

REPORT

DATE: February 20, 2020

TO: Executive Committee
Homeless Committee
Governing Board

FROM: Marisa Creter, Executive Director

RE: **STATE HOMELESS FUNDING AND MEASURE H INNOVATION FUNDS PROGRAMMING RECOMMENDATION UPDATES**

RECOMMENDED ACTIONS

Recommend to Governing Board to take the following actions:

1. Reallocation of \$50,000 from the “Other Regional Work” program to the “Cities’ Homeless Plans (Development)” program.
2. Approve the funding allocation formula as proposed/recommended by the Cities Homeless Plans Implementation Working Group.
3. Authorize Executive Director to execute Memorandums of Agreements (MOA) with participating cities.

BACKGROUND

On June 27, 2019, Governor Newsom signed the 2019 Budget Trailer bill which contained \$5,625,000 in funding for homeless programs for the San Gabriel Valley to be administered by the SGVCOG. This funding was included at the request of Senator Rubio, and SGVCOG staff has been meeting with her office to reach concurrence about the programs that should receive funding through these monies.

On September 10, 2019, the County Board of Supervisors (BOS) approved a motion by Supervisors Barger and Solis directing the LA County Chief Executive Officer (CEO) to provide a framework for the allocation and administration of \$6,000,000 in Measure H funding for the County’s Councils of Governments. The framework called for an allotment of \$1,541,876 to the SGVCOG. The SGVCOG’s contract with the County requires that a funding plan be submitted to the County within ninety days of contract execution.

Currently, these sources are both one-time funds. The SGVCOG anticipates that future funding will be dependent upon their successful use that demonstrates measurable assistance for those who are homeless or at-risk of homelessness. A key goal will be demonstrable outcomes that exceed current efforts in reducing homelessness relative to cost.

On November 21st, 2019, the Governing Board approved the recommended funding plan. Below is a brief description of each program to be funded through the State and HI funding.

Category	State Funds	Innovation Funds	TOTAL
Regional Housing Trust (Capital)	\$1,000,000	\$350,000	\$1,350,000
Regional Housing Trust (Operations)	-	\$200,000	\$200,000
Cities' Homeless Plans (Implementation)	\$3,300,000	-	\$3,300,000
Cities' Homeless Plans (Development) ¹	\$100,000	-	\$100,000
Landlord Education/Outreach and Incentive Program	\$400,000	-	\$400,000
Other Regional Work	\$350,000	-	\$350,000
Homelessness prevention and diversion programs	\$50,000	\$400,000	\$450,000
Pilot Programs	\$35,000	\$265,000	\$300,000
Master Leasing	\$100,000	\$250,000	\$350,000
Administration	\$290,000	\$76,876	\$366,876
TOTAL	\$5,625,000	\$1,541,876	\$7,166,876

On December 11, 2019, a kickoff meeting was held for city staff to review all funding categories, gather initial feedback on proposed issues to consider, and finalize outreach strategy with cities. The following 17 cities attended: Alhambra, Arcadia, Azusa, Baldwin Park, Claremont, Diamond Bar, Duarte, El Monte, Glendora, Irwindale, Pomona, San Dimas, San Gabriel, Sierra Madre, South Pasadena, Temple City, and West Covina. Following the meeting, planning calls were scheduled in January for the following program areas:

- 1) cities' homeless plans (implementation);
- 2) cities' homeless plans (development);
- 3) landlord outreach/ incentives;
- 4) homeless prevention and diversion;
- 5) pilot programs; and
- 6) master leasing.

All cities were invited to attend and the following 16 cities participated in one or more calls: Arcadia, Azusa, Baldwin Park, Claremont, Diamond Bar, Duarte, Glendora, Irwindale, Monterey Park, Pomona, San Dimas, San Gabriel, South Pasadena, Rosemead, Temple City, and West Covina.

On January 30, 2020, an in-person meeting held for city staff to review recommendations and to give their comments on the proposed statements of work (SOWs) and provide feedback on the proposals provided by SGVCOG staff. The following 18 cities were in attendance: Alhambra,

¹ Staff is recommending reallocating \$50,000 from the "Other Regional Work" program to the Cities' Homeless Plans (Development) program based on level of interest in participating in plan development. The chart reflects the recommended reallocation of funds.

Arcadia, Azusa, Baldwin Park, Covina, Diamond Bar, Duarte, Glendora, Irwindale, La Verne, Monrovia, Montebello, Monterey Park, Rosemead, San Dimas, San Gabriel, Temple City, and West Covina. The output of these meetings was then presented to the Executive & Homeless Committees on February 3 & 5, respectively. Both committees approved the staff recommendations without modification for presentation to the Governing Board on February 20, 2020.

Regional Housing Trust (Capital & Operations)

- **Funding:**
 - \$200,000 (Operations)
 - \$1,350,000 (Capital)
- **Description of Activity:** The SGVCOG Governing Board directed the use of \$1,550,000 to be used for both the initial setup of the San Gabriel Valley Regional Housing Trust (SGVRHT) and funding of capital projects in the region. A description of each is as follows:
 - **Operations:** These funds would be used for initial planning work and studies that would support the long-term viability of the Trust. These could include development of an initial housing pipeline of projects that are currently in development or underway and/or development of a financing strategy to support the SGVRHT.
 - **Capital:** These funds would be focused on projects that could be completed quickly to provide immediate assistance to homeless individuals and families as well as those at imminent risk of homelessness. Examples of potential project types to be funded could include rehabilitation of abandoned homes; development of vacant city-owned properties; rehabilitation of motels or apartments; or providing interim/crisis (shelter) housing.
- **Status:** The final SGVRHT JPA document was released to interested cities in mid-January. To date, 20 cities have expressed interest in either participating as full or affiliate members. It is anticipated that cities may begin adopting the JPA in mid-February and the SGVRHT Board will be seated in Spring 2020. Simultaneously, SGVCOG staff is beginning to meet with staff from participating cities to develop an approach for awarding the capital funds and scopes of work for the initial planning studies. It is anticipated that next steps for these efforts will be brought to the SGVRHT Board in the coming months.
- **Action Requested from Governing Board:** None.

Cities Homeless Plans Implementation

- **Funding:** \$3,300,000
- **Description of Activity:** The SGVCOG Governing Board directed the use of \$3,300,000 for the implementation of city homeless plans in the region. Funding is drawn from the State funds and would be distributed using an allocation formula based on population (see Attachment A). Cities that have completed a County-approved homeless plan would be able to access their funding allocation with the following parameters:
 - Cities must submit an application describing the proposed activities. The draft application can be found as Attachment B. Proposed activities must be either

found in the city's homeless plan or be connected to the activities included within the city's homeless plan.

- 20% limit on encampment clean-up hygiene efforts.
- 10% limit on law enforcement outreach activities.
- Cities will be required to submit quarterly reports and a final report describing activities and outcomes.
- **Status:** During January, the SGVCOG held a call with staff from 8 cities to discuss how the homeless plans implementation funds should be allocated, eligible and ineligible activities, and how cities should be able to access funds. The proposed formula allocations and expenditure limits were agreed-upon by the participating cities. Once the application is finalized, it will be distributed to all eligible cities for completion.
- **Action Requested from Governing Board:** Approval of the funding allocation formula as proposed/recommended by staff and the Cities Homeless Plans Implementation Working Group.

Cities Homeless Plans Development

- **Funding:** \$100,000
- **Description of Activity:** In November, the SGVCOG Governing Board directed the use of funds for the development of city-based homeless plans in the region. Specifically, these funds would be used to assist cities that did not develop homeless plans during the Countywide effort that occurred two years ago. The plans would meet the minimum requirements set forth in the template that was developed by the County (Attachment C).
- **Status:** Throughout the month of January, staff contacted all cities that did not develop a homeless plan and the following six cities expressed interest: Diamond Bar, Monterey Park, Rosemead, San Gabriel, and Temple City. The cities of Bradbury, Industry, La Canada Flintridge, San Marino, Sierra Madre, and Walnut were either non-responsive after multiple contacts or indicated that they were not interested. Staff held a planning call with the five interested cities, and there was initial consensus to develop a joint procurement to assist the cities in the development of individual plans. The SGVCOG would manage the procurement process, award the contract and oversee the consultant. However, the participating cities would have the opportunity to provide input on the scope of work and consultant selection. Additionally, each city would undertake an individual planning process that was responsive to the needs and characteristics of each community. Staff anticipates releasing the RFP in February, with an award of contract no later than June. Due to the high level of interest, staff is recommending allocating an additional \$50,000 to this task, for a total of \$100,000 to allow for the development of robust and personalized plans.
- **Action Requested from Governing Board:** Approve the reallocation of \$50,000 from the "Other Regional Work" program to the Cities' Homeless Plans (Development) program.

Landlord Education, Outreach, & Incentive Program

- **Funding:** \$400,000

- **Description of Activity:** This program would encourage landlords to rent to homeless or low-income individuals to increase the supply of units available to these individuals and families and to educate landlords on existing incentive programs (e.g. Los Angeles County Development Authority’s Homeless Incentive Program – HIP). Activities may include (but are not limited to) holding an apartment until an eligible homeless household completes the documentation required to enter the housing; offering participating landlords reimbursement for short-term vacancies and minor unit repairs when they rent their home or apartment to a low-income renter with a housing voucher; workshops for landlords, realtors and property managers; and direct outreach to obtain rental units for those with Housing Choice Vouchers or VASH vouchers or other homeless or at-risk populations.
- **Status:** Staff held recent discussions with the Homeless Incentive Program (HIP) run by the Los Angeles County Development Authority found that the program had gaps in outreach and public awareness efforts. A request for qualifications will be released in February 2020 to identify a provider(s) to provide outreach for and augment the existing HIP. The proposed scope of work is included as Attachment D. Staff has outreached to all cities to determine interest in participating in this program, which will be of no cost to participating cities. The following 12 cities have expressed interest: Alhambra, Arcadia, Baldwin Park, Covina, Diamond Bar, Duarte, El Monte, Glendora, La Verne, Monrovia, Montebello, San Dimas, and West Covina. Staff will need to develop a finalized list for inclusion in the RFP, which will be released in early March 2020, to allow service providers to properly scope their proposals.
- **Action Requested from Governing Board:** None at this time; contract(s) with selected provider(s) expected to be brought before the Board by June 2020.

Homeless Prevention & Diversion Programs

- **Funding:** \$450,000
- **Description of Activity:** This funding would support programs to prevent people falling into homelessness through alternative means of assistance. Potential uses of problem solving funding could include, but are not limited to, housing relocation and stabilization services, short and medium-term rental assistance, rental application fees, security deposits, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, tenant legal services, and credit repair. Typically, assistance is provided to clients following a screening/assessment with a trained “problem solver”. Funding may be used for diversion training and certification. This funding should support LAHSA’s “Problem Solving” program, which is available to service providers and others that complete the LAHSA Problem Solving training.
- **Status:** Staff recently held a conference call with staff from two cities to discuss the proposed regional homeless prevention and diversion programs. SGVCOG staff will develop a grant program through which cities and service providers can propose approaches to implement homeless prevention and diversion programs. That application will be released in February 2020. The proposed application is included as Attachment E.
- **Action Requested from Governing Board:** None at this time; contract(s) with selected provider(s) expected to be brought before the Board in June.

Other Regional Work

- **Funding:** \$350,000
- **Description of Activity:** This program would facilitate collaborative solutions to addressing homelessness in the San Gabriel Valley. Potential regional activities could include advocacy, nonprofit capacity building, regional data projects, technical assistance and communications projects targeting specific subpopulations.
- **Status:** The specific activities of this funding category will be developed over time, as specific needs are identified. Based on demand for the development of cities' homeless plans, staff recommends that \$50,000 of this funding be reallocated towards the Cities' Homeless Plans Development program.
- **Action Requested from Governing Board:** Approve the reallocation of \$50,000 from the "Other Regional Work" program to the Cities' Homeless Plans Development program.

Pilot Programs

- **Funding:** \$300,000
- **Description of Activity:** This program will facilitate innovative solutions to addressing homelessness. Cities that have completed a County-approved Homelessness Plan would be eligible to apply for funding to support the set-up and/or implementation of a pilot project. Applicants would be eligible for \$50,000 - \$150,000 in funding. Multi-city applications would be eligible for up to \$200,000. Pilot projects would focus on data collection, performance metrics and replicability. programs shouldn't duplicate another program funded by the SGVCOG. Interested applicants must submit a Pilot Program application (Attachment C) that would be reviewed by SGVCOG staff and an outside panel of experts. Targeted project categories are as follows:
 - Homeless workforce development;
 - Accessory dwelling units (ADUs) and shared housing;
 - Innovative community outreach;
 - Safe parking programs;
 - Collaborative sub-regional models;
 - Other project categories defined by applicant.
- **Status:** SGVCOG held a call with staff from 5 cities to discuss the pilot programs proposal. The group provided input on the proposed application and application process, and the proposed targeted categories. An application has been developed (Attachment F) and, upon finalization, it will be released.
- **Action Requested from Governing Board:** None at this time; MOAs with selected cities expected to be brought before the Board in June.

Master Leasing

- **Funding:** \$350,000
- **Description of Activity:** This funding would be used to master lease one or more motel or apartment units for use as crisis, interim, or transitional housing that could be rapidly utilized. It could also cover the cost of outreach workers, security and services. For example, a block of hotel rooms could be secured through a Master Lease between a

city and a hotelier. This funding is anticipated to be leveraged with LAHSA's existing master leasing programs. ·

- **Status:** Staff will release a request for qualifications to identify a provider to ascertain potential candidate locations. The proposed scope of work is included as Attachment G. Staff has outreached to all cities to determine interest in participating in this program, which will be of no cost to participating cities. The following 12 cities have expressed interest: Alhambra, Arcadia, Baldwin Park, Covina, Diamond Bar, Duarte, El Monte, Glendora, La Verne, Monrovia, Montebello, San Dimas, and West Covina. Staff will need to develop a finalized list for inclusion in the RFP, which will be released in early March 2020, to allow service providers to properly scope their proposals. Participation in this program does not indicate a commitment to host a master leasing site. Any master leasing site will be presented to the host city for concurrence before the service provider enter into any agreements with the facility. However, cities participating in the program would be able to make referrals of homeless individuals to the master leasing site according an agreed upon protocol.
- **Action Requested from Governing Board:** None at this time; contract(s) with selected provider(s) expected to be brought before the Board in June.

Staff will submit the proposed funding plan to the County, in compliance with the SGVCOG's contract and update the Governing Board on any required changes to the proposed programs.

NEXT STEPS

Below is a summary of next steps to be undertaken by SGVCOG staff:

- Undertake procurement for the following activities:
 - Regional servicers that support cities' homeless plans;
 - Development of cities' homeless plans;
 - Regional landlord outreach, education, and incentive program; and
 - Master leasing
- Release grant applications and select awardees (cities and/or service providers) for the following activities:
 - Homeless prevention and diversion; and
 - Pilot programs
- Execute MOAs with participating cities that identify the following:
 - Roles and responsibilities of each party;
 - Funding amount for cities receiving homeless plan implementation activities;
 - Scopes of works for implementation activities (if applicable); and
 - Reporting requirements

Below is a summary of next steps and estimated deadlines for cities:

- Implementation Funds (Rolling submittal deadline through June 30,2020)
 - *Who: Cities that complete homeless plans (19)*
 - Develop proposed activities and complete application form;
 - Confirm participation in any regional / multi-city applications; and
 - Agendize and adopt MOA to receive funds;
- Prevention & Diversion Funds (Rolling submittal deadline through June 30,2020)
 - *Who: All cities*

- Identify partner cities and/or service providers (if applicable)
- Complete application form;
- Agendize and adopt MOA to receive funds; and
- Participate in LAHSA Problem Solving Training (currently scheduled for May 2020)
- Pilot Programs (Anticipated application deadline of April 2020)
 - *Who: Interested cities. Only cities that completed homeless plans are eligible*
 - Identify partner cities and/or service providers (if applicable); and
 - Develop proposed activities and complete application form

City staff are encouraged to attend the Homeless Working Group meeting scheduled for 10 AM on February 26 for more information and assistance in completing the required documents.

It is anticipated that award of funding for all activities (grants and contracts) will be awarded by June 2020. Awards exceeding \$250,000 will be presented to the Governing Board for approval. Funding awards below that threshold will be executed by the Executive Director.

Prepared by: 

 Timothy D. Kirkconnell
 Senior Management Analyst

Approved by: 

 Marisa Creter
 Executive Director

ATTACHMENTS

- Attachment A – Cities Homeless Plans Implementation Allocation Proposal
- Attachment B – Cities Homeless Plans Implementation Application
- Attachment C – LA County Homeless Plan Template
- Attachment D – Landlord Outreach, Education, and Incentive Program Proposed Scope of Work
- Attachment E – Homeless Prevention & Diversion Program Application
- Attachment F – Pilot Programs Application
- Attachment G – Master Leasing Proposed Scope of Work

Proposed Implementation Funding Allocation		
Total Funding	\$3,300,000	
City	Population	Funding
Alhambra	86,665	\$200,000
Arcadia	57,704	\$200,000
Azusa	49,954	\$150,000
Baldwin Park	76,708	\$200,000
Claremont	36,446	\$150,000
Covina	49,006	\$150,000
Duarte	22,013	\$150,000
El Monte	117,204	\$250,000
Glendora	52,703	\$200,000
Irwindale	1,450	\$50,000
La Puente	40,686	\$150,000
La Verne	33,260	\$150,000
Monrovia	38,787	\$150,000
Montebello	64,327	\$200,000
Pomona	155,687	\$250,000
San Dimas	34,507	\$150,000
South El Monte	20,882	\$150,000
South Pasadena	26,047	\$150,000
West Covina	108,245	\$250,000
		\$3,300,000
Under 20,000	1	\$50,000
20,001-50,000	10	\$150,000
50,001-100,000	5	\$200,000
>100,000	3	\$250,000



Homeless Plans Implementation

Overview	The San Gabriel Valley Council of Governments will be awarding funding to help cities that have completed Homeless Plans implement elements of those Plans. Each city will be required to submit an application describing how they intend to expend the funds.																																																																								
Eligibility	Any city that has completed a Homeless Plan.																																																																								
Award Amounts:	<p>Funding has been allocated to each jurisdiction based on population as follows:</p> <table border="1" data-bbox="678 569 1214 1539"> <thead> <tr> <th>City</th> <th>Population</th> <th>Funding</th> </tr> </thead> <tbody> <tr><td>Alhambra</td><td>86,665</td><td>\$200,000</td></tr> <tr><td>Arcadia</td><td>57,704</td><td>\$200,000</td></tr> <tr><td>Azusa</td><td>49,954</td><td>\$150,000</td></tr> <tr><td>Baldwin Park</td><td>76,708</td><td>\$200,000</td></tr> <tr><td>Claremont</td><td>36,446</td><td>\$150,000</td></tr> <tr><td>Covina</td><td>49,006</td><td>\$150,000</td></tr> <tr><td>Duarte</td><td>22,013</td><td>\$150,000</td></tr> <tr><td>El Monte</td><td>117,204</td><td>\$250,000</td></tr> <tr><td>Glendora</td><td>52,703</td><td>\$200,000</td></tr> <tr><td>Irwindale</td><td>1,450</td><td>\$50,000</td></tr> <tr><td>La Puente</td><td>40,686</td><td>\$150,000</td></tr> <tr><td>La Verne</td><td>33,260</td><td>\$150,000</td></tr> <tr><td>Monrovia</td><td>38,787</td><td>\$150,000</td></tr> <tr><td>Montebello</td><td>64,327</td><td>\$200,000</td></tr> <tr><td>Pomona</td><td>155,687</td><td>\$250,000</td></tr> <tr><td>San Dimas</td><td>34,507</td><td>\$150,000</td></tr> <tr><td>South El Monte</td><td>20,882</td><td>\$150,000</td></tr> <tr><td>South Pasadena</td><td>26,047</td><td>\$150,000</td></tr> <tr><td>West Covina</td><td>108,245</td><td>\$250,000</td></tr> <tr><td>Under 20,000</td><td></td><td>\$50,000</td></tr> <tr><td>20,000-50,000</td><td></td><td>\$150,000</td></tr> <tr><td>50,000-100,000</td><td></td><td>\$200,000</td></tr> <tr><td>>100,000</td><td></td><td>\$250,000</td></tr> </tbody> </table>	City	Population	Funding	Alhambra	86,665	\$200,000	Arcadia	57,704	\$200,000	Azusa	49,954	\$150,000	Baldwin Park	76,708	\$200,000	Claremont	36,446	\$150,000	Covina	49,006	\$150,000	Duarte	22,013	\$150,000	El Monte	117,204	\$250,000	Glendora	52,703	\$200,000	Irwindale	1,450	\$50,000	La Puente	40,686	\$150,000	La Verne	33,260	\$150,000	Monrovia	38,787	\$150,000	Montebello	64,327	\$200,000	Pomona	155,687	\$250,000	San Dimas	34,507	\$150,000	South El Monte	20,882	\$150,000	South Pasadena	26,047	\$150,000	West Covina	108,245	\$250,000	Under 20,000		\$50,000	20,000-50,000		\$150,000	50,000-100,000		\$200,000	>100,000		\$250,000
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Eligible Activities	<ul style="list-style-type: none"> • Activities should be in a city's Homeless Plan or related to those activities within the Homeless Plan. If an activity is not within the Homeless Plan, the applicant must explain how the proposed activity to those activities • A maximum of 10% of a city's funding can be allocated towards encampment clean-up. • A maximum of 20% of a city's funding can be allocated towards law enforcement activities (i.e. outreach). 																																																																								



Project Reporting	Project applicants will be required to submit quarterly reports (template include as Attachment B) with their quarterly invoices.
Project Implementation	Projects can be completed by in-house city staff or by outside contractors/non-profits, as indicated on the project application. If a project applicant intends to complete the project using an outside contractor or non-profit, an approved competitive procurement process must be used.
Project Timeline	All projects must be completed by May 31, 2022. A final report and the final invoice must be submitted by June 15, 2022.



APPLICATION

City:	
Other Partners (if applicable):	
Total Funding Requested:	

Contact Name:	
Email:	
Phone Number:	

The applicant shall describe each proposed activity using the table below. If more than 4 activities are proposed, please attach additional activities.

Activity #1	
<i>Define the project scope of work and the proposed tasks.</i>	
Project Implementation (Check all that apply)	<input type="checkbox"/> Work will be completed in house <input type="checkbox"/> Work will be completed by non-profit, including service providers <input type="checkbox"/> Work will be completed by consultant
Activity Description	
Please list any proposed partners	
Is this activity found in your Homeless Plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, please explain its connection to implementation of your Homeless Plan	
Deliverables:	



Activity #2	
<i>Define the project scope of work and the proposed tasks.</i>	
Project Implementation (Check all that apply)	<input type="checkbox"/> Work will be completed in house <input type="checkbox"/> Work will be completed by non-profit, including service providers <input type="checkbox"/> Work will be completed by consultant
Activity Description	
Please list any proposed partners	
Is this activity found in your Homeless Plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, please explain its connection to implementation of your Homeless Plan	
Deliverables:	

Activity #3	
<i>Define the project scope of work and the proposed tasks.</i>	
Project Implementation (Check all that apply)	<input type="checkbox"/> Work will be completed in house <input type="checkbox"/> Work will be completed by non-profit, including service providers <input type="checkbox"/> Work will be completed by consultant
Activity Description	
Please list any proposed partners	
Is this activity found in your Homeless Plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, please explain its connection to implementation of your Homeless Plan	
Deliverables:	



Activity #4	
<i>Define the project scope of work and the proposed tasks.</i>	
Project Implementation (Check all that apply)	<input type="checkbox"/> Work will be completed in house <input type="checkbox"/> Work will be completed by non-profit, including service providers <input type="checkbox"/> Work will be completed by consultant
Activity Description	
Please list any proposed partners	
Is this activity found in your Homeless Plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If no, please explain its connection to implementation of your Homeless Plan	
Deliverables:	

Does the City desire to participate in one of the region-wide programs?

Housing Navigator: In this region-wide program, the City would receive the support of a housing navigator to help more the city's homeless residents into supportive housing. The SGVCOG will procure a consultant on behalf of all cities interested in participating. Interested cities would then allocate the funding (as listed below) towards the SGVCOG's contract.

- Housing Navigator
 Cost = TBD

CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

1. City and Plan Information

Name of City	Period of Time Covered by Plan	Date of Plan Adoption

2. Why is the City working to develop and implement a homelessness plan?

Briefly describe the City's interest in developing a City Homelessness Plan. Responses may address, but need not be limited to, the following:

- a. Reducing the extent and scope of homelessness within the City's jurisdiction
- b. Aligning City resources with County investments
- c. Improving coordination and effectiveness of the City's homeless housing and service delivery system within the broader County and Coordinated Entry Systems.
- d. Reducing City costs that don't contribute to combating homelessness, e.g. law enforcement, sanitation, and ambulance costs
- e. Improving quality of life for all residents, including persons who may be experiencing a housing crisis
- f. Creating more housing & services for the City's homeless residents
- g. Promoting more livable cities for current residents and future generations

3. Describe your City's planning process

What were the key steps your City took to develop its plan? What partners and stakeholders (e.g., community members, experts) were engaged in the process?

4. What are the goals of the City’s plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

EXAMPLE

1. Goal

List one of the goals the City has identified during the planning process. Is the goal tied to a County Homeless Initiative Strategy? If so, identify which strategy from Question #7 below.

Example: Increase access to and use of PHA Section 8 Vouchers for homeless individuals and families. (Tied to Strategies B4 and B8)

2. Supporting Action(s)

Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

Example:

- *Commit 50% of all PHA Section 8 turnover vouchers to individuals or families who are chronically homeless.*
- *Access Measure H funding under Strategy B4 to encourage landlords to rent to homeless tenants in need of permanent supportive housing.*

3. Associated policy change(s)

a. Describe specific policy changes for each identified strategy, where applicable. You may also identify administrative or other changes necessary to achieve your goal.

Example:

- *Change PHA administrative plan to accommodate prioritization of homeless individuals and families in need of permanent supportive housing.*
- *Enter into agreement with HACoLA enabling City PHA to participate in the Homeless Incentive Program.*

b. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Consider policy changes impacting technology, industries or various sectors such as transportation, education, health care, social policy or land use.

Example:

- *Prioritization of homeless individuals and families in need of PSH for PHA vouchers increases the chances of placing them in permanent housing.*
- *Incentive program increases chances of voucher-holders signing leases and accessing permanent housing.*

c. Describe the intended process for enacting the policy change.

Example for Policy Change #1:

- *Draft revised administrative plan language*
- *Gather input*
- *Present to Housing Authority Board of Commissioners for Approval*
- *Roll out*

d. List the stakeholders/partners you will need to engage to enact the policy change.

4. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

Example:

- *Number of homeless individuals granted vouchers for permanent supportive housing*
- *Number of homeless individuals with vouchers that were housed in permanent supportive housing*
- *Number of homeless individual who retained permanent supportive housing after 12 months*
- *Data sources: PHA data system, HMIS, etc.*

Measurement will occur on a quarterly basis.

5. Goal ownership

Who is responsible for directing implementation, management, and measurement of the goal and its related actions? Explain their specific roles in the implementation, management and measurement of the goal.

Example:

- *Section 8 Coordinator, City Public Housing Agency.*
 - *Roles: facilitating stakeholder outreach; drafting recommendations; drafting plan; working with City Council to refine; etc.*

6. Leveraged City Resources

What City resources will be deployed or leveraged in support of the goal?

Example:

- *City PHA staff time 0.25 FTE*
- *Promotion of Homeless Incentive Program at City events*

7. Timeline

Detail a timeline of major tasks to achieve this goal.

GOAL #1**1. Goal**

List one of the goals the City has identified during the planning process. Is the goal tied to a County Homeless Initiative Strategy? If so, identify which strategy from Question #7 below.

2. Supporting Action(s)

Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

3. Associated policy change(s)

- a. Describe specific policy changes for each identified strategy, where applicable. You may also identify administrative or other changes necessary to achieve your goal.
- b. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Consider policy changes impacting technology, industries or various sectors such as transportation, education, health care, social policy or land use.
- c. Describe the intended process for enacting the policy change.
- d. List the stakeholders/partners you will need to engage to enact the policy change.

4. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

5. Goal ownership

Who is responsible for directing implementation, management, and measurement of the goal and its related actions? Explain their specific roles in the implementation, management and measurement of the goal.

6. Leveraged City Resources

What City resources will be deployed or leveraged in support of the goal?

7. Timeline

Detail a timeline of major tasks to achieve this goal.

GOAL #2

1. Goal

List one of the goals the City has identified during the planning process. Is the goal tied to a County Homeless Initiative Strategy? If so, identify which strategy from Question #7 below.

2. Supporting Action(s)

Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

3. Associated policy change(s)

- a. Describe specific policy changes for each identified strategy, where applicable. You may also identify administrative or other changes necessary to achieve your goal.
- b. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Consider policy changes impacting technology, industries or various sectors such as transportation, education, health care, social policy or land use.
- c. Describe the intended process for enacting the policy change.
- d. List the stakeholders/partners you will need to engage to enact the policy change.

4. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

5. Goal ownership

Who is responsible for directing implementation, management, and measurement of the goal and its related actions? Explain their specific roles in the implementation, management and measurement of the goal.

6. Leveraged City Resources

What City resources will be deployed or leveraged in support of the goal?

7. Timeline

Detail a timeline of major tasks to achieve this goal.

GOAL #3

1. Goal

List one of the goals the City has identified during the planning process. Is the goal tied to a County Homeless Initiative Strategy? If so, identify which strategy from Question #7 below.

2. Supporting Action(s)

Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

3. Associated policy change(s)

- a. Describe specific policy changes for each identified strategy, where applicable. You may also identify administrative or other changes necessary to achieve your goal.
- b. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Consider policy changes impacting technology, industries or various sectors such as transportation, education, health care, social policy or land use.
- c. Describe the intended process for enacting the policy change.
- d. List the stakeholders/partners you will need to engage to enact the policy change.

4. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

5. Goal ownership

Who is responsible for directing implementation, management, and measurement of the goal and its related actions? Explain their specific roles in the implementation, management and measurement of the goal.

6. Leveraged City Resources

What City resources will be deployed or leveraged in support of the goal?

7. Timeline

Detail a timeline of major tasks to achieve this goal.

[Add additional goals and respond to above questions as needed.]

5. Identify City employees or other staff who will lead implementation of the plan.

Table 1: Primary Contact for Plan Implementation

Name & Position	Address & Email	Phone	% of Time

6. Describe the City’s participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

Collaboration can occur between City departments, with non-governmental City partners, and with other cities or regional entities throughout LA County. The City may also participate in broad-based regional planning efforts designed to enhance overall coordination. Describe how the City intends to support or provide leadership in such collaborative processes. Include discussion of planned participation in local coalitions, Service Planning Area coordination, and any other groups or collaborative structures.

Example: City elected official is a member the Council of Governments Homeless Committee. City staff participate in SPA-wide coalition meetings. City will coordinate with neighboring jurisdictions to address broader concerns.

7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy’s implementation and/or if the City is currently participating in the Strategy’s implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

Table 2: City Planning Activities tied to County Homeless Initiative Strategies

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input type="checkbox"/>	<input type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input type="checkbox"/>	<input type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
C – Increase Income	<input type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input type="checkbox"/>	<input type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise
	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy
	<input type="checkbox"/>	<input type="checkbox"/>	C7. Subsidize Employment for Homeless Adults

	Plan to participate	Currently participating	County Homeless Initiative Strategies
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project
	<input type="checkbox"/>	<input type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
E – Create a Coordinated System	<input type="checkbox"/>	<input type="checkbox"/>	E4. First Responders Training
	<input type="checkbox"/>	<input type="checkbox"/>	E5. Decriminalization Policy
	<input type="checkbox"/>	<input type="checkbox"/>	E6. Expand Countywide Outreach System
	<input type="checkbox"/>	<input type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies
	<input type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth
F – Increase Affordable/ Homeless Housing	<input type="checkbox"/>	<input type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)

LOS ANGELES COUNTY HOMELESS INITIATIVE

City Plan to Prevent and Combat Homelessness: A Guide

As Measure H resources are deployed to reduce and prevent homelessness throughout Los Angeles County, each City in Los Angeles County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. As your project team uses the provided template to develop your City Plan, this Guide is meant to frame the questions/prompts in the template, offer background information, direct you to useful resources, and situate your thinking in the broader context of the County's response to homelessness. Please review each section of the Guide carefully as you work through the template.

Planning Context Framing Your City's Interest in Developing and Implementing a Homelessness Plan

Consider the following questions as you respond to Question #2 in the template. Use your answers to help you describe why your city is undertaking this process.

1. What are the most significant issues related to homelessness that have an impact on your City?
2. What City Departments are most impacted by homelessness and how?
3. How are residents, businesses, community groups, and other stakeholders in your City affected by homelessness?
4. What City programs are currently available to serve the homeless?
5. Other than City programs, what homeless services are available in your City?
6. Which City policies have a direct or indirect effect on homelessness or people experiencing homelessness?
7. Which community stakeholders should be involved in collaboration with your City around homelessness?
8. Which City Departments that directly interact with homeless populations have a protocol for addressing their needs?
9. Does your City know how much it annually spends (first responders, shelters, other City services, etc.) in serving homeless residents (e.g. spending on police, paramedics, cleaning crews, libraries, transportation, shelters, homeless services, other City Services)?
10. How does your City work with the Coordinated Entry System (CES) in your region?
11. How does your City currently coordinate with regional partners to address homelessness? How can this coordination be enhanced?

City Goals and Related Actions

Cities have opportunities to collaborate on many of the County Homeless Initiative strategies. The questions below help guide your planning for the areas where cities are best equipped to engage. They are organized by relevant County Homeless Initiative strategies and provide information about funding opportunities, as applicable.

Consider these questions as you develop your goals (Question #4 in the template) and determine what actions you will take to achieve them through your City Homelessness Plan. Please see the appendix for more details on the strategies referenced below.

A. PREVENT HOMELESSNESS

Relevant County Homeless Initiative Strategies:

- *A1/A5 Homeless Prevention Program for Families /Individuals*

Questions to consider regarding homelessness prevention:

1. How can your City identify families/individuals who are at risk of homelessness?
2. What organizations already serve families and individuals at risk of homelessness? What is the City's relationship to these organizations?
3. Do City Departments currently link families to the Coordinated Entry System for Single Adults, Families, and Youth? If so, what steps do City Departments take to make these links? How can these methods be enhanced? If not, what are the available opportunities within the city to improve referral processes?
4. What resources does your City have that could be redirected for homeless prevention services for families and/or individuals?
5. What policies does your City have in place that could help to prevent homelessness? (e.g. anti-harassment strategies, legal services, eviction defense) What policies could your city adopt to prevent homelessness?
6. What City department(s) would be best suited to lead your City's efforts around preventing homelessness for families and/or individuals?

B. SUBSIDIZE HOUSING

Relevant County Homeless Initiative Strategies:

- *B3 Partner with Cities to Expand Rapid Re-Housing*
- *B4 Facilitate Utilization of Federal Housing Subsidies*
- *B6 Family Reunification Housing Subsidies*
- *B7 Interim/Bridge Housing for those Exiting Institutions*
- *B8 Housing Choice Vouchers for Supportive Housing*

Funding Opportunities:

- B3 Rapid Re-Housing: Cities contribute \$500 per month for up to 9 months of a rental subsidy for each family or individual and collaborates with the County in identifying families/individuals for enrollment in rapid rehousing. The County funds the remainder of the rental subsidy and the full cost of supportive services. The County covers all costs of the rental subsidy after 9 months.
- B4 Homeless Incentive Program: Cities with their own Public Housing Authorities (PHAs) can contract with HACoLA to implement the Homeless Incentive Program (HIP) and receive \$3500 for each homeless family/individual who receives a federal housing subsidy for permanent supportive housing. These funds can be used for damage mitigation, vacancy payments to hold units, and security deposits.
- B7 Interim/Bridge Housing for those Exiting Institutions: Cities that develop shelters or have existing shelters can apply for funding under B7 to use all or a portion of beds for interim/bridge housing for people exiting jails, public and private hospitals, foster care, the probation system, and mental health facilities.

Questions to consider regarding subsidized housing:

1. In what ways is your City interested in pursuing the above funding opportunities?
2. What resources are available or could be redirected to maximize participation in any of the above opportunities?
3. What City Departments are best suited to lead efforts on rapid rehousing, Homeless Incentive Program and/or interim/bridge housing?
4. Does your City currently have protocols in place to refer homeless individuals, families, and youth to local rapid rehousing providers?
5. What could your City do to encourage landlords to provide housing opportunities to homeless residents, including those with housing vouchers?
6. What resources can/does your City provide to help people identify available rental units?
7. Does your City have its own PHA? If so, how many Housing Choice Vouchers (Section 8) become available each year through routine turn-over?
8. If your City has a PHA, does it currently prioritize homeless individuals, chronically homeless individuals, and/or families for PHA vouchers? If so, how? If not, how can your City make changes to its Administrative Plan to enable this prioritization?
9. If your City issues housing vouchers for homeless individuals, are they matched through CES? If not, how can the City coordinate with CES to enable this matching?
10. Under Strategy B6, the County provides subsidized time limited rapid-rehousing and case management services to families in the child welfare system. If your City issues housing vouchers, can you set aside vouchers for these families, who may need ongoing rental assistance?

11. Does your City operate jails and/or hospitals? If so, do these institutions refer clients to bridge housing?

C. INCREASE INCOME

Relevant County Homeless Initiative Strategies include:

- *C1 Enhance the CalWORKs Subsidized Employment Program for Homeless Families*
- *C2 Increase Employment for Homeless Adults by Supporting Social Enterprise*
- *C4/5/6 Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy*
- *C7 Subsidized Employment for Homeless Adults*

Questions to consider regarding increasing income:

1. What social enterprise/subsidized employment organizations are currently operating in your City?
2. How could your City work with the local Chamber of Commerce and business owners to increase employment opportunities for homeless/formerly homeless residents by:
 - a. Partnering with social enterprise
 - b. Becoming employment sites for subsidized employment through local workforce development and/or CalWORKs programs?
3. Would your City be interested in adopting a City policy or ordinance to provide increased employment opportunities by establishing a contracting/sub-contracting preference for social enterprise? A sub-contracting preference would extend the preference to bidders who agree to sub-contract a portion of the contract work to a social enterprise; this would greatly expand the range of City contracts in which a social enterprise could potentially participate. The County's Ordinance establishing a contracting preference for social enterprises can be found at: <http://file.lacounty.gov/SDSInter/bos/supdocs/105828.pdf>
4. What City Department would be best suited to lead your City's efforts around increasing employment opportunities by supporting social enterprise and/or fostering development of subsidized employment opportunities?
5. What referral systems are in place to connect disabled, homeless City residents with the County's disability benefits advocacy program for SSI, SSDI, and Veteran's benefits? What referral systems can be established?

D. PROVIDE CASE MANAGEMENT AND SERVICES

Relevant County Homeless Initiative Strategies include:

- *D2 Expand Jail In-Reach*
- *D5 Support for Homeless Case Managers*
- *D6 Criminal Record Clearing Project*
- *D7 Provide Services for Permanent Supportive Housing*

Funding Opportunity

- D7 Provide Services for Permanent Supportive Housing: City PHAs can partner with the County Department of Health Services to connect voucher holders to Intensive Case Management Services (ICMS). Cities can enter into MOUs with the County, under which the County provides supportive services for any new unit of PSH created within the City.

Questions to consider regarding case management and services:

1. If your City operates a jail, how do you assist homeless inmates? For inmates whom the City transfers to a County jail, in what ways can inmates be flagged as candidates to be offered services through the Jail In-Reach program while in a County facility? What other referrals can be made? Is this Jail In-Reach program replicable in the City-operated facility?
2. Do City Departments or local agencies participate in regional case conferencing to coordinate care with other service providers? If not, how can Department staff be encouraged to participate?
3. Can your City host a Criminal Record Clearing Project clinic at a public facility? These clinics help individuals to clear tickets and citations and the associated fines or warrants, removing barriers to housing and employment. How can your City help market, encourage community support, and promote high attendance for this event?
4. If your City has a PHA, are voucher holders who need permanent supportive housing (PSH) connected with services? City PHAs can work with the County Department of Health Services to provide access to Intensive Case Management Services (ICMS).
5. What barriers exist within City permitting and zoning rules to siting PSH? What can the City do to remove these barriers?
6. What is your relationship with PSH developers and service providers in your City? How can the City offer additional support to tenants of existing PSH?
7. Is your City interested in establishing an MOU with the County, whereby for every new unit of PSH created in the City, the County will provide all supportive services? The LA County Board of Supervisors motion authorizing the MOUs and a template MOU can be found at: <http://file.lacounty.gov/SDSInter/bos/supdocs/116267.pdf>
8. Under the MOU, new PSH could be established through construction, rehabilitation, and acquisition. In addition, Cities with PHA's can designate housing vouchers for use in PSH to create new PSH slots. Is your City able to create PSH through any of these means?

E. CREATE A COORDINATED SYSTEM**Relevant County Homeless Initiative Strategies include:**

- *E4 First Responders Training*
- *E5 Decriminalization Policy*
- *E6 Expand Countywide Outreach System*
- *E7 Strengthen the Coordinated Entry System*
- *E8 Enhance the Emergency Shelter System*

- *E10 Regional Coordination of Los Angeles County Housing Authorities*
- *E14 Enhance Services for Transition Age Youth*

Funding Opportunity

- E8 Enhance the Emergency Shelter System: Funding is available for acquisition, construction, or rehabilitation of buildings for shelter facilities. The County can also fund and provide services onsite at City-run shelters.

Questions to consider regarding creating a coordinated system:

1. Does your City currently provide training for first responders regarding interaction with people who are mentally ill and/or homeless?
2. Which City first responders engage with homeless residents and what are the reasons that they engage?
3. What barriers have been identified by first responders in serving homeless City residents?
4. How do first responders currently address constituent concerns about encampments, homeless residents living in vehicles, and unsheltered homeless residents?
5. How does your city coordinate with homeless outreach teams? How could this coordination be strengthened?
6. Does your City currently have a policy regarding first responders interacting with homeless individuals that emphasizes connecting individuals to service providers rather than criminalizing them (i.e. a decriminalization policy)? If so, can this policy be enhanced?
7. How can your City coordinate referrals to the Countywide Outreach System?
8. How does your City coordinate with CES lead agencies in your Service Planning Area (SPA) (for Single Adults, Families, and Youth)? How can coordination be improved?
9. How can the City facilitate relationships between Housing Locators and property owners/landlords to increase the number of people who can make use of rental subsidies?
10. Are any emergency shelters located in your City? If the Conditional Use Permit (CUP) for these shelter(s) does not currently permit 24/7 operations, how can your City facilitate modification of the CUP?
11. If your City has a jail, when homeless residents are released, what actions are currently taken to prevent their return to homelessness?
12. What are ways your City could partner with the County to enhance the Emergency Shelter System? (This may include increasing access to hotels and motels to act as interim emergency shelter.)
13. What City ordinances or policies could your City change to enhance shelter opportunities for homeless City residents?

14. If your City has a PHA, how could collaboration with other Public Housing Authorities in LA County maximize the effectiveness of your City's Housing Authority in combating homelessness?
15. Is your Housing Authority participating in the regular quarterly Homeless Issues Roundtable convened by the Housing Authorities of the City and County of Los Angeles?
16. What services are currently available for homeless Transition Age Youth (TAY) in your City? What additional services are needed? How can you City help to make them available?

F. INCREASE AFFORDABLE/HOMELESS HOUSING

Relevant County Homeless Initiative Strategies include:

- *F1 Promote Regional SB 2 Compliance and Implementation*
- *F2 Linkage Fee Nexus Study*
- *F4 Development of Second Dwelling Units Program*
- *F5 Incentive Zoning/Value Capture Strategies*
- *F6 Using Public Land for Homeless Housing*
- *F7 Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals*
- *F7 Housing Innovation Fund (One-time)*

Funding Opportunities

- F7 Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals: Cities can apply for funding through the Notices of Funding Availability issued by the County's Community Development Commission.
- F7 Housing Innovation Fund: Cities can apply for grant funding to develop homeless housing in creative ways that are expeditious and cost-effective. A solicitation for proposals is forthcoming in 2018.

Questions to consider regarding increasing affordable/homeless housing:

1. Is your City in compliance with SB 2? If not, what challenges (if any) have you encountered in complying with SB 2? (See SB 2 Best Practices Guide: <http://homeless.lacounty.gov/wp-content/uploads/2017/11/Public-Counsel-SB-2-Best-Practices-Guide-FINAL.pdf>)
2. What opportunities do you see for your City to partner with the County to promote continued compliance with SB 2 or to implement the provisions of SB 2 in your City?
3. Which Department in your City has lead responsibility for the implementation of SB 2?
4. If your City is a Community Development Block Grant (CDBG) entitlement jurisdiction, how does the City intend to use the FY 2019 funding that will be allocated through the Building Homes and Jobs Act (new SB 2 enacted in 2017) to support your homelessness plan?
5. Does your City have a housing impact fee or linkage fee program to support the production of affordable housing?

6. Has your City conducted a linkage fee study?
7. Does your City wish to pursue a nexus study as the required first step for eventual implementation of a linkage fee?
8. The recent passage of AB 1505 restores the ability of cities and counties to adopt inclusionary housing policies for rental units. The text of AB 1505 can be found here: https://leginfo.legislature.ca.gov/faces/billPdf.xhtml?bill_id=201720180AB1505&version=20170AB150593CHP
 - If your jurisdiction has an inclusionary ordinance that was created before 2009, what updates/amendments need to be made? Does the existing ordinance provide alternative means of compliance (i.e. in lieu fees, land dedication, etc.), as now required by State law?
 - If your existing or planned inclusionary ordinance requires more than 15% of new rental units to be affordable, you may be asked to prepare an economic feasibility study for the California Department of Housing and Community Development. What City departments or partners can help with the completion of this study?
 - What percentage of affordable units per development best addresses the needs of your community?
 - What levels of affordability should be targeted to address the needs of your community?
9. Does your City have an accessory dwelling unit (ADU) ordinance in place? Is your ordinance in compliance with the changes in State law regarding ADUs which took effect on January 1, 2017, under AB 2299 and SB 1069? (See https://leginfo.legislature.ca.gov/faces/billPdf.xhtml?bill_id=201520160AB2299&version=20150AB229994CHP and https://leginfo.legislature.ca.gov/faces/billPdf.xhtml?bill_id=201520160SB1069&version=20150SB106990CHP).
10. Could the development of ADUs increase the supply of affordable housing in your City?
11. What are the barriers (if any) to allowing/encouraging ADUs in your City?
12. Are there opportunities for your City to partner with the County to increase the development of accessory dwelling units in your City?
13. Does your City currently implement any incentive zoning/value capture strategies?
14. Would your City benefit from implementing any incentive zoning/value capture strategies?
15. Are there opportunities for your City to partner with the County to utilize Incentive Zoning/Value Capture strategies to preserve and or develop affordable/homeless housing?
16. Are there City-owned properties that could be used for the development of services or housing for people experiencing homelessness?

17. What steps is your City taking to help preserve affordable housing?

18. Does your City have any innovative ideas for the development of homeless housing in a cost-effective and expeditious manner?

Measuring your progress

Measuring progress is essential to assessing performance, effectively utilizing resources, and, ultimately, ensuring success. As you establish your Homelessness Plan goals (responding to Question #4 in the template) and look towards implementation, consider the following questions to help you formulate metrics, assess your data and evaluation capacity, and leverage existing resources.

- For each goal and action, what data sources are available to measure performance? If no data sources are currently available, what systems can be put in place to collect accurate and timely data?
- What metrics will be most informative as you assess your progress?
- How can you measure overarching progress, across multiple goals?
- How frequently will your report on your progress and to whom?
- Who will be responsible for data collection for each goal or action?
- Who will be responsible for data collection and analysis across the City's Homelessness plan as a whole?
- What other measurement and evaluation processes are already in existence in your City? Can you tap into resources and expertise already being utilized elsewhere in the City?
- What local partners can you engage to assist with data collection, analysis, and evaluation? Are there local universities or businesses with data analysis capacity that can contribute their expertise?
- How will you use data collected to enhance your Homelessness Plan and related actions?

Collaborating with Regional Partners

When cities partner with one another, work with regional organizations and coalitions, and join with the County in combatting homelessness, we can maximize the impact of our efforts. As you respond to Question #6 in the template, please see the contact information for CES leads, LAHSA, Councils of Government, the County Homeless Initiative team, and other cities' planning project directors in your grantee binder.

Outreach Services for San Gabriel Valley Regional Landlord Education Program Scope of Work

Project Description

The SGVCOG is implementing a regional supplementary landlord education and outreach program in the San Gabriel Valley. The Program will augment the existing Los Angeles County Development Authority's (LACDA) Homeless Incentive Program (HIP). The HIP program offers monetary incentives to encourage landlords to rent their available units to LACDA's homeless Section 8 voucher holders. These monetary incentives include providing holding fees, payment of application fees, move-in assistance (security deposit, utility assistance, furniture), vacancy loss payments in the event of departure without notice, and assistance with damage claims caused by tenants during their occupancy.

The purpose of this project is two-fold: 1) work with staff in each of the participating cities, staff of non-profit service providers, housing navigators, and previously and newly identified landlords to provide outreach and education on what the HIP provides in regards to services and support, and 2) provide monetary incentives to encourage landlords to rent their available units to LACDA's homeless Section 8 voucher holders.

The proposer should have experience implementing direct homeless service programs and should have knowledge of and experience with LACDA's HIP. The provider shall follow relevant guidelines and adhere to best practices in for a regional landlord education/outreach program.

Outreach spending for this project may not exceed 20% of funding allocation. The remaining 80% of funding must be directed towards providing funding to enable landlords to accept clients who are about to become homeless or are already homeless.

Participating Jurisdictions (at this time): TBD

Project Schedule

The program must be operational – i.e. prepared to distribute incentives – by October 2020.

The launch of the program will be completed in phases, with the anticipated phasing schedule indicated below. The phasing schedule may be modified by the SGVCOG as implementation proceeds.

- Phase 1 (completed by end of September): Outreach and implementation plans completed; educational seminars and outreach presentations underway
- Phase 2 (started by October 2020): resources distributed

All project work must be completed by May 31, 2021.

Scope of Work

Consultants proposals shall address, at a minimum, but not be limited to, the following scope of work identified below. Proposers are encouraged to add additional tasks as deemed necessary.

1. Complete high-level landlord outreach plan for each participating jurisdiction.
 - a. Hold meetings (at least one) with each participating jurisdiction to review high-level outreach plan to landlords.

Deliverables: Landlord outreach plan for each participating city.

- b. Agendas/sign-in sheets for up to 5 meetings with each participating city.
2. Work with housing navigation team to collect information on potential rental units that could be landlord outreach opportunities

Deliverable: List of potential rental units, organized by jurisdiction

3. Conduct outreach activities (i.e. presentations, tabling, etc.) to promote participation in HIP (at least 5 in each jurisdiction the proposer is applying for)
4. Post on social media outreach at least three (3) times to increase public awareness of HIP and related programs
5. Complete a detailed report on outreach to property owners with details on what outreach was performed to engage the persons/organizations listed and the outcome of outreach activities
 - a. Each person and property that is targeted for outreach must be addressed in the report separately

Deliverables: presentation; sign-in sheet & agenda/flyer for each event; social media posts; list of landlords outreached-to with report on outcomes related to outreach

6. Develop and implement approach to distribute, including an overview of expected uses of funding for clients, such as application fees, move-in assistance (security deposit, utility assistance, furniture), and other potential uses not listed here.
 - a. The provider should work with community partner organizations (such as churches, civic groups, neighborhood and city councils, etc.) to provide technical assistance and help ensure landlord participation.

Deliverable: Report on potential services provided; description of implementation approach.

7. Provide monthly report for each participating city and the SGVCOG on program expenditures for services/assistance provided to landlords and clients.

Deliverable: Monthly report for each participating city and the SGVCOG on expenditures of direct services/assistance provided to landlords and clients.

Evaluation Criteria

Proposals will be evaluated using some or all of the following criteria in its evaluation and comparison of submitted proposals. The criteria listed are not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance.

- Understanding of the project (20%)
- Services to be provided (20%)
- Ability to complete the work within the time specified (20%)
- Qualifications of the firm, including but not limited to its experience and personnel assigned to the project (30%)
- Cost (10%)

The SGVCOG shall have absolute discretion in determining the applicability and weight or relative weight of some or all of the criteria listed above and is not required to select the lowest monetary proposer.



Homeless Prevention/Diversion Programs Grant Application

Overview	<p>The San Gabriel Valley Council of Governments will be awarding funding to facilitate the implementation of homeless prevention and diversion programs that prevent or divert San Gabriel Valley residents from becoming homeless. Homeless prevention and diversion programs alleviate minor financial obligations in order to provide a means of achieving safe temporary housing.</p> <p>The SGVCOG is seeking eligible applicants to administer homeless prevention/diversion program. Multiple applicants will likely be selected to administer these programs. However, the SGVCOG does want to maintain as much consistency as possible in program administration across the region.</p>
Eligibility	<p>Any San Gabriel Valley city can apply as a lead applicant. Service providers can apply in partnership with a city lead applicant.</p> <p>Additional cities can also be included in a multi-city application. A letter from each city manager from each participating city must be included in the application package. The letter must include the city's contact person and his/her contact information.</p>
Award Amounts:	<p>Up to \$15,000 per city. Multi-city applications are eligible for \$15,000 per city included in the application. Labor costs are capped at 10%.</p> <p>Additional funds may become available depending on the level of interest from cities across the region.</p>
Project Requirements:	<p>Applicants will administer a homeless prevention/diversion program that provides the following services to individuals and families experiencing homelessness or on the verge of experiencing homelessness:</p> <ul style="list-style-type: none"> • Housing relocation and stabilization; • Short-term or medium-term rental assistance; • Rental application fees; • Security deposits; • Utility deposits & payments; • Moving costs; • Housing search and placement; • Housing stability case management; • Mediation; • Tenant legal services; • Credit repair. <p>Applicants should focus on how to supplement the problem-solving program that was launched in late 2018 by the Los Angeles Homeless Services Authority (LAHSA).</p>



	The applicant must also indicate how it will assess and monitor program outcomes.
Applicant Requirements:	<ul style="list-style-type: none"> • Must have received LAHSA problem solving (or equivalent) training
Project Reporting	Program administrators will be required to submit monthly reports reporting on individuals/families served, by jurisdiction. These monthly reports must also include reports on outcomes for previous clients served for 6 months.
Implementation	Programs can be administered by in-house city staff or by the partner service provider. The lead program administrator must be included on the application.
Project Timeline	Programs must be operational by September 1, 2020. At least 10% of funding must be expended by May 31, 2021. All funding must be expended by December 15, 2021. Final report is due 6 months following expenditure of all funding but no later than June 15, 2022.
Project Review Process	Applications will be reviewed by panelists including the SGVCOG Regional Homelessness Coordinator and other outside professionals that work in the field of homelessness.

Scoring Criteria:

Category	Points Available
Program Approach	25 points
Resource Leveraging	25 points
Administrator Experience	15 points
Performance Metrics	15 points
Partnerships	20 points
TOTAL	100 points

APPLICATION

Lead City Applicant:	
Service Provider Partner: (Participation Letter Attached)	
Additional City Partners (City Manager participation letters required as Attachment)	
Total Funding Request (\$15,000 per city maximum)	
Program Administrator:	



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Has the Program Administrator completed the LAHSA problem solving training?

- Yes; Date Completed _____
- No; Date Planned Completion _____
- Completed Equivalent Training (Attach description of training and documentation of completion)

Contacts

Lead City Applicant

Name:	
Email:	
Phone Number:	

City Manager Name:	
City Manager Signature:	

Program Administrator (if different from Lead City Applicant)

Name:	
Email:	
Phone Number:	

City Manager Name:	
City Manager Signature:	

Proposed Program Approach

How will the Program Administrator administer the homeless prevention and diversion program?

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Administrator Experience

Describe the Program Administrator's experience in administering homeless prevention and diversion programs.

[Empty response box for Administrator Experience]

Program Leveraging

Describe the Program Administrator's experience with LAHSA's problem solving funds and how it will leverage those (and other) homelessness prevention and diversion funds.

[Empty response box for Program Leveraging]

Program Reporting

Describe how the Program Administrator will evaluate program outcomes, including evaluation of clients' outcomes, and report on these in monthly reports. Describe how the Program Administrator will use reports to help optimize program success.

[Empty response box for Program Reporting]



Program Outreach

Describe how the Program Administrator will reach those in need of potential services.

Partnerships

Discuss how the program will involve partnerships with other municipalities, service providers, nonprofits, or other community stakeholders.



Homelessness Pilot Programs

Overview	<p>The San Gabriel Valley Council of Governments will be awarding funding to support pilot projects that test innovative direct homeless solutions. This funding is intended for cities that have completed homeless plans and have identified innovative potential projects or programs.</p> <p>The pilot projects program will provide initial funding for the set-up and/or implementation of innovative pilot projects on a small scale. The pilot projects program will focus on collecting data and performance metrics on the proposed projects in order to determine assess whether they could be successfully implemented on a wider scale with additional funding.</p>
Eligibility	Any San Gabriel Valley city that has completed a Homeless Plan. Multiple cities can also apply together.
Award Amounts:	\$50,000 - \$150,000 (for a single city) \$200,000 maximum award for multi-city application
Project Categories	<ul style="list-style-type: none"> • Homeless workforce development • Accessory dwelling units (ADUs) and shared housing • Innovative community outreach • Safe parking programs • Collaborative sub-regional models • Other (as defined by applicant)
Ineligible Activities	<ul style="list-style-type: none"> • Law enforcement activities • Pilot projects that are duplicative of the services provided through another program that is funded by the SGVCOG’s homelessness funding: homeless prevention/diversion, landlord education/outreach, master leasing. Pilot projects that address the same or related issues may be submitted, so long as their approach is distinct from the regional programs.
Project Objectives	<ul style="list-style-type: none"> • Test innovative approaches towards addressing homelessness • Demonstrate replicability and scalability • Collect data and identify performance metrics • Demonstrate coordination with other municipalities and non-profits
Data Collection	Projects must include data collection and performance metrics that define how project success will be determined. Given the relatively small amount of funding available for each project, the data collection and performance metrics are not expected to be complex but should be in line with the scale of the proposed project.
Project Reporting	Project applicants will be required to submit quarterly reports (Attachment A) with their quarterly invoices.
Project Implementation	Projects can be completed by in-house city staff or by outside contractors/non-profits, as indicated on the project application. If a project applicant intends to complete the project using an outside contractor or non-profit, an approved competitive procurement process must be used.



Project Timeline	All projects must be completed by May 31, 2021. A final report and the final invoice must be submitted by June 15, 2021.
Project Review Process	Applications will be reviewed by panelists including the SGVCOG Regional Homelessness Coordinator and other outside professionals that work in the field of homelessness.

Scoring Criteria:

Category	Points Available
Innovation	30 points
Replicability & Scalability	25 points
Cost Effectiveness	15 points
Performance Metrics	20 points
Partnerships	10 points
TOTAL	100 points

APPLICATION

Lead Applicant:	
Additional Applicants:	
Project Name:	
Total Funding Request:	

Project Category:

- Homeless Workforce Development
 Accessory Dwelling Units (ADUs) & Shared Housing
 Innovative Community Outreach
 Safe Parking Programs
 Collaborative Sub-regional Models
 Other _____

Contact Name:	
Email:	
Phone Number:	

Project Implementation

- Work will be completed in house
 Work will be completed by non-profit, including service providers
 Work will be completed by consultant



Project Summary

Provide an overview of the proposed project.

Empty text box for Project Summary.

Project Objectives

Describe the problem that the proposed project is intended to address and how the proposed pilot project is anticipated to do that.

Empty text box for Project Objectives.

Project Justification

Describe how the proposed project supports the Project Objectives.

Empty text box for Project Justification.

Scope of Work

Define the project scope of work and the proposed tasks.

Empty text box for Scope of Work.



Data and Performance Metrics

Define what data will be collected and how it will be collected and the performance metrics that will be used to define project success.

[Empty response box for Data and Performance Metrics]

Partnerships

Discuss how the project will involve partnerships with other municipalities or nonprofits.

[Empty response box for Partnerships]

Master Leasing Program Statement of Work

Project Description

The SGVCOG is implementing a funding that would be used to master lease one or more motel or apartment units for use as crisis, interim, or transitional housing. The funding could also cover the cost of outreach workers, security and services. For example, a block of hotel rooms could be secured through a Master Lease between the provider and the property owners. In addition to the cost of the unit, the cost of outreach workers, security and services would be eligible expenses.

The purpose of this project is to work with staff in each of the participating cities, staff of non-profit service providers, and housing navigators to establish master lease agreements.

- **Participating Jurisdictions (at this time):** TBD

It is expected that providers will leverage other programs and funding to implement the master leasing program.

Project Schedule

The program must be operational – i.e. prepared to begin utilizing master leased units – by November 2020.

The launch of the program will be completed in phases, with the anticipated phasing schedule indicated below. The phasing schedule may be modified by the SGVCOG as implementation proceeds.

- Phase 1 (completed by end of September 2020): Identification of master lease candidates and draft cooperation template drafted.
- Phase 3 (started by November 1, 2020): resource distribution underway.

The program must be fully operational, with units available for housing, for a minimum of six months, with a target start date of November 1, 2020, and project closeout by May 31, 2021.

Scope of Work

Consultants proposals shall address, at a minimum, but not be limited to, the following scope of work identified below. Proposers are encouraged to add additional tasks as deemed necessary.

1. Develop a plan to outreach to potential landlords, hoteliers, and other property owners who could have interest in becoming a master lease signatory.
2. Work with housing navigation team to collect information on potential rental units that could be landlord outreach opportunities
Deliverable: List of potential rental units, organized by jurisdiction
3. Execute master lease agreement with property owner and manage program.
 - a. Should complete operational plan that details how service and security will be provided, how people will be referred to the units, etc.
Deliverable: Executed master lease agreement; operational plan
4. Maintain records and provide report on the number of clients accepted, placements outside of the program, and other assistance rendered to clients.

Deliverable: Cost and Outcome report for each master-lease location

Evaluation Criteria

Proposals will be evaluated using some or all of the following criteria in its evaluation and comparison of

submitted proposals. The criteria listed are not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance.

- Understanding of the project (20%)
- Services to be provided (20%)
- Ability to complete the work within the time specified (20%)
- Qualifications of the firm, including but not limited to its experience and personnel assigned to the project (30%)
- Cost (10%)

The SGVCOG shall have absolute discretion in determining the applicability and weight or relative weight of some or all of the criteria listed above and is not required to select the lowest monetary proposer.