. Additional CD9 location	Proposed New	CD9
<b>C. Recreation and Parks Restrooms</b>		
1. Lincoln Park Recreation Center	Proposed New (Motion)	CD1
2. El Rio de Los Angeles Park	Proposed New (Motion)	CD1
3. Hope and Peace Park	Proposed New (Motion)	CD1

\* includes Sharps Kiosk

\*\* Note all locations are open from 7:00 am to 7:00 pm daily, with the exception of 1 Rose Avenue which is open from 10:00 pm to 6:00 am daily.

### Number of homeless individuals to be served:

Based on the trends described in its original memo, the Board anticipates a restroom usage of at least 18,000 per month at the 11 locations. While this may not represent unique individuals, it shows the level of service being provided to the homeless population. The Board anticipates that the eight proposed new locations would have a total usage of at least 13,000 per month.

If you have any questions regarding this request, please contact Raoul Mendoza of my staff at [Raoul.Mendoza@lacity.org](mailto:Raoul.Mendoza@lacity.org). Thank you for your consideration.

Sincerely,



*A* DR. FERNANDO CAMPOS  
Executive Officer, Board of Public Works

FC:im

CC: Kevin James, President, Board of Public Works  
Brian Buchner, Office of the Mayor  
Yolanda Chavez, Assistant City Administrative Officer (CAO), Office of the CAO  
Meg Barclay, Principal Project Coordinator, Office of the CAO  
Elyse Matson, Administrative Analyst, Office of the CAO  
Bret Avrashow, Administrative Analyst, Office of the CAO  
Raoul Mendoza, Senior Management Analyst, Board of Public Works  
Homeless Strategy Committee  
Jose Rodriguez, Deputy District Director, Council District 1  
James Westbrooks, District Director, Council District 9  
Tricia Keane, Deputy Chief of Staff, Council District 11  
Angelo Yenko, Legislative Deputy, Council District 13  
Martin Schlageter, Policy Director, Council District 14  
Laura Hill, Legislative Deputy, Council District 15

Attachment 1 - Board of Public Works HEAP Request

CITY OF LOS ANGELES

BOARD OF PUBLIC WORKS MEMBERS

KEVIN JAMES  
PRESIDENT

CECILIA CABELLO  
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DR. FERNANDO CAMPOS  
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LOS ANGELES, CA 90012

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<http://bpw.lacity.org>

December 6, 2018

Richard H. Llewellyn, Jr.  
City Administrative Officer  
200 North Main Street, 15<sup>th</sup> Floor  
Los Angeles, CA 90012

**BOARD OF PUBLIC WORKS - HOMELESS EMERGENCY AID PROGRAM FUNDING REQUEST FOR MOBILE SHOWERS**

In accordance with the instructions provided in a City Administrative Officer (CAO) report dated August 31, 2018 (C.F. 18-0628), the Board of Public Works (Board) hereby submits a Homeless Emergency Aid Program (HEAP) funding request for the establishment of a Mobile Showers program to complement the existing Mobile Pit Stop Bathroom program.

Amount of Funding Request:

Pilot Program Cost (February 1, 2019 through July 31, 2019):	\$ 331,000
Program Year 1 Cost (August 1, 2019 through June 30, 2020):	\$ 889,000
Program Year 2 Cost (July 1, 2020 through June 30, 2021):	\$ 767,000
Total Request:	\$1,987,000

Administrative Costs (Less than 5% of total operations cost for Mobile Pit Stop and Mobile Showers programs): \$ 175,000

The amounts listed above represent an estimate of contract costs, as well as one-time costs for vehicles, equipment, and establishment of wastewater connections. The estimate is based on the launch of one shower trailer, followed by a progressive increase in the number of mobile showers trailers over time. The detail of this estimate can be found in Attachment 1. It should be noted that the Board anticipates releasing a Request for Proposals (RFP) during the 2018-19 Fiscal Year which may result in an adjustment of program costs.

Justification for request (need and description of program/project):

In alignment with the City's Comprehensive Homeless Strategy, the Board is proposing to implement a Mobile Showers program as a means of providing immediate assistance to people experiencing homelessness. While similar services have been provided by non-profits such as Lava Mae and Showers of Hope, there continues to be a need for the proposed hygiene services in response to the on-going homeless crisis.



## Attachment 1 - Board of Public Works HEAP Request

HEAP Funding Request – Mobile Showers

December 6, 2018

Page 2 of 3

In August 2018, the Los Angeles County Board of Supervisors (County BOS) directed their Chief Executive Officer (CEO) to execute no-cost agreements with experienced providers or agencies for the operation of six mobile shower trailers owned by the County. The Board is currently in discussions with the County on utilization of one or more of the mobile shower trailers at zero cost, and is optimistic that an agreement can be finalized and executed between the Board and the County.

On a pilot basis, the Board is proposing to contract with its existing Mobile Pit Stop Program contractor, Hunters Point Family and their subcontractor, Five Keys Schools and Programs. Both non-profits have attended several trainings on the operation of similar mobile shower trailers, and have the staffing and workforce development infrastructure in place to quickly mobilize and launch the proposed program within one month of contract execution. The Mobile Showers program would complement the Mobile Pit Stop Program by being co-located with some of the existing bathroom locations, in addition to potential other new locations, subject to funding availability.

Each mobile shower trailer would be operated for four hours per day from 8 a.m. to 1 p.m., five days a week. Each mobile shower trailer would stay at one location per day, and deploy at two to three locations per week. The Board, in discussions with its contractor, is proposing to roll out two mobile shower trailers during the six month pilot period. After the initial establishment period, the non-profit would begin implementation of two additional mobile shower trailers.

The Board is currently in discussions with the Departments of Water and Power, Transportation, Fire, and Bureau of Sanitation on various issues such as water and sewer connections, approvals, and potential parking needs. The Board will also work need to continue working with other City departments to identify suitable space at an existing City yard or shop to park the trailers overnight.

*If administrative costs are requested, what these funds will cover and if there will be General Fund impact:*

The Board has requested a 2018-19 Substitute Authority for one (1) Senior Management Analyst I position and also requested the position to be continued as a resolution authority in the 2019-20 Proposed Budget. This position would oversee both the Mobile Pit Stop and Mobile Showers programs and be responsible for full program management, operational issue resolution and management, procurement, coordination with other departments, research and data analysis, and budget tracking and cost control.

This position will cost \$100,000 per year. The Board will absorb the 2018-19 cost (\$50,000) and 25 percent of the 2019-20 cost (\$25,000) using existing program savings. Therefore, the remaining request for administrative costs is the cost of the position Fiscal Years 2019-20 (\$75,000) and 2020-21 (\$100,000) at a total cost of \$175,000. This is less than the 5 percent allowable for administrative costs when compared against the total cost of both programs. Administrative costs were not requested as part of the Mobile Pit Stop Program request. This amount, however, will provide oversight of both programs. The Board will continue to monitor existing program budget in an attempt to identify additional savings and reduce the cost of this request.

*Service Area:*

Based on the proposed activity categories for the City's Homeless Emergency Aid Program, this would fall within Category 3 for General Homeless Services and Hygiene Services.

Homeless population to be served:

The homeless population to be served will coincide with some of the existing and proposed new Mobile Pit Stop Program locations. Based on remaining capacity, the showers will serve additional locations to be identified in coordination with the CAO and Council Offices.

Number of homeless individuals to be served:

As currently proposed, each mobile shower trailer would be in operation five days a week, at one location per day. Overall, each mobile shower trailer would service two to three different locations per week. With four mobile showers in operation, it would provide 1,040 days of shower services. Estimates on number of uses have varied largely, but average to about 50 per day. This would equal more than 50,000 showers.

If the request is not for one-time funding, the plan to continue to fund the program starting in July 1, 2021:

As part of the annual budget process, the Board plans to submit a budget request to continue this program in July 2021.

If you have any questions regarding this request, please contact Raoul Mendoza of my staff at [Raoul.Mendoza@lacity.org](mailto:Raoul.Mendoza@lacity.org). Thank you for your consideration.

Sincerely,



DR. FERNANDO CAMPOS  
Executive Officer, Board of Public Works

FC:m

CC: Kevin James, President, Board of Public Works  
Brian Buchner, Office of the Mayor  
Alma Guerrero, Office of the Mayor  
Yolanda Chavez, Assistant City Administrative Officer (CAO), Office of the CAO  
David Hirano, Chief Administrative Analyst, Office of the CAO  
Meg Barclay, Principal Project Coordinator, Office of the CAO  
Elyse Matson, Administrative Analyst, Office of the CAO  
Bret Avrashow, Management Analyst, Office of the CAO  
Homeless Strategy Committee

# Attachment 1 - Board of Public Works HEAP Request

Attachment 1

## Mobile Pit Stop - Shower Program 3 YEAR BUDGET

	Feb 2019 - August 2019 (6 Months) 2 Mobile Shower Trailers	Aug 2019 - June 2020 (11 Months) 4 Mobile Shower Trailers	July 2020 - June 2021 (12 Months) 4 Mobile Shower Trailers
<b>DIRECT CHARGES</b>			
Monitor, Driver & Overtime	\$15,035	\$330,760	\$360,830
<b>TOTAL DIRECT CHARGES</b>	<b>\$15,035</b>	<b>\$330,760</b>	<b>\$360,830</b>
<b>INDIRECT CHARGES</b>			
Employee Benefits & Taxes	\$2,281	\$50,184	\$54,746
Cleaning, Equipment, & Guest Supplies	\$2,345	\$18,345	\$19,736
Program Management & Supervision	\$41,019	\$99,419	\$108,457
Benefits & Taxes	\$15,833	\$38,376	\$41,865
Utilities*	\$17,120	\$41,584	\$45,364
Vehicle Insurance & Maintenance	\$12,600	\$30,800	\$33,600
Hunters Point Fiscal Agent Fee - 8%	\$17,057	\$41,602	\$45,384
Indirect Costs (10%) - includes back off, recruitment, re-entry services, etc.	\$21,322	\$52,002	\$56,730
<b>TOTAL INDIRECT CHARGES</b>	<b>\$129,578</b>	<b>\$372,312</b>	<b>\$405,882</b>
<b>ONE TIME CHARGES</b>			
Truck	\$100,000	\$100,000	
Vehicle Fees & Wrap	\$20,000	\$20,000	
Generator	\$4,000	\$4,000	
Trailer Setup (hoses, tools, decor, tools, etc.)	\$2,000	\$2,000	
Sewer & Wastewater Connections	\$60,000	\$60,000	
<b>TOTAL ONE TIME CHARGES</b>	<b>\$186,000</b>	<b>\$186,000</b>	<b>\$0</b>
<b>TOTAL PROGRAM CHARGES</b>	<b>\$330,613</b>	<b>\$889,073</b>	<b>\$766,711</b>

\*Utility estimates are provided by the contractor based on past expenditures from similar programs. The Board will refine this amount based on calculations by DWP.

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.

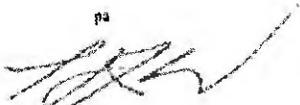
Funding is available for Council District 1 portion of these activities to fund these requests.

• 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.

DET 30 2018

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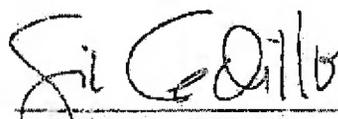
- o \$350,000 to fund 3 Full Time Employees (FTEs) at 3 non-profits to enhance the Jail In Reach Project at three LAPD Regional Jails (Van Nuys, 77<sup>th</sup>, MJS) that would allow the project to expand from 2 half days to 3 full days at each site and 2 days for follow-up. Since January 2017, the 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.
- o \$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 <sup>city</sup> 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**

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 2,139 are unsheltered and experiencing homelessness in Council District 13. 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.

In August 2018 the City Council funded the Mobile Pit Stop Program finding that it was in the best interest of the City and the public. The Mobile Pit Stop Program successfully provides safe and clean public toilets, sinks, used needle receptacles and dog waste stations in neighborhoods with a high population of individuals experiencing homelessness. Extending this program in Council District 13 would be an effective intervention for homeless individuals and the entire Council District 13 community.

Approximately \$11.4 million remains available in the \$11.5 million Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, pending Council approval of outstanding requests.

To address the needs in Council District 13, 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:
  - o \$1,632,000 to support the cost of the mobile pit stop program in CD13 through June 2021

**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 \$1,632,000 to support the cost of the mobile pit stop program in CD13;

**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:

*Mitch O'Farrell*  
MITCH O'FARRELL  
Councilmember, 13<sup>th</sup> District

SECONDED BY:

*Mary Martinez*

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DEC 0 9 2018

*[Handwritten mark]*

**LOS ANGELES POLICE DEPARTMENT**

**MICHEL R. MOORE**  
Chief of Police



**ERIC GARCETTI**  
Mayor

P. O. Box 30158  
Los Angeles, CA 90030  
Telephone: (213) 486-0150  
TDD: (877) 275-5273  
Ref #: 1.4

October 31, 2018

Office of the City Administrative Officer  
Richard H. Llewellyn, Jr., City Administrative Officer  
200 N. Main St., 15th Floor  
Los Angeles California

Mr. Llewellyn:

*Rich,*

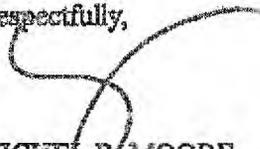
The Los Angeles Police Department (Department) supports the City of Los Angeles' (City) Comprehensive Homeless Strategy, a Citywide coordinated response to end the homeless crisis. The Department remains committed to enhancing public health and safety and providing support to communities across the City, by keeping the public areas clean, safe and accessible to all.

The Pit Stop Program has been a valuable resource for the Department and has proven to be successful in reducing crime and allowing access to a safe and clean public restroom for persons experiencing homelessness. Pit Stop attendants have been effective in monitoring public restrooms, ensuring its safe usage, managing the collection of waste, including needles, trash and hazardous waste, and assisting the Department in addressing community health and safety concerns involving the homeless population.

The Department is respectfully requesting Homeless Emergency Aid Program (HEAP) funds to expand the Pit Stop Program to additional locations throughout the City. The Department is seeking to reach similar outcomes Citywide in our efforts to reduce crime and address quality of life concerns.

If any additional information is needed, please contact, Commander Dominic H. Choi, Department Homeless Coordinator, Office of Operations, at (213) 486-6050.

Respectfully,

  
**MICHEL R. MOORE**  
Chief of Police

Attachment 5 - CD 2 Motion (Krekorian - Harris-Dawson):  
Mobile Hygiene Trailer at the CD 2 Sherman Way Navigation Center (C.F. 18-1087)

**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 1,259 are unsheltered and experiencing homelessness in Council District 2. 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 2 has committed to building a Homeless Services Navigation Center at the current Day Laborer site located at 11839 Sherman Way. The new site will include the Day Laborer Resource Program Center and a Homeless Navigation and Storage Center. Proposed services will include assisting homeless individuals in the district find employment and provide case management. The site will also include 120 storage bins, restrooms, showers, laundry facilities, and a garden area. The Project is currently being funded by Proposition HHH, but, HEAP funds are needed to finance the mobile hygiene trailer as this expense is not Proposition HHH eligible. Approximately \$11.4 million remains available in the \$11.5 million Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, pending Council approval of outstanding requests.

To address the needs in Council District 2, 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:
  - o \$400,000 to support the cost of the mobile hygiene trailer at the CD2 Sherman Way Navigation Center (Prop HHH) Site.

**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 \$400,000 to support the cost of the mobile hygiene trailer at the CD2 Sherman Way Navigation Center (Prop HHH) Site;

**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.

DK

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PRESENTED BY: Paul Krekorian  
PAUL KREKORIAN  
Councilmember, 2<sup>nd</sup> District

SECONDED BY: [Signature]

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HOMELESSNESS → POVERTY  
~~HOUSING~~

**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 1,062 are unsheltered people experiencing homelessness in Council District 8. 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.

Multi-Disciplinary Teams (MDT) provide assistance to people experiencing homelessness through community outreach. MDTs have expertise on health, mental health, substance abuse, and case management. Additionally, MDTs link homeless individuals with crisis and bridge housing, permanent supportive housing, and mental health services. The MDT in Council District 8 serves single individuals, families, and transition aged youth population in the district. Homeless Outreach Program Integrated Care System (HOPICS), the CD 8 MDT administrator, was originally budgeted for \$250,000 for FY 2017-18 and is currently operating on the savings of approximately \$61,000 (as of September 30, 2018). HOPICS requires approximately \$110,000 in additional funding to continue this MDT through June 30, 2019. Council District 8 is requesting \$450,000 of the HEAP funds to support this program. \$110,000 of the \$450,000 is the operating budget for the next six months. The remaining \$340,000 is for the Fiscal Year 2019-20. With this funding, the team anticipates providing services to 600 individuals.

To address the needs in Council District 8 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:
  - \$450,000 to Council District 8's Multi-Disciplinary Team to continue their outreach services until end of Fiscal Year 2019-20.

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 \$450,000 to utilize State Homeless Emergency Aid (HEAP) funds for Council District 8's Multi-Disciplinary Team to continue their outreach services, as further detailed in the text of this Motion;

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Attachment 6 - Motion (Harris-Dawson - Price) Continue Multi-Disciplinary Team

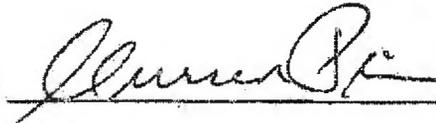
**I FURTHER MOVE** that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above.

PRESENTED BY:



MARQUEECE HARRIS-DAWSON  
Councilmember, 8<sup>th</sup> District

SECONDED BY:



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Attachment 7 - CD 9 Motion (Price - Harris-Dawson):  
Multi-Disciplinary Teams for Outreach Services (C.F. 18-0628-S3)

**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.

Multi-Disciplinary Teams (MDTs) provide assistance to people experiencing homelessness through community outreach. MDTs have expertise on health, mental health, substance abuse, and case management. Additionally, MDTs link homeless individuals with crisis and bridge housing, permanent supportive housing, and mental health services. Council District 9 is requesting \$340,000 in funding to establish a MDT to provide outreach services for a full year. The MDT will serve all unsheltered homeless individuals in the district. Homeless Outreach Program Integrated Care System (HOPICS), a nonprofit that provides homeless services in South Los Angeles, will be the CD 9 MDT administrator.

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

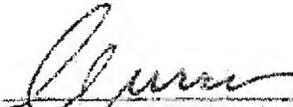
- From the \$11.5 million Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
  - \$340,000 to establish Council District 9's Multi-Disciplinary Team for outreach services for one year.

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 \$340,000 to utilize State Homeless Emergency Aid (HEAP) funds for Council District 9's Multi-Disciplinary Team for outreach services, 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.

PRESENTED BY:

  
CURREN D. PRICE, JR.  
Councilmember, 9<sup>th</sup> District

SECONDED BY:



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MOTION

HOMELESSNESS AND POVERTY

There is a growing family homelessness crisis in the City of Los Angeles. According to the 2018 Point-in-time Homeless Count (PIT), on a given night there are approximately 31,516 homeless individuals in the City of Los Angeles with 5,111 in family units. While the City saw a 6 percent decrease in homelessness overall in the 2018 PIT count - displaying the impact of increased targeted resources - homeless families increased by 13 percent. Council District 6 experienced the greatest increase in homeless families, a total of 1,242, indicating a 293 percent increase from 2017 to 2018. 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.

Due to the large and growing number of families experiencing homelessness, motels are utilized as shelter overflow. In Council District 6, there are estimated 300 families living in motels. Although this intervention is intended to be temporary, due to the lack of affordable housing supply city-wide, many families have stayed beyond one year. The limited number of motels participating in the program often results in homeless children having to travel long distances to school. Motels that do participate are in areas that may expose families and young children to unsafe situations such as human trafficking, illicit drug abuse, and gang violence. In addition, according to California Civil Code 1940, residents gain tenant rights if they stay beyond 30 days. For this reason, families are required to move often. This disruption in housing and the accompanying challenges also disrupt families from pursuing employment and permanent housing. This physical and emotional distress keep families in a cycle of poverty and homelessness. Data shows that high levels of transiency impacts not only the children, but their classrooms and their schools' academic outcomes.

The motel program does not currently provide an appropriate level of case management or coordination with the school district, service providers, or motels owners to address the specific challenges of those living in motels. Council District 6 is requesting funding for a Motel Shelter Enhancement Program, a demonstration project, to expand and enrich the motel shelter program from its current form into a program that combines expertise, and leverages resources from Los Angeles Unified School District (LAUSD), Los Angeles Homeless Services Authority (LAHSA), and the City. Through multi-disciplinary wrap around teams that will work with every family placed in the program, one can ensure safety, promote family stability, maintain school enrollment and attendance stability, and accelerate skill and support based on foundations for the family to build upon as they seek to return to permanent housing.

The Motel Shelter Enhancement Program ("Program") could serve 500 families in or in close proximity to Council District 6 with school-aged youth in LAUSD or LAUSD authorized Charter Schools. The Program would both expand and enrich services for families currently sheltered in motels around the Sepulveda Boulevard corridor and design a new program delivery system for an additional 250 families in or around Council District 6 who are currently unsheltered, facing eviction or otherwise qualifying for homeless services. Coordination with City Departments and the City Attorney's Office, including an assessment of opportunities through the Interim Motel Conversion Ordinance, will ensure motel policies and facilities are meeting needs. The Program would form a partnership delivery system with various organizations including, Council District 6, the Mayor's Office of Economic Opportunity, LA Family Housing, and LAHSA contracted motels in Council District 6.



To address the needs in Council District 6 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:
  - \$1.75 million per year or \$5.25 million dollars for a 3-year Motel Shelter Enhancement Program to expand and enrich the motel shelter program from its current form into a program that combines expertise, and leverages resources from LAUSD, LAHSA, and the City.

<u>Budget Estimate</u>	<u>Annual Estimate</u>	<u>3-Year Estimate</u>
Program Staffing	\$ 470,000	\$ 1,410,000
Direct Resources for Families in Motels	\$ 484,400	\$ 1,453,200
Motel Incentive Improvements	\$ 600,000	\$ 1,800,000
City Coordination	\$ 194,600	\$ 583,800
Total Demo Project Estimate	\$ 1,749,000	\$ 5,247,000

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 a funding request for \$1,749,000 per year or \$5,247,000 for three years to utilize State Homeless Emergency Aid (HEAP) funds for a Motel Shelter Enhancement Program to expand and enrich the motel shelter program in Council District 6, 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.

PRESENTED BY: Nury Martinez  
NURY MARTINEZ  
Councilmember, 6<sup>th</sup> District

SECONDED BY: [Signature]

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HOMELESSNESS AND POVERTY

MOTION

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 requesting funding in the amount of \$114,568 which would underwrite the addition of 5 staff members and supplies for their programs. The 5 staff will help oversee and manage existing homeless outreach programs that serve approximately 1,200 unduplicated homeless clients annually. Due to the increase in homeless population, NVCS has increased the scope of their programs to address the increased needs, but have not been able to secure the necessary staff to implement the programs. NVCS is requesting staffing and supplies to implement the following:

- o The Shower Program: provides more than 6,000 showers annually;
- o The Breakfast Program: serves more than 30,000 breakfast meals annually;
- o The Wednesday Night Outreach Meals Program: provides approximately 240 meals every Wednesday night;

Additionally, they are requesting two staff members:

- o Volunteer Coordinator: new addition to manage, train, and engage volunteer corps; and
- o Campus Security: new addition to ensure safety of all clients, staff, and volunteers.

NVCS has other funding sources leveraged and secured in the amount of \$93,800 through various sources for these programs. While this proposal is primarily for staff positions, all proposed positions are direct program staff – necessary for the safety, efficacy, and long-term sustainability of the existing homeless outreach programs. All proposed staffing will fill gaps for services/programs that are already being implemented.

NVCS has made a concerted effort to expand and diversify their funding base and has recently expanded its development operations. NVCS will continue to leverage all future funding with its existing base of partnerships and individual donors to continue any program(s) beyond the HEAP grant term.



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

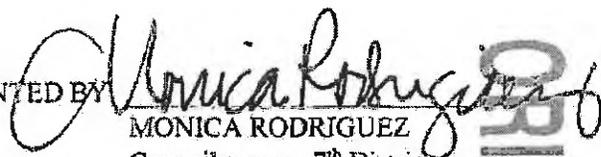
- From the \$11.5 Capital and Operating Support for Short Term Housing Interventions, Homeless Prevention, and Diversion Programs line item, allocate:
  - \$114,568 for the addition of 5 staff members (two full-time, three part-time) in addition to supplies for North Valley Caring Services' Shower Program, Breakfast Program, Wednesday Night Outreach Meals Program, and for a Volunteer Coordinator and Campus Security.

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

**I THEREFORE MOVE** that the Council instruct the 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;

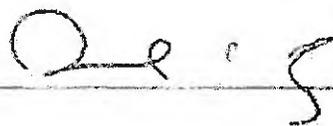
**I FURTHER MOVE** that the Council instruct the CAO to submit HSC's recommendation to Council relative to the use of HEAP funds for the funding requests stated above.

PRESENTED BY



MONICA RODRIGUEZ  
Councilwoman, 7<sup>th</sup> District

SECONDED BY:



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**Attachment 10 - LAHSA  
Expand Prevention and Diversion Specialists at City FamilySource Centers**

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 Commissioners**

**Kelli Bernard**  
Chair

**Sarah Dussanault**  
Vice Chair

**Neah Farkas**

**Wendy Grewal**

**Mitchell Kamin**

**Lawson Mottle**

**Irene Muro**

**Booker Pearson**

**Kevin Soule**

**Jacqueline Waggoner**

**Administrative Office**

311 Wilshire Blvd  
47 Floor  
Los Angeles, CA 90017

213 693 3333 PH

213 692 6993 FX

213 563 4488 TX

www.lahsa.org

**Attachment 10 - LAHSA  
Expand Prevention and Diversion Specialists at City FamilySource Centers**

**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

LAHSA City of LA HEAP Request

## Attachment 10 - LAHSA Expand Prevention and Diversion Specialists at City FamilySource Centers

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 10 - LAHSA**  
**Expand Prevention and Diversion Specialists at City FamilySource Centers**

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 [idelgado@LAHSA.org](mailto:idelgado@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

## 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 31,500 people experiencing homelessness of which approximately 23,000 residents are left unsheltered on any given night. The largest concentration of unsheltered residents is in Skid Row. There are approximately 4,300 homeless individuals in Skid Row of which approximately 2,150 are unsheltered, and the crisis in this area has recently been exacerbated by the recent typhus outbreak.

Expanded shelter capacity, as outlined in the City's Comprehensive Homeless Strategy, is a means to alleviate the number of unsheltered individuals sleeping on the sidewalk every night. A best practice of shelter operation is to ensure participants receive a full range of case-management services to achieve long-term stabilization while they await connection to a housing solution such as Proposition 575 financed Permanent Supportive Housing.

To address the unsheltered crisis, at Council's direction the City Homeless Coordinator and the City Administrative Officer reported on Motion (Huizar / Blumenfeld - Bonin) (CF 15-1138-S31) relative to the needs and strategies for expanding crisis housing options and other services needed to address the needs of the unsheltered population living on the streets of Skid Row. This report found a scarcity of City-owned sites for shelter in the Skid Row area, and in response, the City directed staff to review possible lease arrangements with privately owned sites. Staff was also instructed to work with the Los Angeles Homeless Services Authority to address expiring leases relative to the following Skid Row homeless service operations:

- a. The Bin, which provides voluntary storage of property; and
- b. The Skid Row Refresh Spot, which provides hygiene facilities.

Funding for crisis bridge housing is provided in this year's budget as part of the \$20M Bridge Home Program as well as \$45M through the State's Homeless Emergency Aid Program (HEAP), and additional funding is available to address the conditions on Skid Row, through shelter, hygiene stations, storage and other service oriented investments.

To continue the City's efforts to address the needs of Skid Row, which has included the establishment of the El Pueblo Bridge Home site, four new locations have come to the attention of Council District 14 and should be assessed by staff for the feasibility of establishing shelter and/or crisis response services on site:

NOV 20 2018



1. 442 South San Pedro Street

The Downtown Women's Center currently operates housing and supportive services and is interested in adapting its day-center to provide 24 shelter beds for women experiencing homelessness. The City should explore potential funding options to enable this project.

2. 2426 East Washington Blvd

The owner of the property has expressed interest in entering into a lease with the City to provide crisis bridge housing at the location.

3. 606 East 6th Street

A former church is centrally located in the Skid Row community and could provide space for hygiene and/or drop-in services.

4. 540 Towne Ave:

The property is centrally located in the Skid Row community and the owner of the property has expressed interest in entering into a lease with the City to provide crisis bridge housing at the location.

**I THEREFORE MOVE** that the City Council instruct the City Administrative Officer, with the assistance of the Chief Legislative Analyst, the Bureau of Engineering, Los Angeles Homeless Service Authority, and any other City department or affected stakeholder as necessary, to evaluate the four properties listed above to determine the suitability for providing crisis bridge housing and/or other crisis response facilities.

**I FURTHER MOVE** that the General Services Department be authorized to identify an on-site homeless service operator, negotiate the terms of a lease with potential service providers, and to report to Council on these actions.

**I FURTHER MOVE** that if the properties are determined to be suitable as crisis bridge housing and/or as a crisis response facility, the City Council instruct the City Homeless Coordinator to coordinate with Los Angeles County to identify funds for operation at the sites, including, but not limited to County Measure H revenue.

PRESENTED BY: \_\_\_\_\_

*Jose Huizar*  
JOSE HUIZAR  
Councilmember, 14th District

SECONDED BY: \_\_\_\_\_

ORIGINAL

## Attachment 12 – Mayor’s Office HEAP Request

FORM GEN. 160 (Rev. 6-80)

### CITY OF LOS ANGELES INTER-DEPARTMENTAL CORRESPONDENCE

DATE: November 20, 2018

TO: Matt Szabo, Deputy Chief of Staff, Office of the Mayor  
Richard Llewellyn, City Administrative Officer

FROM: Miguel Sangalang, Deputy Mayor for Budget and Innovation, Office of the Mayor  
Brenda Shockley, Deputy Mayor for Economic Opportunity, Office of the Mayor

RE: **HOMELESS BRIDGE HOUSING AND STREET-BASED HOMELESSNESS STRATEGIES  
STAFFING PLAN FOR THE OFFICE OF THE MAYOR**

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At your request, the Office of the Mayor is submitting the following hiring plan to expedite the delivery of the City’s homeless bridge housing and street-based homelessness strategies. In total, the Office is requesting \$544,000 to hire three (3) positions, for two (2) years each, with the following responsibilities:

#### **Mayor’s Office of Budget and Innovation**

##### Senior Operations Coordinator – Unified Homelessness Response Center (UHRC)

- Salary Range: \$78,968.16 - \$90,452.16 (Mayoral Aide V, Step 10-15, commensurate with education, skills and experience)
- Manage and oversee the UHRC’s daily operations.
- Provide direct assistance to departments in achieving priorities and improving day-to-day operations related to homelessness.
- Coordinate with City, County, and other partners to plan, execute, monitor, and evaluate street-based homelessness strategies.
- Implement the City’s outreach, engagement, and clean-up protocols

#### **Mayor’s Office of Economic Opportunity**

##### Project Manager – A Bridge Home

- Salary Range: \$78,968.16 - \$90,452.16 (Mayoral Aide V, Step 10-15, commensurate with education, skills and experience)
- Provide direct oversight of A Bridge Home, and in particular the Bureau of Engineering’s emergency bridge housing project management efforts, from the feasibility assessment, to design and pre-development, and through construction management.
- Monitor, track, evaluate, and write reports on A Bridge Home’s progress and impact.
- Desired Qualifications: Experience with temporary emergency homeless shelter or supportive housing development, project management, operations, or executive-level construction administration; data collection and analysis; operating in a high-intensity political environment; and excellent research and writing skills.

Memorandum to Matt Szabo and Richard Llewellyn  
November 20, 2018  
Page 2 of 2

Project Coordinator – Homeless Engagement & Street Strategies

- Salary Range: \$78,968.16 - \$90,452.16 (Mayoral Aide V, Step 10-15, commensurate with education, skills and experience)
- Track and analyze A Bridge Home projects and services.
- Assist departments with improving day-to-day operations related to homelessness.
- Liaise with City, County, and other partners to plan, execute, monitor, and evaluate street-based homelessness strategies.
- Support the implementation of the City's outreach, engagement, and clean-up protocols.
- Desired Qualifications: Data collection and analysis; experience with project management; and experience with, and a detailed understanding of, homelessness and housing systems, multi-agency coordination efforts, and constituent outreach and engagement.

Funding for all requested positions will be provided through the state funding known as the Homeless Emergency Aid Program (HEAP).

Working with the CAO and the Mayor's Budget Team, we will finalize, post, and begin hiring for all the positions as soon as possible.

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

cc: Brenda Shockley, Deputy Mayor of Economic Opportunity  
Dan Caroselli, Executive Officer of Budget & Innovation  
Zita Davis, Executive Officer of Economic Opportunity

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"> <li>- Mobile restrooms/hygiene center maintenance costs associated with clean-up activities.</li> <li>- Fund through Board of Public Works if Pit Stop Mobile Shower collaboration proves successful and additional capacity is needed.</li> <li>- <i>NOTE: The A Bridge Home component of the Original request was withdrawn.</i></li> </ul>	\$ 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"> <li>- Add funding for two (2) new Safe Parking sites in Council District 1</li> <li>- <i>NOTE: Request adjusted at the request of the Council Office</i></li> </ul>	\$ 480,000	3	Continue/ Expand Outreach
1	CD 1 – Motion – Jail In-Reach	<ul style="list-style-type: none"> <li>- Jail In-Reach</li> <li>- <i>NOTE: Request adjusted at the request of the Council Office</i></li> </ul>	\$ 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
<b>TOTAL*</b>			<b>\$42,352,791</b>		

\*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

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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](mailto:brian.buchner@lacity.org) or 213-978-2334, or Christina Miller at [christina.miller@lacity.org](mailto: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

Attachment 13 - HEAP Wait List  
**CITY OF LOS ANGELES**

CALIFORNIA



**ERIC GARCETTI**  
MAYOR

**BOARD OF PUBLIC WORKS  
MEMBERS**

**KEVIN JAMES**  
PRESIDENT

**HEATHER MARIE REPENNING**  
VICE PRESIDENT

**MICHAEL R. DAVIS**  
PRESIDENT PRO TEMPORE

**JOEL F. JACINTO**  
COMMISSIONER

**AURA GARCIA**  
COMMISSIONER

**BUREAU OF SANITATION**

**ENRIQUE C. ZALDIVAR**  
DIRECTOR AND GENERAL MANAGER

**TRACI J. MINAMIDE**  
CHIEF OPERATING OFFICER

**LISA B. MOWERY**  
CHIEF FINANCIAL OFFICER

**MIAS DOJIRI**  
**JOSE P. GARCIA**  
**ALEXANDER E. HELOU**  
ASSISTANT DIRECTORS

**TIMEYIN DAFETA**  
HYPERION EXECUTIVE PLANT MANAGER

1148 SOUTH BROADWAY, 9<sup>TH</sup> 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](mailto: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, 15<sup>th</sup> 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 ABH 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
	Storage Container	\$ 880,000.00	\$ 770,000.00	\$ 990,000.00
Sewer Utility Operating Costs	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:
  - o \$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;

NOV 08 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:

  
MARQUEECE HARRIS-DAWSON  
Councilmember, 8<sup>th</sup> District

~~PRESENTED BY:~~

  
SECONDED BY: CURREN D. PRICE, JR.  
Councilmember, 9<sup>th</sup> District

~~PRESENTED BY:~~

  
SECONDED BY: JOE BUSCAINO  
Councilmember, 15<sup>th</sup> 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:

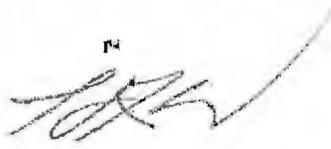
- From the \$45 million Budget for Capital and Operating Support for Short Term Housing Interventions and Capital for Permanent Housing line item, allocate:
  - \$2.5 million to fund one or two A Bridge Home sites for CD 1. The first site will temporarily house women and families located in Westlake 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.

OCT 30 2018

ORIGINAL



Attachment 13 - HEAP Wait List

- o \$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, 77<sup>th</sup>, 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.
- o \$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 <sup>city</sup> ~~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:
  - o \$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, 7<sup>th</sup> District

SECONDED BY: MR

MR:ph

ORIGINAL



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 8<sup>th</sup> 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 HCDLA, 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.



United Ways of California

# 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.

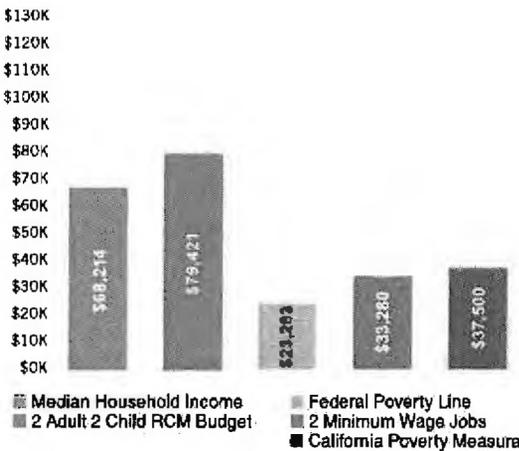
Total Households  
Below Real Cost Measure  
**977,090**

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
<b>Final Budget</b>	<b>\$26,270</b>	<b>\$41,940</b>	<b>\$79,421</b>

## 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.

Education	% Below RCM
Less than High School	75%
High School Diploma	55%
Some College/Vocational	38%
College Degree or Higher	18%

Household Type	% Below RCM
Single Mother	78%
Seniors	34%
Married Couple	33%
Informal Family	32%

Race/Ethnicity	% Below RCM
Latino	57%
African American	42%
Asian American	31%
White	21%

Citizenship/Nativity	% Below RCM
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

**FINAL FIGURES**

Section 1 (11) Contractors  
Section 2 (6) Contractors

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

Program Year 2017-2018

FAMILYSOURCE PROGRAM REPORT DRAWN: JULY 16, 2018

PERIOD ENDING: JUNE 30, 2018

FAMILYSOURCE CENTER CONTRACTORS	UNIVERSAL ACCESS			VALUE OF INCREASED INCOME (\$)			INCREASED ACADEMIC ACHIEVEMENT		
	PERCENTAGE	ACTUAL	TOTAL	PERCENTAGE	ACTUAL	TOTAL	PERCENTAGE	ACTUAL	TOTAL
<b>SECTION 1 CONTRACTORS: April 1, 2017-June 30, 2018</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>	<b>15 Months</b>
1736 FAMILY CRISIS CENTER	111%	3318	2800	126%	\$ 648,251	\$575,000	132%	244	200
ALL PEOPLE'S COMMUNITY CENTER	134%	3802	2800	278%	\$ 1,604,871	\$575,000	127%	254	200
BARRIO ACTION YOUTH & FAMILY CENTER	108%	3033	2800	143%	\$ 816,485	\$575,000	112%	224	200
CENTRAL CITY NEIGHBORHOOD PARTNERS (CCNP)	140%	4097	2800	298%	\$ 1,665,509	\$575,000	129%	258	200
EL CENTRO DE AYUDA	121%	3619	2800	202%	\$ 1,161,370	\$575,000	104%	208	200
EL NIDO FAMILY CENTERS (SOUTH LOS ANGELES) 129286	112%	3149	2800	182%	\$ 931,192	\$575,000	192%	203	200
NEW ECONOMICS FOR WOMEN (SOUTH VALLEY) 129300	113%	3157	2800	271%	\$ 1,560,178	\$575,000	198%	210	200
P. F. BRESEE FOUNDATION	188%	3021	2800	281%	\$ 1,500,156	\$575,000	182%	249	200
THE CHILDREN'S COLLECTIVE, INC.	181%	2838	2800	173%	\$ 995,485	\$575,000	108%	215	200
WATTS LABOR COMMUNITY ACTION COMMITTEE (WLCAC)	188%	4606	2800	225%	\$ 1,866,831	\$575,000	100%	200	200
YOUTH POLICY INSTITUTE (YPI)	112%	3144	2800	303%	\$ 1,744,433	\$575,000	114%	228	200
<b>TOTALS</b>	<b>123%</b>	<b>37,784</b>	<b>30,800</b>	<b>224%</b>	<b>\$ 14,494,559</b>	<b>\$6,325,000</b>	<b>113%</b>	<b>2493</b>	<b>2200</b>
<b>SECTION 2 CONTRACTORS: July 1, 2017- June 30, 2018</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>	<b>12 Months</b>
EL CENTRO DEL PUEBLO	87%	2418	2500	189%	\$ 779,641	\$500,000	182%	179	175
EL NIDO FAMILY CENTERS (NORTH VALLEY) 129816	128%	3124	2500	212%	\$ 1,599,397	\$500,000	123%	232	175
LATINO RESOURCE ORGANIZATION (LRO)	118%	2976	2500	388%	\$ 1,788,910	\$500,000	181%	265	175
NEW ECONOMICS FOR WOMEN (NORTH VALLEY) 129888	97%	2418	2500	218%	\$ 1,091,663	\$500,000	192%	180	175
TOBERMAN NEIGHBORHOOD CENTER	83%	2317	2500	182%	\$ 813,331	\$500,000	94%	157	175
<b>TOTALS</b>	<b>108%</b>	<b>13,263</b>	<b>12,500</b>	<b>243%</b>	<b>\$ 6,072,942</b>	<b>\$2,500,000</b>	<b>118%</b>	<b>1013</b>	<b>875</b>
<b>GRAND TOTALS</b>	<b>118%</b>	<b>51,037</b>	<b>43,300</b>	<b>233%</b>	<b>\$ 20,567,501</b>	<b>\$8,825,000</b>	<b>114%</b>	<b>3506</b>	<b>3,075</b>

90% and above
80% through 89.9%
79.9% and below

12 months	MINIMUM # OF UNDUPLICATED CUSTOMERS TO BE SERVED:	2500	11 Agencies
12 months	MINIMUM DOLLAR VALUE OF INCOME REPORTED IN ACHIEVING INCREASED INCOME/ECONOMIC RESOURCES:	\$500,000	5 Agencies
12 months	MINIMUM # OF CUSTOMERS ACHIEVING INCREASED ACADEMIC ACHIEVEMENT:	200	11 Agencies
		175	5 Agencies

**FamilySource Center (FSC)**  
**Homelessness Prevention Program**

**PROPOSED NUMBER OF HOUSEHOLDS TO BE SERVED: 1,000**

Description of Budget Item					Total Project Budget
<b>Subcontractor Salaries</b>					
Position Title	No. of FSCs	No. of Mo	Salary	% of Time	
Financial Stability Advisor	16	12	4,704.14	100%	903,194
<b>Subtotal Salaries</b>					\$ 903,194
<b>Fringe Benefits</b>					
<b>Subtotal Fringe Benefits: 21.79%</b>					\$ 196,806
<b>TOTAL SUBCONTRACTOR PERSONNEL COSTS</b>					\$ 1,100,000
<b>Emergency Financial Assistance</b>					
	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
<b>TOTAL SUBCONTRACTOR EMERGENCY FINANCIAL ASSISTANCE COSTS</b>					\$ 1,800,000
<b>TOTAL SUBCONTRACTOR COSTS</b>					\$ 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:
  - o \$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: [Signature]

ORIGINAL

MR:pb

[Handwritten mark]

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.

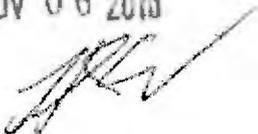
To address the needs of the homeless in Council District 9 the Council should allocate HEAP funds to the activity described below:

- 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;

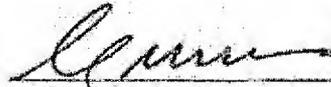
NOV 06 2018



Attachment 13 - HEAP Wait List

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, 9<sup>th</sup> District

SECONDED BY:



ORIGINAL

Attachment 13 - HEAP Wait List

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.

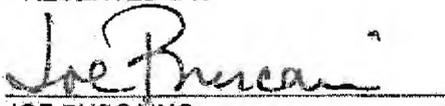
Daily litter maintenance should be outsourced to social justice organizations that have both the capacity to meet the City's need and ability to assist vulnerable individuals. The Transitional Job Opportunities Program (TJOP), established in 2005, gives a preference in the bid process to organizations 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.

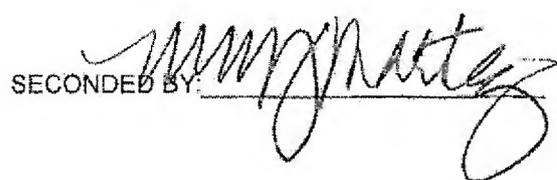
By utilizing social justice organizations to clear litter from the public right-of-way, the City is able to support its homeless population, expand local and transitional hiring goals, further the mission of the Clean Streets Initiative, and identify savings. There is a low barrier to entry in contracting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

  
SECONDED BY: \_\_\_\_\_

  
SEP 29 2017

ORIGINAL

Attachment 13 - HEAP Wait List

WORKS & CARES

MOTION

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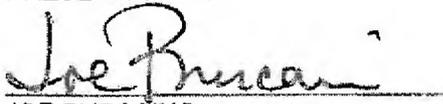
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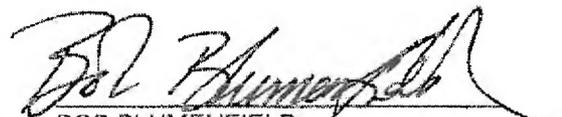
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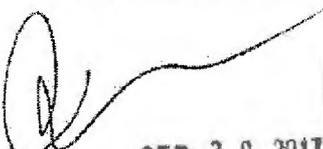
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I THEREFORE MOVE that the City Administrative Officer with the assistance of the Department of Public Works, Bureau of Sanitation, Office of Community Beautification, and other departments, as needed, report with recommendations to establish a framework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

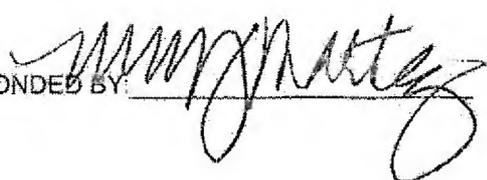
PRESENTED BY:

  
JOE BUSCAINO  
Councilmember, 15th District

  
BOB BLUMENFIELD  
Councilmember, 3rd District

  
SEP 29 2017

ORIGINAL

SECONDED BY: 

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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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**

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### 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**

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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

Mat 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
<b>TOTAL Annual Labor Costs</b>					<b>\$2,598,323</b>	<b>\$1,749,642</b>

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

\* 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.

\$80,000	5% Administrative Cost for CBO's
<b>\$1,829,642</b>	<b>Final OCB Labor Cost</b>

VEHICLES				OCB COST
Item Description	Quantity	Monthly Rate	Annual Cost	Annual Cost
Leasing & Maintenance	6	\$2,488	\$177,593	\$50,000.00
Insurance	6	\$326	\$23,460	\$0.00
Fuel	6	\$1,100	\$75,200	\$25,000.00
GPS Service	6	\$30	\$2,160	\$0.00
<b>TOTAL Vehicle Costs</b>			<b>\$192,354</b>	<b>\$75,000.00</b>

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
Liners	6	\$1,800	\$10,800	\$0.00
Cell Phone Services	6	\$1,800	\$10,800	\$0.00
Uniforms	6	\$1,200	\$7,200	\$7,200
<b>TOTAL Annual Supplies &amp; Equipment Costs</b>			<b>\$76,320</b>	<b>\$11,520.00</b>

**OCB COST**

One-time startup costs:	\$42,371	<b>\$42,371.00</b>
Tip Fees (1.56 tons per day per crew @ \$60/ton):	\$147,000	<b>\$0.00</b>
<b>TOTAL 2010-19 PROGRAM COSTS</b>	<b>\$2,947,368</b>	<b>\$1,958,533</b>

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

# Attachment 13 - HEAP Wait List



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.

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## 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

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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

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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](mailto: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