

Chapter Six: Housing Goals, Policies, Objectives, and Programs

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Background

The Housing Element plays a unique role in charting the course for a more fair, equitable, and just Los Angeles for future generations. The City of Los Angeles is committed to providing housing initiatives that expand and preserve our affordable housing stock, encourage greater access to housing, minimize the displacement of vulnerable residents, and dismantle policies and practices that have negatively impacted Angeleno communities of color, including Indigenous Peoples, Black, Latinx, and Asian communities.

In the last eight years, the severity of the housing crisis has continued to grow. The most stark consequences of LA's housing issues are reflected by the over 40,000 Angelenos that are homeless or sleeping in temporary shelters at any given night. Additionally we see that, while not homeless, more than thirty percent of Angelenos see more than half of their paychecks going towards rising housing costs. This cost burden is most disproportionately felt by women and communities of color who are already at a greater risk of displacement and gentrification pressures. We also find that an entire generation of middle-class and higher-income Los Angeles residents are afflicted by the housing crisis. Today, the average home in LA costs more than seven times what the average household makes. While high costs make saving for down payments that much more

difficult, the opportunities for renting for middle income households are just as unaffordable.

The events of the past year have been a moment of reckoning for our City and created an opportunity for planners to acknowledge the role the planning profession has played in creating and implementing discriminatory practices in both the past and present that leave communities of color vulnerable to homelessness, displacement, and limit access to opportunities, advancement and achievement. Coupled with the COVID-19 pandemic, 2020 not only exacerbated LA's long standing housing needs but also magnified housing disparities as outlined in the Needs Assessment Chapter/Appendix.

To respond to the increasing housing pressures facing Los Angeles, the Housing Element Update presents goals, objectives, policies and programs centered in racial equity, environmental justice, and resilience pertaining to housing access, preservation, stability, and production. Together, these goals, objectives, policies and programs comprise the City's housing action plan for the 2021-2029 planning period. The content of this Chapter will guide daily decision-making by City officials and staff and will provide benchmarks on the housing programs that the City initiated to meet its overall housing goals.

What is a Goal, Policy, Objective and Program?

The Goals, Policies and Objectives of this document serve as the foundational components that transform City's progressive rhetoric into impactful action.

Goal: A goal is a statement that describes a desired future condition or "end" state. Goals are meant to be aspirational and are change and outcome oriented, based on a combination of needs and constraints.

The five goals that will guide the 2021-2029 Housing Element are as follows:

GOAL 1: A City where housing production results in an ample supply of housing to create more equitable and affordable options that meet existing and projected needs.

GOAL 2: A City that preserves and enhances the quality of housing and provides greater housing stability for households of all income levels.

GOAL 3: A City in which housing creates healthy, livable, sustainable, and resilient communities that improve the lives of all Angelenos.

GOAL 4: A City that fosters racially and socially inclusive neighborhoods and corrects the harms of historic racial, ethnic, and social discrimination of the past and present.

GOAL 5: A City that is committed to preventing and ending homelessness.

Objective: An objective is a statement of specific actions that assist in reaching its goals.

Policy: A policy is a clear statement that guides a specific course of action for decision makers to achieve a desired goal. Policies may refer to existing programs or call for the establishment of new ones.

Programs: An implementation program is an action, procedure, program or technique that carries out goals and policies. The listing of recommended implementation programs does not obligate the City to accomplish them.

The Housing Element 2021-2029 policies and programs that support these goals will be implemented by many City Departments and agencies. Programs are subject to the review and direction of the City Council and Mayor, as well as the relevant City Departments, subsequent to City's approval of the Housing Element 2021-2029 Update. With each program description herein, the City Departments responsible for implementation are identified as "Lead Agencies" and "Supporting Agencies." A brief description of each of these Departments is contained in Appendix [6.1](#).

Program implementation actions include a combination of ordinances, programs, policies, resolutions, and incentives, as well as outreach and education activities. Successful program development is often contingent on the availability of funding and staff resources, which is likely to change over time due to economic conditions, the priorities of federal and regional governments and funding agencies, and other conditions. The programs will be reviewed annually through an Annual Progress Report (APR) and prioritized, where necessary, to reflect funding limitations and the City's objectives. Not all plan policies can be achieved in any single action, and, in relation to any decision, some goals may be more compelling than others. On a program-by-program basis, taking into consideration factual circumstances, decision makers will determine how best to implement the adopted policies of the General Plan in any way which best serves the public health, safety, and general welfare. The City also recognizes that upon further outreach and monitoring, it may become necessary to modify certain actions as circumstances change over time as there may be multiple ways to achieve the desired outcomes. Amounts and sources of funding, initiation dates, responsible agencies, and the detailed work scope of programs may be changed without requesting amendments to the Housing Element. Before items are presented to the City Council, a robust outreach effort will take place for each proposal.

Citywide Vision and Housing Priorities

Los Angeles' housing goals, objectives, policies and programs are guided by the City's overall housing vision:

It is the overall housing vision of the City of Los Angeles to create housing opportunities that enhance affordability, equity, livability and sustainability by

remedying discriminatory housing practices and creating a city with a range of housing types, sizes, and costs in close proximity to jobs, transit, amenities, and services. In keeping with a fundamental belief that housing is a human right, the City will work towards ensuring that housing stability and affordability is provided to all residents.

In line with this vision, the goals, policies and objectives are intended to further certain Citywide Housing Priorities, defined below to include:

- **Addressing the Housing Shortage:** Increase the production of new housing, particularly affordable housing.
- **Advancing Racial Equity & Access to Opportunity:** Proactively address racial and economic segregation in the city by creating housing opportunities that address historic patterns of discrimination and exclusion.
- **Preventing Displacement:** Protect Angelenos—especially persons of color—from indirect and direct displacement, and ensure stability of existing vulnerable communities.
- **Promoting Sustainability & Resilience and Environmental Justice through Housing:** Design and regulate housing to promote health and well-being, increase access to amenities, contribute to a sense of place, foster community and belonging, and protect residents from existing and future environmental impacts.

Key Definitions

Throughout this document terms that are formally defined are noted through capitalization:

- “Affordable Housing,” used with capitalization in this document, is any housing unit that has a formal covenant or other legal protection that guarantees that the housing unit can only be occupied by someone within a set schedule of income. These units can be located in a building that is entirely income restricted, or in a mixed income building where only a certain percentage of the units are restricted.
- “affordable housing,” used without capitalization in the document, refers to housing that is affordable or rented at below market rates to residents with or without a formal covenant or regulatory agreement (unsubsidized), and includes Affordable Housing, naturally occurring affordable housing (NOAH) and rent stabilized (RSO) housing.
- “Higher Opportunity Areas” have a dense concentration of place-based characteristics linked to critical life outcomes, such as educational attainment, earnings from employment, health and life expectancy, and economic mobility. Each year the California Tax Credit Allocation Committee and the California Department of Housing and Community Development release maps that identify “high resource ” and “highest resource,” areas state-wide, called TCAC/HCD Opportunity Areas Maps. These maps can be used to guide local jurisdictions in identifying Higher Opportunity Areas, though other growth considerations

outlined in the General Plan, including the location of high quality transit, jobs, hazard areas, and ecologically sensitive areas, also need to be considered.

- “Citywide Housing Priorities” are defined as: addressing the housing shortage, advancing racial equity & access to opportunity, protecting Angelenos, and promoting sustainability & resilience through housing. More detail on these priorities is included in the introduction to this chapter.

Goals, Objectives and Policies

GOAL 1

A City where housing production results in an ample supply of housing to create more equitable and affordable options that meet existing and projected needs.

OBJECTIVE 1.1

Forecast and plan for existing and projected housing needs over time with the intention of furthering Citywide Housing Priorities.

Policies

- 1.1.1 Collect, report, and analyze existing housing needs (such as overcrowding, cost burden and vacancy rates) and use this information to project and plan for housing needs at a local and citywide level balancing other factors such as job and transit access.
- 1.1.2 Plan for appropriate land use designations and density to accommodate an ample supply of housing units by type, cost, and size within the City to meet housing needs, according to Citywide Housing Priorities and the City’s General Plan.
- 1.1.3 Account for existing housing needs when planning for future development by conducting analysis to develop and incorporate a buffer above household projections.
- 1.1.4 Plan for and provide sufficient services and amenities to support the existing and planned population.
- 1.1.5 Strengthen efforts to achieve regional housing goals by collaborating, planning and advocating at regional, state and federal levels.
- 1.1.6 Allocate citywide housing targets across Community Plan areas in a way that seeks to address patterns of racial and economic segregation, promote jobs/housing balance, provide ample housing opportunities, and affirmatively further fair housing.

- 1.1.7 Incentivize production of mixed income and 100% Affordable Housing projects by rezoning for more inclusive development at densities that enable their construction in every geography.
- 1.1.8 Introduce more flexible zoning and incentives for existing lower density residential areas to create opportunities for more “missing middle” low-scale housing typologies, particularly in Higher Opportunity Areas.
- 1.1.9 Develop and integrate anti-displacement strategies that further Citywide Housing Priorities into land use and planning strategies.
- 1.1.10 Amplify and prioritize underrepresented voices and communities of color in the City’s planning engagement processes to result in more equitable outcomes.

OBJECTIVE 1.2

Facilitate the production of housing, especially projects that include Affordable Housing and/or meet Citywide Housing Priorities.

Policies

- 1.2.1 Expand rental and for-sale housing for people of all income levels. Prioritize housing developments that result in a net gain of Affordable Housing and serves those with the greatest needs.
- 1.2.2 Facilitate the construction of a range of different housing types that addresses the particular needs of the city’s diverse households.
- 1.2.3 Facilitate innovative housing models and promote regulatory reforms that reduce the costs of housing production while also promoting broader Citywide Housing Priorities.
- 1.2.4 Strengthen the capacity of housing providers to build Affordable Housing.
- 1.2.5 Streamline the housing approval process, particularly for Affordable Housing, throughout City departments.
- 1.2.6 Create new citywide and local land use incentives and programs that maximize the net gain of affordable housing and produce housing that meets Citywide Housing Priorities. Explore varied affordability ratios, the feasibility of inclusionary zoning requirements, and a greater mix of income based on market areas.
- 1.2.7 Develop and facilitate the dedication of financial resources for new construction of Affordable Housing.

- 1.2.8 Develop and implement new land use and financing tools to promote more housing that is affordable to those with the lowest incomes and for longer periods of time.
- 1.2.9 Allow for zoning flexibility for Affordable Housing at the project review and planning levels when broader Citywide Priorities are being advanced.
- 1.2.10 Prioritize the development of Affordable Housing on public land.

OBJECTIVE 1.3

Promote a more equitable distribution of affordable housing opportunities throughout the city, with a focus on increasing Affordable Housing in Higher Opportunity Areas and in ways that further Citywide Housing Priorities.

Policies

- 1.3.1 Prioritize housing capacity, resources, policies and incentives to include Affordable Housing in residential development, particularly near transit, jobs, and in Higher Opportunity Areas.
- 1.3.2 Prioritize the development of new Affordable Housing in all communities, particularly those that currently have fewer Affordable units.
- 1.3.3 Provide accessible and inclusive outreach and education to community members on the history of racist policies, planning, zoning and real estate practices and how they are reflected in today's land use patterns and socio-economic disparities.

GOAL 2

A City that preserves and enhances the quality of housing and provides greater housing stability for households of all income levels.

OBJECTIVE 2.1

Strengthen renter protections, prevent displacement and increase the stock of affordable housing.

Policies

- 2.1.1 Incentivize and/or require the preservation and replacement of affordable housing, so demolitions and conversions do not result in the net loss of the City's stock of accessible, safe, healthy and affordable housing.
- 2.1.2 Preserve the affordability of publicly assisted rental and ownership housing.
- 2.1.3 Provide resources that enable the creation of Affordable Housing from existing

unrestricted housing.

- 2.1.4 Strengthen tenant protections by expanding tenants rights, enforcement, and legal assistance needed to access those rights.
- 2.1.5 Expand the right of first refusal to ensure displaced households may occupy replacement housing units that are comparable in size, location, cost, and rent control protection.
- 2.1.6 Promote the use of housing for long-term residents and limit practices such as short-term rentals, conversions to hotels, and prolonged vacancies.
- 2.1.7 Develop localized anti-displacement strategies to accompany new transformative investments.
- 2.1.8 Facilitate the renewal of existing Affordable Housing covenants and promote opportunities for acquisition of units with expiring covenants to preserve affordability.

OBJECTIVE 2.2

Promote more affordable ownership opportunities and ownership retention strategies, with an emphasis on stability and wealth building for underserved communities.

Policies

- 2.2.1 Expand ownership models that increase the ability for households to attain homeownership, including alternative forms of shared and limited equity ownership.
- 2.2.2 Develop strategies that support current homeowners in retaining their homes, protect tenants from eviction if a property is foreclosed, and prevent neighborhood instability resulting from foreclosures.
- 2.2.3 Expand ownership and wealth generation opportunities through accessible education and technical assistance, especially in communities of color.
- 2.2.4 Partner with homeowners and community organizations, especially in communities of color, to expand knowledge and dialogue about land use regulations and individual and community equity.
- 2.2.5 Protect communities, especially communities of color, from predatory lending, land acquisition, speculative real estate transactions, and any other practices that undermine intergenerational wealth accumulation and housing stability through outreach and education programs.

OBJECTIVE 2.3

Preserve, conserve and improve the quality of housing.

Policies

- 2.3.1 Enforce and facilitate the maintenance of existing housing in decent, safe and healthy conditions.
- 2.3.2 Rehabilitate and/or replace substandard housing with housing that is decent, safe, healthy and affordable.
- 2.3.3 Strengthen the capacity of the owners of existing rental housing to preserve and manage rental housing.

GOAL 3

A City in which housing creates healthy, livable, sustainable, and resilient communities that improve the lives of all Angelenos.

OBJECTIVE 3.1

Use design to create a sense of place, promote health, foster community belonging, and promote racially and socially inclusive neighborhoods.

Policies

- 3.1.1 Provide incentives and financial support for the preservation of historic residential structures, particularly for lower income households.
- 3.1.2 Promote new development that furthers Citywide Housing Priorities in balance with the existing architectural context.
- 3.1.3 Develop and implement design standards that promote quality residential development.
- 3.1.4 Site buildings and orient building features to maximize benefit of nearby amenities and minimize exposure to features that may result in negative health or environmental impacts.
- 3.1.5 Develop and implement environmentally sustainable urban design standards and pedestrian centered improvements in development of a project and within the public and private realm such as shade trees, parkways and comfortable sidewalks.
- 3.1.6 Establish plans and development standards that promote positive health outcomes for the most vulnerable communities and populations.

- 3.1.7 Promote complete neighborhoods by planning for housing that includes open space, and other amenities.
- 3.1.8 Expand designation of historic, architectural, and cultural resources in neighborhoods with a high concentration of historic properties and few historic protections, particularly in communities of color.

OBJECTIVE 3.2

Promote environmentally sustainable buildings and land use patterns that support a mix of uses, housing for various income levels and provide access to jobs, amenities, services and transportation options.

Policies

- 3.2.1 Promote the integration of housing with other compatible land uses at both the building and neighborhood level.
- 3.2.2 Promote new multi-family housing, particularly Affordable and mixed income housing, in areas near transit, jobs and Higher Opportunity Areas, in order to facilitate a better jobs-housing balance, help shorten commutes, and reduce greenhouse gas emissions.
- 3.2.3 Provide outreach and education to the public about the need to address housing needs in relation to other important outcomes, including health, transportation, and the environment, to support overall sustainability goals.
- 3.2.4 Provide streamlining, incentives and flexibility for residential buildings that promote energy and resource conservation particularly those that exceed existing green building standards.
- 3.2.5 Promote and facilitate reduction of water, energy, carbon and waste consumption in new and existing housing.
- 3.2.6 Promote outreach and education to property owners, tenants and homebuilders regarding environmentally sustainable residential development practices.
- 3.2.7 Provide environmentally sustainable development standards and incorporate sustainable best practice in building and zoning code updates.
- 3.2.8 Provide incentives and promote flexibility for the conversion of non-residential structures to new housing in order to reduce the carbon footprint resulting from demolition and new construction.
- 3.2.9 Consider accommodating new residential uses, including live/work and

mixed-use, in less-productive industrial, office, and commercial areas when the site can accommodate housing in keeping with citywide industrial land, jobs-housing and jobs preservation priorities.

OBJECTIVE 3.3

Promote disaster and climate resilience in citywide housing efforts.

Policies

- 3.3.1 Identify risks to our housing stock related to disasters and other unplanned events, especially those likely to accelerate as a result of climate change.
- 3.3.2 Establish plans, incentives, and development standards that eliminate or minimize disaster risk and promote positive health outcomes for communities most at risk.
- 3.3.3 Plan for emergency housing needs that will result from disasters and climate events.
- 3.3.4 Plan for post-disaster housing recovery that promotes equity, resilience, environmental sustainability and safety. Work to ensure a right of return to existing residents if housing is retrofitted or reconstructed after a disaster.
- 3.3.5 Identifying funding and other resources to support the retrofitting of existing buildings to improve resilience and health.
- 3.3.6 Educate homeowners, tenants and landlords about disaster risk and mitigations.
- 3.3.7 Provide assistance to mitigate the impacts and financial disruption of emergencies in order to support Angelenos to stay in their homes.

GOAL 4

A City that fosters racially and socially inclusive neighborhoods and corrects the harms of historic racial, ethnic, and social discrimination of the past and present.

OBJECTIVE 4.1

Ensure that housing opportunities are accessible to all residents without discrimination on the basis of race, color, ancestry, sex, national origin, color, religion, sexual orientation, gender identity, marital status, immigration status, family status, age, mental and physical disability, source of income and student status or other arbitrary reason.

Policies

- 4.1.1 Promote and facilitate equal opportunity practices in the construction, provision, sale and rental of housing.

- 4.1.2 Promote responsible mortgage lending that meets community credit needs and the Community Reinvestment Act (CRA).
- 4.1.3 Ensure that people with disabilities have an equal opportunity to rent, use, and enjoy Affordable Housing that has received financial or other assistance from the City or the former CRA/LA.
- 4.1.4 Identify and assist populations that are experiencing systemic housing discrimination, including those outside of designated protected classes.
- 4.1.4 Eliminate housing accessibility barriers that disproportionately affect populations in protected classes and special needs populations.

OBJECTIVE 4.2

Promote outreach and education on fair housing practices and accessibility among residents, community stakeholders and those involved in the production, preservation and operation of housing.

Policies

- 4.2.1 Provide outreach and education for homebuyers and renters regarding rights, financing options, rental subsidies available and protections in the purchase, rental, and/or modification of a housing unit.
- 4.2.2 Provide outreach and education for the broader community of residents, residential property owners and operators regarding fair housing practices and requirements.
- 4.2.3 Collect and report findings on discrimination in the sale and rental of housing.

OBJECTIVE 4.3 Affirmatively further fair housing in all housing and land use programs by taking proactive measures to promote diverse, inclusive communities that grant all Angelenos access to housing, particularly in Higher Opportunity Areas, increase place-based strategies to encourage community revitalization and protect existing residents from displacement.

Policies

- 4.3.1 Increase access and transparency in the lease-up process for restricted Affordable Housing units, particularly for those who have experienced or are at-risk of displacement and those who may not be aware of Affordable Housing choices.
- 4.3.2 Ensure that all neighborhoods have a range of housing typologies to provide housing options for residents to remain in the same community, when and if their needs change.

- 4.3.3. Examine land use practices that perpetuate racial exclusion and inequities including but not limited to: single family / low density zoning, minimum lot size requirements, location of noxious uses, and subjective design review standards. Introduce context specific reforms that further Citywide Housing Priorities.

GOAL 5

A City that is committed to preventing and ending homelessness.

OBJECTIVE 5.1

Provide an adequate supply of short-term and permanent housing in addition to supportive services throughout the City that are appropriate for and meet the specific needs of all persons who are homeless or at-risk of homelessness.

Policies

- 5.1.1 Ensure an adequate supply of emergency and transitional housing for people who are homeless or are at a risk of becoming homeless, including people with disabilities.
- 5.1.2 Promote and facilitate prevention, diversion and re-entry programs and strategies that reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.
- 5.1.3 Expand permanent supportive housing options with services for homeless persons, particularly chronically homeless individuals and the most vulnerable, to ensure that they remain housed and get the individualized help they may need.
- 5.1.4 Implement a Housing-First approach and coordinate service provision, appropriate housing and the efficient access to information so as to rapidly match available services and housing to those most in need.
- 5.1.5 Expand housing, shelter, and supportive services for the homeless and special needs populations in all communities, and reduce zoning and other regulatory barriers to their placement and operation.
- 5.1.6 Invest in additional accommodations such as water fountains, showers, kitchen facilities, storage, and restrooms to care for the needs of unhoused residents.

OBJECTIVE 5.2

Promote outreach and education to: homeless populations; community stakeholders; health, social service and housing providers and funders; criminal justice system agencies; and communities in which facilities and services for unhoused populations will be located.

Policies

- 5.2.1 Identify and assess the needs of people living in unsheltered locations and connect them to services and housing opportunities including security, hygiene, and safe sleeping resources.
- 5.2.2 Provide a high level of outreach targeted to chronically homeless people to inform them of their rights and opportunities to move into safe, permanent housing with appropriate support services.
- 5.2.2 Provide opportunities for communities to dialogue and learn about root causes of homelessness, ways to help, and effective approaches to preventing and ending homeless, in an effort to correct common misunderstandings.
- 5.2.3 Strengthen the capacity of the Affordable Housing development community to locate, construct and manage housing facilities for the homeless.
- 5.2.4 In accordance with the Federal HEARTH Act, target outreach and permanent supportive housing resources to the chronically homeless so as to assist them in moving from the streets into permanent housing with appropriate supportive services.
- 5.2.5 Promote and facilitate a planning process that includes input from homeless persons, formerly homeless and providers of housing and services for the homeless.
- 5.2.6 Identify and remove barriers to permitting, preserving, and expanding licensed community care facilities such as Adult Residential Facilities and Residential Care Facilities for the Elderly that provide a significant housing resource for people at risk of homelessness, with special needs or who benefit from alternative and group living arrangements.

Programs

1. Homebuyer Financial Assistance

Goal #: 2

Lead Agencies:	HCID
Funding Source:	Federal: CDBG, HOME, ADDI, ARRA State: BEGIN, CalHOME, CDLAC
Objective:	Provide 75 loans for first-time low-income homebuyers earning up to 80% of the Area Median Income (AMI) and 75 loans for first-time moderate-income homebuyers earning between 81% - 150% of AMI annually. Coordinate homebuyer

education courses to help homebuyers prepare for and attain homeownership.

Provide assistance in the form of subordinate, deferred-payment “soft second” loans to cover down-payment, closing costs, and acquisition. Currently, lends up to \$90,000 for low-income households earning up to 80% of the Area Median Income (AMI), up to \$60,000 for moderate-income households earning between 81%-120% of AMI, and up to \$35,000 for households earning between 121% - 150% of AMI.

2. Homeownership for Voucher Holders

Goal #: 2, 4

Lead Agencies: HACL A
Funding Source: HUD
Objective: Increase homeownership opportunities among voucher holders.

Allow Section 8 participants to become homeowners by using their Vouchers to purchase a home. Depending on funding levels and lender support, HACL A will continue to explore the feasibility of utilizing the homeownership program within the context of public housing revitalization activity.

3. Innovations in Subdivisions

Goal #: 1, 3, 4

Lead Agencies: LACP
Funding Source: General Fund
Objective: For Small Lot Subdivisions: facilitate development of 1400 market-rate units; 175 lower income units. Elevate SB 330 and ADU-JADU clarification memo. Report and make recommendations on minimum lot size.

Facilitate the development of smaller and new types of subdivisions that permit detached, fee simple home ownership, thus providing more affordable alternatives of for-sale housing types. Identify continued obstacles and opportunities in developing Small Lot Subdivisions and propose measures to improve results, with a particular aim on increasing affordability, reducing displacement, increasing replacement requirements, and expanding the use of this tool to preserve existing properties. Evaluate whether to extend (or revise, if needed) SB 330 replacement and tenant protections past SB 330's sunset date in 2026 for Small Lot projects. Additionally,

consider new types of subdivision standards and procedures for lot splits in areas where potential for displacement would be lessened and opportunity for affordability would be increased. Review minimum lot size requirements for standard projects to identify potential opportunities for more affordable housing typologies. Explore creating a ministerial process for smaller subdivisions to facilitate more affordable ownership opportunities. The Department of City Planning will continue to provide site specific consultation and advice to prospective subdividers.

4. Shared Equity Models

Goal #: 2, 4

Lead Agencies: LACP
Supporting Agencies: HCID
Funding Source: General Fund
Objective: Study barriers to the greater utilization of shared ownership models. Use these models as a tool to facilitate affordable homeownership.

Explore barriers and consider providing assistance to and incentivizing the development of shared-equity ownership models such as Limited Equity Housing Cooperatives (LEHCs), Community Apartments and housing owned by Community Land Trusts (CLTs) or Tenancy in Common (TICs) in the Zoning Code and housing funding processes. Consider policies to require that on-site affordable for-sale units in mixed-income projects be sold to a qualified nonprofit, with an emphasis on CLTs. Promote the State property tax exemption for property that is owned by a CLT and that is being—or will be—developed or rehabilitated as rental housing, LEHCs, or owner-occupied housing per Section 214.18 of the Revenue and Taxation Code. Explore securing tax-defaulted properties through Chapter 8 Agreement Sales for Community Land Trusts (CLTs) to create long-term affordable housing. Explore conveying public land / tax foreclosed / receivership properties to CLTs and prioritize CLTs in current acquisition and rehabilitation programs.

5. Pre-Development/Acquisition Financing for the Development of Affordable Housing

Goal #: 1, 4

Lead Agencies: HCID
Supporting Agencies: Outside City agencies
Funding Source: New Generation Fund, Supportive Housing Loan Fund
Objective: Provide acquisition and pre-development funding through

the New Generation Fund and the Supportive Housing Loan Fund

In 2008, a public-private partnership consisting of the HCIDLA, the Enterprise Community Partners, Inc, and syndication of private banks created the New Generation Fund (NGF) to provide flexible acquisition, predevelopment, and moderate rehab financing for affordable housing developers. Eligible affordable housing projects can include rental units targeted to households earning at or below 80 percent of AMI levels established by the U.S. Department of Housing and Urban Development (HUD). The low-interest rate loans are to be repaid once developers qualify for permanent financing.

Also in 2008, a partnership between the HCIDLA and the Corporation for Supportive Housing (CSH) created the Supportive Housing Loan Fund (SHLF) to deliver flexible acquisition and pre-development financing to developers to help them acquire prime properties for supportive housing and to cover the costs of developing architectural plans and obtaining entitlement approvals. Eligible projects can also target the same income levels as the NGF.

Both the NGF and SHLF support the City's Affordable Housing Managed Pipeline (AHMP) and Proposition HHH Supportive Housing Loan Program (HHH) and promote new loan transactions. Since its inception, the NGF has loaned more than \$185 million to 31 affordable housing developments; and SHLF has loaned more than \$171 million to 69 supportive housing developments. Several projects include on-site services that extend benefits to the surrounding community - including health clinics, grocery stores, pharmacies, and community rooms that serve both building residents and neighbors. The NGF and SHLF have had good utilization due to the pipeline of projects that are developed through the AHMP and HHH.

6. New Production of Affordable Housing through the Affordable Housing Managed Pipeline

Goal #: 1, 4

Lead Agencies:	HCID
Funding Source:	HOME, HOPWA, City's Affordable Housing Linkage Fee, and eventually state SB2 funds are used to leverage millions of dollars from other public and private lenders and tax credit investors
Objective:	Prepare annual NOFA, 500 units produced per year. Set-aside of 250 units of supportive housing

In 2013 with the approval of the Mayor and City Council, HCIDLA established the Affordable Housing Managed Pipeline Program (AHMP), formerly known as the Affordable Housing Trust Fund. The AHMP was created to provide for the ability to leverage and attract the investment dollars of other public and private entities for the development of affordable housing within the City. In addition, on January 23, 2013, the City of Los Angeles was designated by California Tax Credit Allocation Committee (CTCAC) as the 11th region to have its own geographic allocation of nine percent (9%) Low Income Housing Tax Credit (LIHTC). The City's goal, through the AHMP is to create housing for low and very-low income households within the City. The housing created through the AHMP is intended to serve all populations identified by the California State Tax Credit Allocation Committee (CTCAC), the California Debt Limit Allocation Committee (CDLAC), the California Department of Housing and Community Development (HCD), and HUD. The housing created should not only provide additional housing opportunities, but should also attempt to revitalize neighborhoods and remove blight. Irrespective of the funding scenarios, all projects should seek to leverage limited City funding to the greatest extent possible.

7. Opportunities to Increase the Production of Affordable Housing and Promote Equity through Major Entitlements

Goal #: 1, 2, 3, 4

Lead Agencies:	LACP
Supporting Agencies:	HCID
Funding Source:	General Fund
Objective:	Increase the supply of affordable and mixed-income housing in evaluation of displacement risk and major zone changes

Continue to follow the proportional approach to density and affordable housing used in the Value Capture Ordinance. Explore opportunities to add significant amounts of affordable housing when considering larger projects. Require higher levels of affordable housing and other community benefits for projects that receive major entitlements (such as a Zone Change, or Specific Plan exception), require a Development Agreement, or require a project-based Specific Plan. Continue the affordability requirements for projects requesting a Zone Change pursuant to Measure JJJ and explore expanding and deepening the current affordability requirements past the current sunset date in 2026. Consider new requirements for certain types of major projects to require applicants assess displacement risk, housing impacts, and historic exclusion in the areas where they plan to build. Based on these assessments, and an analysis of how the proposed project relates to the goals and strategies to affirmatively further fair housing, staff

would recommend appropriate affordability and anti-displacement options, including more affordable housing, payment of linkage fees, deepening the level of affordability, creating more family-size units, instituting a preference policy for housing voucher-holders, and/or other measures.

8. Affordable Housing Accessible Housing Program (AcHP)

Goal #: 2, 3, 4, 5

Lead Agencies:	HCID
Supporting Agencies:	LACP, LADBS, DOD
Funding Source:	General Fund
Objective:	Work with new and existing developments to add to the supply of accessible units in affordable housing developments. Ensure that all affordable housing developments comply with the City's Fair Housing Policies. Conduct training on Fair Housing; update and improve the Grievance tracking system. Establish a live hotline and public counters for assistance in applying for affordable and accessible housing.

HCIDLA's accessible Housing Program (AcHP) ensures that people with disabilities have equal opportunity to rent, use, and enjoy housing that has received financial or other assistance from the City of Los Angeles (City) or the Community Redevelopment Agency of the City of Los Angeles (CRA/LA). The AcHP covers 730+ affordable rental housing developments built before April 2016, and new housing developments with five or more housing units that are designed, constructed, altered, operated, administered, or financed by the City. Specifically, the program reviews plans for new developments; assists developers in retrofitting existing properties; provides training to project and City staff related to Fair Housing policies for people with disabilities; monitors compliance with and enforces the City's Fair Housing Policies; processes and tracks tenant grievances; and maintains the online Affordable & Accessible Housing Registry.

9. AHSC (Affordable Housing and Sustainable Communities Program) (NEW)

Goal #: 3

Lead:	HCID
Funding Source:	AHSC
Objectives:	General-population served, number of projects, money allocated, money awarded, type of population served (race, age, ext) and number of jobs created as a result of the award. Housing-types of

housing, number of units if units, number of housing residents, types of units created, per household money saved and number of free bus passes. Infrastructure and Transit-type of infrastructure improvements, number of miles for improvement, type of improvements, GHG reduction per project, number of transit vehicles, type of transit vehicles, location of infrastructure improvements, cost of improvements and type of improvements directly contributing to GHG reduction.

The Affordable Housing and Sustainable Communities (AHSC) Program is a competitive state funding program that aims to reduce greenhouse gas emissions by funding compact affordable housing in conjunction with sustainable transportation improvements. It provides funding for affordable housing development and related infrastructure, as well as transportation-related amenities, and programs that encourage residents to walk, bike and use transit. Funded by auction proceeds from California's Cap-and-Trade program, AHSC helps create holistic communities with affordable housing and transportation options near jobs and other key destinations. AHSC is administered by the Strategic Growth Council (SGC) and implemented by the California Department of Housing and Community Development. With the extension of Cap-and-Trade through 2030, the AHSC Program will continue to receive a 20 percent appropriation of Greenhouse Gas Reduction Funds. Since launching in 2015, AHSC has invested over \$1.7 billion in affordable housing and sustainable transportation improvements across the state. AHSC awarded over \$1.2 billion to support 102 projects in the first four rounds of the program. These 102 awards will support over 9,400 housing units, more than 85 percent of which are affordable; more than 150 miles of new or improved bike lanes; and more than 1,000 new or improved crosswalks. Overall, this has led to a reduction of 2.1 million metric tons of CO₂-equivalents and about 223,000 pounds of criteria air pollutants. From Round 1 to Round 5, the City Of Los Angeles has successfully secured approximately \$330.8 million to support 28 developments with 2,943 new housing units, of which 2,668 are affordable, and an array of GHG emission-reducing transit infrastructure projects.

10. Affordable Housing Linkage Fee (NEW)

Goal #: 2

Lead: HCID
Supporting: LADBS, LACP
Funding Sources: AHLF
Objectives: Subsidize the production and preservation of affordable rental

and homeownership units annually based on annual revenues collected.

The Los Angeles City Council adopted the Affordable Housing Linkage Fee Ordinance (AHLF) (No. 185342) on December 13, 2017. The Ordinance places a fee on certain new market-rate residential and commercial developments to generate local funding for affordable housing production and preservation. The fee was phased in beginning on June 18, 2018 and the amount of the fee varies by the type of use and by geography across the city. The AHLF also includes various exemptions and deductions based on certain characteristics. The Affordable Housing Linkage Fee provides the City of Los Angeles a permanent and self-sustaining local resource that will create long-term and innovative housing funding programs. Based on projected development activity, over the next decade the Affordable Housing Linkage Fee is anticipated to bring in tens of millions of dollars to the city's affordable rental and homeownership housing programs.

10. Housing Access for Seniors

Goal #: 3, 4

Lead Agencies:	LADoA
Supporting Agencies:	LADBS, LACP, Mayor's Office, CAO
Funding Source:	CDBG
Objective:	Assess and facilitate efforts find alternative housing solutions for senior citizens

Support seniors in accessing greater housing opportunities. Partner with community groups and nonprofits that offer innovative solutions on senior housing, such as programs that connect seniors with extra space and a fixed income with other seniors looking to rent a room or ADU (see ADU Accelerator Program in the ADU Program 64). Implement the Age Friendly Action Plan, specifically: supporting aging in place and ensure the needs of older adults and multigenerational households are prioritized through plans, zoning regulation and Building Codes; foster housing designed according to universal design principles, and consider the impact of demographics on housing needs during the community plan process. In keeping with the Age Friendly Action Plan recommendation #23: Assess efforts to date under the County and City's Homeless Initiatives to prevent and address homelessness among older adults, and to identify strategies to expand inclusion of the older adult population as part of these Initiatives, including through implementation of the ordinance authorizing Accessory Dwelling Units (also known as "Granny Flats"), by targeting additional resources to serve older adults who are homeless (or at risk of homelessness), and by examining new and

innovative strategies that may benefit older adults, such as how the County and City could develop or encourage development of alternative housing types such as co-op housing, co-housing, or other multi-generational living arrangements that could also help reduce housing costs, and mitigate social isolation as residents age (See Programs 11 and 62). In keeping with the Age Friendly Action Plan recommendation #24: Develop a Housing Assistance Program – building off existing County and City Home Improvement Programs, such as the County Housing Authority’s Handyworker Program – focused on medium and low-income older adults that would provide various services, such as rent gap assistance, housing repairs/up-grades, retrofitting/assistive devices, and other housing-related supports intended to help prevent homelessness, and assist older adults who wish to age in place in their homes.

11. Land Use and Building Code Policies to Support Aging in Place and Special Needs Housing

Goal #: 1, 2, 3, 4

Lead Agencies:	LACP
Supporting Agencies:	LADoA, LADBS, DOD, HCID
Funding Source:	General Fund
Objective:	Incentivize and track affordable, accessible units occupied by persons with special needs particularly through land use incentive programs; Produce 1,750 Elder Care units to meet different senior housing needs

Assist developers in creating housing for seniors and for disabled persons through streamlined land use entitlement procedures for a variety of housing types, including: Independent Senior Housing, Assisted Living Care Housing, Skilled Nursing Care Housing and Alzheimer’s/Dementia Care Housing, pursuant to the ElderCare Facilities Ordinance. Give senior and disabled housing projects preferential access to Development Services Case Management (development review service). Implement form-based codes, which can be used to promote livable, age-friendly communities that integrate diverse housing types and mixed-use developments; universal design, which ensures housing can be used by people throughout their lifespan; and support multigenerational urban planning, which incorporates an age-friendly approach into community development, so that communities have the features and resources to support aging in place (in keeping with the Age Friendly Action Plan Recommendation #25). Use data collected through program 53, Database of Housing Need, to identify sections of the city where demographics do not align with housing stock, such as areas with large aging populations and exclusively larger housing units. Incentivising housing

that meets these changing needs. Look for opportunities to incentivize disabled and senior housing through density bonus update (see program #48).

12. International Building Exhibition (IBA) for Los Angeles (NEW)

Goal #: 3

Lead Agencies:	Mayor's Office
Supporting Agencies:	LACP, HCID, HACLA
Funding Source:	General Fund
Objective:	Recommendation document for use in rezoning efforts and policy development by Summer 2023.

Collaborate in pursuit of the creation of an International Building Exhibition (IBA) for housing in Los Angeles. In the tradition of IBAs across Europe and Australia, the goal of an IBA is to develop evidence-based toolkits and frameworks that policymakers can access to plan for their future, particularly with regards to issues of housing. IBA Los Angeles is proposed as a city-wide, cross-institutional project that aims to bring international perspective and new ideas to affect the transformation of housing provision in Los Angeles through demonstration and engagement with the public, academics and researchers, architects, planners, housing advocates, etc. To pursue this goal the City will seek support from educational, business and philanthropic institutions; create a cross sectoral dialogue and visioning process for Los Angeles housing leaders with their IBA counterparts in other countries; initiate a series of convenings to study alternative housing models (such as social housing) and place it in the context of Los Angeles's housing industry; hold professional exchanges for practitioners; engage in dialogue with community members, and hold a cross sector symposium on affordable housing in different cities such as Vienna that showcases best practice place making and housing while supporting diversity, social inclusion and well-being. The research and learning from this learning experience will be captured and disseminated through a mixed media report that includes the perspectives of those involved.

13. Adaptive Reuse

Goal #: 1, 3

Lead Agencies:	LACP
Funding Source:	General Fund
Supporting Agencies:	LADBS
Objective:	Revisions to the Citywide Adaptive Reuse Ordinance and

integration of adaptive re-use provisions into the Zoning Code. Revisions to Density Bonus to include incentives and provisions for adaptive re-use.

Expand the opportunities for adaptive reuse of commercial and office buildings for housing. Explore additional incentives to facilitate affordable unit and supportive housing production and additional adaptive reuse projects through the expansion of by-right processes, reduced minimum unit sizes, reduced parking standards and increased flexibility on the types of uses (e.g. hotels/motels, office and commercial) and locations that can be converted to support proposed developments.

14. Redevelopment of Brownfield Sites

Goal #: 1, 3

Lead Agencies: DPW (LASAN)
Funding Source: General Fund
Supporting Agencies: LACP, HCID
Objective: Environmental clean-up of at least five brownfield sites; 50 environmental assessments, create opportunity for 100 units, including 10 very-low and 10 low-income units.
Identify new or increased sources of funding for brownfield clean up.

Through LASAN's Citywide Brownfields Program, provide technical assistance and resources to combat challenges associated with brownfields, primarily in underserved areas with Environmental Justice concerns within the City. Conduct environmental assessments and cleanups to enable the reuse and redevelopment of brownfields into affordable housing projects, mixed-use projects, public amenities, and parks. Advocate for the funding that would be necessary to clean up the several thousands of brownfield sites in the City of Los Angeles. Build partnerships across departments and sectors to facilitate brownfield transformation. Explore ways to improve notification about environmental assessment and brownfield recovery funds to aid developers in building housing on formally contaminated sites.

15. Public Land for Affordable Housing

Goal #: 1, 4, 5

Lead Agencies: CAO, City Council
Supporting Agencies: GSD, HCID, LACP, Mayor's Office
Funding Source: General Fund, LEAP

Objective: Increase the utilization of public land for affordable housing. Maintenance of a publicly accessible citywide inventory of publicly owned sites.

Expand the redevelopment of publicly owned land, as well as joint use of other public facility sites, which may be appropriate for housing. Assess and report on the underutilization of all City-owned properties and the feasibility of using them for Affordable Housing Opportunity Sites. In general, the CAO is responsible for identifying and evaluating City-owned sites for development, and the HCIDLA is responsible for selecting developers and negotiating disposition development agreements. The agencies and departments that own public sites within the City limits include, but are not limited to, the U.S. Army Corps of Engineers (U.S. ACE), California Department of Transportation (Caltrans), the Los Angeles County Metropolitan Transportation Authority (LA Metro), the Los Angeles Unified School District (LAUSD), the Housing Authority of the City of Los Angeles (HACLA), the Los Angeles County Flood Control District (LA Flood) and more. The Office of the Controller will maintain a database and map of publicly owned land, currently called Property Panel LA. This inventory should be periodically reconciled with inventories of other city owned land kept by other departments, including GSD and HCID. Additional City departments will work to create inventories of underutilized land under their control that may be appropriate for affordable housing development. Examine site suitability under the City's Asset Management Framework. The CAO and HCIDLA will additionally work to expand the City's capability to assess properties identified by City departments, convey identified City-owned properties for affordable housing development, and to streamline the City's management of its real estate assets and allow for a more proactive approach to land acquisition that can leverage the City's existing resources. City Planning will continue to facilitate changes to zoning and/or create incentives to ensure that public land, when it has been designated for housing, can be efficiently used to maximize the number of affordable units appropriate for the site. City Planning and HCIDLA will ensure that City-owned land used for housing is 100% affordable, or otherwise maximizes the number of affordable units. In conjunction with LAUSD, explore the potential to rezone and reconfigure older school sites in order to make land available for affordable housing. Additionally, support the use of existing capital tools such as the New Generation Fund (NGF), Metro Affordable Transit Connected Housing Program (MATCH), and Golden State Acquisition Fund (GSAF) are used efficiently to purchase vacant land, finance pre-development activities, and acquire multifamily properties of all sizes.

Building on the recently passed AB 1486 (which amended the Surplus Land Act), HCIDLA intends to create, using Local Early Action Planning (LEAP) grant funds, an interdisciplinary team to identify opportunity sites, and build partnerships with public agencies with surplus public land available for affordable housing development. Developers for these sites will be chosen through a competitive Request for Proposals (RFP). The goal for the first RFP is to release sites entitled for 1,000 affordable housing units, while the strategy aims to develop at least 10,000 housing units affordable to households earning very low, low, or moderate incomes on public land with limited reliance on public subsidies.

16. New Models for Affordable Housing (NEW)

Goal #: 1

Lead Agencies: HCID
Supporting Agencies: CLA, CAO, LACP
Funding Source: General Fund
Objective: Report back to City Council on social/public housing models to consider Los Angeles and necessary resources. Begin construction of at least 1,000 restricted affordable units on public owned or leased land. Strengthen the existing Public Land Multi-Departmental Workgroup.

Pursue new models and approaches to developing affordable housing on public land. Including identifying the most likely sites for rapid housing development, rezoning the sites to maximize by-right development, grouping the sites into a “Scattered Site Development Opportunities” plan, and conducting program environmental review and clearance on multiple sites. The program also seeks to identify less costly housing typologies, conduct parametric modeling and site analysis of publicly owned land, and negotiate and execute interagency agreements for housing development on public land.

17. Advocate for Housing Funds

Goal #: 1, 2, 5

Lead Agencies: CLA / Mayor’s Office
Supporting Agencies: LACP, HCID
Funding Source: General Fund

Advocate for adequate levels of affordable housing development and preservation funds from State, Federal and local sources. Support a permanent source of funding for the City, State and Federal housing trust funds and explore new methods for generating

funds locally (see Program 20). Obtain City Council support for State and Federal legislation and voter initiatives that create funding programs, create new sources of funds (i.e., bond initiatives, tax increment, etc.) and ensure that ongoing updates to funding regulations do not disadvantage the City. Advocate for changes in the state property tax welfare exemption to allow more affordable housing to qualify.

18. Finance the Construction and Maintenance of Permanent Supportive Housing for Homeless Persons (NEW)

Goal #: 5

Lead: HCID
Supporting Agencies: HACLA, LAHSA
Objective: Finance an average of 500 units per year
Finance long-term housing with supportive services designed to enable homeless persons with mental and physical disabilities to live as independently as possible in a permanent setting.

19. Street Outreach (Unified Homelessness Response Center) (NEW)

Goal #: 5

Lead Agencies: Mayor's Office, LAHSA
Supporting Agencies: CAO, BOS, LAFD, RAP
Funding Source: General Fund
Objective: Increase the number of people engaged who are linked to a housing resources by City Funded Outreach Teams, as well as the number of people connected to CES as measured by a new VI-SPDAT survey.

The Mayor's Office Coordinates the City's Unified Homelessness Response Center (UHRC), which co-locates leadership from critical City departments, LAHSA, and other partners in the same room at the Emergency Operations Center to respond to the street-based homelessness crisis together, in real-time, with services and engagement to bring people indoors. The UHRC provides a space for a more timely and effective response to street-based homelessness, leading with services and grounded in a unified incident command structure. LAHSA and other outreach partners will identify and assess the needs of people living in unsheltered locations and connect them to services and housing opportunities including security, hygiene, and safe sleeping resources. LAHSA provides: 1) Homeless outreach services via its Homeless Engagement Teams (HET) generalists, CARE-assigned outreach teams, and its Homeless Roadmap teams, 2) Participates in the UHRC, 3) Macro outreach coordination 4) Broader Coordinated

Entry System (CES) and programmatic support for programs that serve people who are experiencing street-based homelessness, 5) supports the City’s connection to, and integration with, other homeless service providers, and 6) homeless program guidance. LAPD officers work with LAHSA and BOS and other City departments in support of the Cleaning and Rapid Engagement (CARE) program and other UHRC functions. LAPD regularly engages with the community around the impact of unsheltered homelessness. RAP coordinates with LAHSA and UHRC to provide services to encampments located in parks and provides resources at public facing counters. LAFD’s EMS provides first-response medical services for health emergencies for the people that are unsheltered, collaborates with LAHSA to link people to services, and provides support during Red Flag days and during actual emergency situations, like brush fires, heavy rain, and extreme heat or cold. UHRC COVID-19 Response, which includes a number of the aforementioned departments, as well as other partners, like Community Organized Relief Effort (CORE), provides on-going testing and vaccinations for people experiencing homelessness.

20. New Local Revenue Programs to Increase Affordable Housing

Goal #: 1, 2, 5

Lead Agencies:	Mayor’s Office
Supporting Agencies:	LACP, EWDD, CLA, HCID, HACLA
Funding Source:	General Fund
Objective:	Support State and Federal bills that provide funds for affordable housing development and preservation in Los Angeles City in each legislative session. Increase the Affordable Housing Trust Fund.

Support additional permanent sources of affordable housing and renter protection funding for the City. Explore options for generating funds locally, including a progressive real estate documentary transfer tax, vacancy/empty land tax or speculation/flipping tax. Obtain City Council support for County, State and Federal legislation and voter initiatives that create funding programs or new sources of funds (i.e., bond initiatives, tax increment financing, support removal of barriers for affordable housing (e.g., repeal Article 34), upzoning programs, state surplus funding, new state affordable housing bonds, increasing HTF funding, etc.). Continue to advocate to allocate General Plan funding to new and existing affordable housing and housing stability programs.

21. Innovative Parking / Mobility Strategies in Housing

Goal #: 1, 3

Lead Agencies:	LACP
Supporting Agencies:	LADBS, LADOT
Funding Source:	General Fund, Parking Revenue Bonds, Special Parking Revenue Fund
Objective:	Incorporate updated parking recommendations and strategies into Community Plans, Specific Plans, the revised zoning code and Transit Neighborhood Plans. Monitor the effects of reduced parking incentives in programs such as TOC, 100% Affordable Housing and micro-unit development projects. Revised Transportation Demand Ordinance (TDM) including new requirements or incentives.

Encourage the utilization of alternatives to current parking standards that lower the cost of housing, support GHG and VMT goals and recognize the emergence of shared and alternative mobility. This includes provisions in the Modified Parking Requirements District Ordinance (2012), the updated Bicycle Parking Ordinance (2018), state Density Bonus law, affordable housing incentive programs, the development of mechanical and automatic parking structures and the establishment of parking impact trust funds as a means to fund shared parking facilities/structures. Establish new options for parking minimums in the new Zoning Code and evaluate the appropriateness of existing parking minimums citywide and during Community Plan Updates. Monitor the experience of low or no parking TOC and PSH developments, as well as changes in other major CA cities that have removed residential parking requirements and proposed recommendations to expand similar standards citywide. With new planning efforts, evaluate the current practice of counting above grade structures towards Floor Area Ratio (FAR), or instituting parking maximums in transit-served areas. Encourage “convertible design” of above ground parking structures in transit rich areas so they can later be converted to housing. Explore removing covered parking requirements and prohibitions on parking in driveways. Encourage unbundling the cost of parking from the cost of housing. Enact a Transportation Demand Management (TDM) ordinance to require certain new development projects to implement strategies such as supporting transit, telecommuting, walking, carshare, neighborhood shuttles, and other strategies that reduce vehicle trips. Accommodate alternative mobility devices, including bicycles and scooters, in parking facilities. Consider provision of discount parking passes or other incentives for shared vehicles. Facilitate the use of electric cars, shared vehicles and mobility devices. Prioritize parking for sustainable mobility modes, including private and shared bicycles and scooters, in parking facilities. Consider provision of discount

parking passes, etc. for shared vehicles. Facilitate the use of electric cars, e-bikes, shared vehicles, and micro mobility devices.

22. Systematic Code Enforcement Program (SCEP)

Goal #: 2, 3

Lead Agencies: HCID
Funding Source: SCEP Fees
Objective: Inspect up to 200,000 multi-family residential rental units annually for compliance with state health and safety codes and the Los Angeles Housing Code. Achieve code compliance with habitability standards within 120 days of systematic inspection. Initiate contact for complaint inspections within 72 hours of complaint receipt 80% of the time.

SCEP conducts proactive inspection of all multi-family rental housing regarding maintenance, use and habitability for compliance with the Housing Code and the California Health and Safety Code at least once every four years. Re-inspection of non-compliant properties is conducted until compliance is achieved. In addition to regular systematic inspections, complaints about code violations in individual units or common areas can be filed at any time by renters or property owners. In 2019 HCIDLA launched a TIER-based inspection program that establishes a two year frequency of inspections for properties that performed poorly in the previous 4 year cycle. In addition, SCEP provides an opportunity to property owners who are willing and able to legalize their illegal units through UDU and/or ADU Programs (see Programs 56 and 64 respectively), thereby avoiding displacement of occupants.

21. Foreclosure Registry

Goal #: 2, 3

Lead Agencies: HCID
Supporting Agencies: LADBS
Funding Source: Foreclosure Registration Fees
Objective: Maintain a database of contact information of all residential properties within the City of Los Angeles that are subject to Ordinance No. 183, 281 (Amended 2014).

Maintain and enhance a dashboard to show results and identify trends impacting neighborhoods, including statistics on initial foreclosure recordings (Notices of Default -

NOD) and on the portion of those defaults which proceed to foreclosure (Real Estate Owned - REO); continue education and awareness of Ordinance and increase outreach to over 95% of responsible parties on all new foreclosures recorded in the calendar year.

The Foreclosure Registry Ordinance (183281, Amended in 2014) was established in 2010 as a mechanism to protect residential neighborhoods, including abandoned properties, from blight through the lack of adequate maintenance and security as a result of the foreclosure crisis. Any lender (or beneficiary or trustee who holds or has an interest in a deed of trust) who either issues a notice of default or forecloses upon on a residential property located within the City of Los Angeles must register that property with and provide contact information to the Housing and Community Investment Department (HCID) in case any exterior blight issues arise on the property in relation to foreclosure, along with completing required monthly lender inspections for as long as the property remains in foreclosure.

23. Handyworker Program

Goal #: 2, 3, 4

Lead Agencies: HCID
Funding Source: CDBG
Objective: Enroll and assess potential repairs for a minimum of 120 households annually

Provide up to \$5,000 in home repairs for homeowners to improve safety, security and comfort for older adults age 62+. Some of these home improvements include wheelchair ramps, disabled access toilets, handrails, quick releases for bars on windows, ground fault circuit interrupter outlets, smoke and carbon monoxide detectors. Some services are also available to renters for up to \$300 of repairs (hand held showers, bath/shower seats, and grab bars)

24. Residential Rehabilitation of Public Housing

Goal #: 2,4

Lead Agencies: HACLA
Supporting Agencies:
Funding Source: Public/Private mix
Objective: 2,401 housing units replaced, created, or rehabilitated for low income and moderate income households (185 units developed on Rose Hill Courts site; 1,329 units developed on Jordan Downs site; 274 units developed through initial three

phases of Rancho San Pedro; 377 units rehabilitated at Pueblo Del Sol; and 236 units rehabilitated at first two phases of Dana Strand)

Identify public housing sites in need of major rehabilitation, redesign, and/or demolition and replacement, including modifications to housing units, office and community spaces. Improvements include changes in density, unit mix, site design, amenities, traffic circulation, and parking patterns without a net loss of affordable housing at current levels of affordability. Integrate enhanced programming, community and recreational spaces, and a mixture of uses in certain locations to promote community economic development. Promote the HACLA Vision Plan goals of preserving affordability, increasing the number of Affordable Housing units, revitalizing communities, strengthening partnerships and improving housing stock. Provide new construction affordable homeownership options as part of repositioning public housing sites. Complete rehabilitation of Pueblo Del Sol and Dana Strand. Complete all phases of revitalization efforts at Rose Hill Courts and Jordan Downs, and complete initial phases of Rancho San Pedro revitalization. Complete transformation plan, specific plan, and program plan for William Mead, identify funding sources, and begin initial phases of revitalization.

25. Utility Maintenance Program

Goal #: 2, 3

Lead Agencies: LADWP
Supporting Agencies: HCID
Funding Source: RSO Fees and SCEP Fees
Objective: LADWP-referred cases: 30
DWP utility shut-offs prevented through issuance of payments: 130

Prevent termination of utility service and displacement of tenants in multi-family master-metered properties when owners fail to pay utility bills. Apartment buildings are referred to the program, and tenants pay rent to the City and avoid utility shut-off, until the property owner pays all delinquent utility bills. If tenants choose not to participate in UMP, electric and water services are subject to disconnection.

26. Mobile Home Parks

Goal #: 2

Lead Agencies: LACP

Funding Source: General Fund
Objective: Assist 100 mobile park tenants. 250 market-rate mobile home park pads in residential areas are preserved.

Preserve and expand residential use of mobile home parks within residential areas. Identify mobile home parks, including non-conforming, and identify protections through the community planning process. Support legislation that expands local authority over conversion of mobile home parks to ownership structures. Provide relocation benefits to mobile home park occupants. Facilitate access to purchase and mortgage assistance to tenants in the event of conversion to ownership. Consider expanding areas and zoning designations where mobile homes, park trailers (tiny homes) and recreation vehicles can be used for habitation. Protect mobile home tenants from predatory housing practices, including buying mobile home land and evicting tenants. Consider expansion of RSO provisions (cross reference RSO program). Evaluate the use of innovative subdivisions (program 3) to protect mobile home residents.

27. Preservation of Restricted Units At-Risk of Converting to Market Rate

Goal #: 2, 4

Lead Agencies: HCID
Funding Source: AHLF and SB 2
Objective: Preserve and/or extend the affordability of 300 deed-restricted affordable housing units annually. Monitor the risk of converting to market rate for 9,412 units. Contract a non-profit to enforce state noticing laws.

The City's Preservation Program, administered by HCIDLA, is focused on maintaining the livability and affordability of units "at-risk" of conversion to market rate due to expiring covenants. The Preservation Program uses HUD's definition of "at-risk units," which is those with covenants set to expire in five years or less. HCD defines "at-risk" as those units set to expire in ten years or less. The program provides gap financing to projects using 4% LIHTC financing, which are occupied. Rehabilitation is defined as repairs, improvements, replacements, alterations, and additions to existing properties. The purpose of the program is to monitor and report on assisted affordable housing at-risk of conversion; involve property owners and residents of identified at-risk units in preservation efforts; create non-financial strategies and support Citywide and inter-agency efforts to create strategies for preserving at-risk housing; and provide gap financing to affordable housing developments at risk of converting to market rate within the next five to ten years.

HCIDLA is pursuing initiatives, which include research of legislative and administrative measures to require that rental housing with expiring federal and/or state subsidies and/or affordability protections are offered for sale first to qualified preservation purchasers at market value. In addition, HCIDLA will secure an entity to design the program guidelines of the Preservation Program that will be used to direct future AHLF and SB 2 (Permanent Local Housing Allocation) funding. Guidelines will identify the target population, type of financial assistance that will be provided, eligible uses, and requirements for eligibility.

28. Replacement Unit Program for Selected Sites (NEW)

Goal #: 2

Lead Agencies: LACP, HCID
Supporting Agencies: LADBS
Funding Source: General Fund, HCID Replacement Determination Fees
Objective: In order to mitigate the loss of affordable housing units, require new housing developments to replace all affordable housing units lost due to new development.

The City will, upon adoption of the Housing Element, adopt a policy and will require replacement housing units subject to the requirements of Government Code section 65915, subdivision (c)(3) on all sites identified in the site inventory when any new development (residential, mixed-use or nonresidential) occurs on a site that is identified in the inventory meeting the following conditions: 1) currently has residential uses or within the past five years has had residential uses that have been vacated or demolished, and 2) was subject to a recorded covenant, ordinance, or law that restricts rents to levels affordable to persons and families of low or very low-income, or 3) subject to any other form of rent or price control through a public entity's valid exercise of its police power, or 4) occupied by low or very low-income households

29. Enforcement of No Net Loss and Affordable Housing Replacements Requirement

Goal #: 2, 4

Lead Agencies: LACP, HCID
Funding Source: General Fund, Developer Fees
Supporting Agencies: LADBS, LADOT,
Objective: Complete approximately 122 new AB 2556/AB 2222 replacement determinations per year. Complete approximately 200 new SB 330 replacement determinations

per year. Prepare and record approximately 229 affordable housing covenants per year.

Implement no net loss and affordable housing replacement requirements for CA HSC §65915(c)(3)(A) for affordable housing incentive program projects (Density Bonus, TOC, etc.) and projects built on any property in the Inventory of Sites (see Appendix 4.1). In addition, through 2026, enforce these same state requirements for all discretionary multifamily projects subject to SB 330 (2019), as well as enforce a tenant's right to return to a comparable unit in the new building and the right to remain in a unit for up to six months prior to demolition. Evaluate whether to extend (or revise, if needed) SB 330 replacement and tenant protections past SB 330's sunset date in 2026. Also study the financial and programmatic feasibility of amending the City's policy regarding replacement of RSO units to require 1:1 replacement as lower income units under the existing optional provisions of CA HSC §65915(c)(3)(A).

The City will adopt a policy and will require replacement housing units subject to the requirements of Government Code section 65915, subdivision (c)(3) on sites identified in the site inventory (see Program 27 and 28).

30. New Models of Acquisition, Rehabilitation and Preservation (NEW)

Goal #: 2

Lead Agencies: HACL A
Funding: HACL A and City sources such as the Affordable Housing Linkage Fee. Additional private and non-profit debt and equity partners will be identified in the strategy.
Objective: HACL A will aim to increase its portfolio through acquisition with a goal of 750 units by 2022, 2,500 units by 2025, and 5,000 units by 2030.

Explore public and private partnerships to facilitate the preservation of naturally occurring affordable housing. Explore new models to preserve affordable housing by taking it off the private market and into public ownership, community land trusts or other socially-minded entities by leveraging available resources such as the low-income housing welfare tax exemption, HACL A'S local government ownership property tax exemption and housing revenue bond issuance authority for low- to moderate-income housing, new SB 1079 (2020) requirements around foreclosed small multifamily properties, as well as other programs. HACL A will utilize its own financial resources, including its line of credit, internal reserves, and/or its ability to issue mortgage revenue

bonds, to pilot and advance acquisition and infill strategies to increase the number of units HACLA offers for affordable housing. Additionally, HACLA will explore mixed-income acquisitions, with a portion of market rate units that will generate revenue to subsidize income restricted units. HACLA will work to expand access to capital by forging new partnerships with conventional equity investors, lenders, nonprofit and for-profit sponsors, funds, and developers seeking to leverage HACLA's resources and/or development and asset experience to create and preserve affordable housing. HACLA will also work to identify partnership projects in which it will hold an equity position that will allow for it to receive acquisition and developer fees and a share in ongoing cash flow, which it may reinvest into additional properties.

31. Rent Adjustment Program for RSO Housing

Goal #: 2

Lead Agencies: HCID
Funding Source: RSO Fees
Objective: Process approximately 1,200 rent adjustment applications annually; Approve \$70 million in property improvements annually.

Administer six RSO programs that permit owners to recover partial costs and adjust rents through either temporary or permanent rent increases. These programs work to preserve the City's rental housing stock by encouraging landlords to reinvest in their rental units by providing a reasonable return on their investments, while protecting tenants against unwarranted rent increases.

32. RSO Enforcement

Goal #: 2

Lead Agencies: HCID
Supporting Agencies: OCA
Funding Source: RSO Fees
Objective: Investigate and identify violations of the RSO in order to ensure tenant protections afforded under the RSO. Ensure renters can maintain residence in safe rental units without the threat of arbitrary eviction. Ensure renters can afford to stay in their rental residences by stabilizing rents. Investigate and enforce 10,000 annual complaints of RSO violations and refer non-compliant cases to the City Attorney's office for further enforcement.

Enforce registration of rental units and rent levels, prevent unlawful evictions, identify illegal rent increases and preserve stabilized rents, obtain reimbursements for any and all overpayment in rent beyond the allowable annual percentages, obtain monetary or service replacements for services reduced or lost, ensure relocation assistance monies for eligible tenancies, enforce posting of RSO notice on site, and enforce lawful methods of rent payment.

33. RSO Inventory Monitoring (NEW)

Goal #: 2

Lead Agencies: HCID

Objective: Identify properties newly subject to the RSO

Research and investigate property records, such as properties with new additions/construction, or property RSO designation disputes to identify properties subject to the RSO. Issue RSO determinations and require registration of RSO units and payment of annual fees. Maintain records of properties exempt from the RSO and rent registration requirements. Track demolitions and conversions of RSO properties. Monitor rental units removed from the rental housing market.

34. Public Housing Annual Inspections

Goal #: 2, 3

Lead Agencies: HACLA

Funding Source: HACLA Operating Funds

Objective: All public housing units are inspected annually. All Section 8 units inspected annually. Abate lead-based paint hazards in 280 units.

Conduct annual inspections of public housing units and ensure that needed repairs are completed. Conduct annual/biennial inspections of units supported by Section 8 rental assistance. Conduct environmental assessments and testing for lead-based paint at public housing sites and within individual units as necessary and abate lead-based paint hazards as identified.

35. Healthy Homes and Lead-Safe Housing

Goal #: 2,3

Lead Agencies: HCID

Funding Source: HUD rehabilitation loan sources

Objective: 70 households will be remediated and made lead safe to prevent lead poisoning in children under the age of six

Provides grants to property owners to make their properties lead-safe and to eliminate health and safety hazards. Grants are primarily targeted to low-income families with children under the age of six. The program also provides education regarding the dangers of lead-based paint and health and safety hazards.

36. Urgent Repair Program

Goal #: 2,3

Lead Agencies: HCID
Funding Source: CDBG, SCEP Fees
Objective: To immediately address critical habitability problems in multi-family buildings, such as lack of heat, lack of sanitation, and lack of weather protection, where the landlords have refused to address these problems thereby preventing substandard/hazardous living conditions.

The Urgent Repair Program addresses immediate critical habitability issues in multi-family buildings where the landlords have refused to address these issues, and thereby protects tenants from living in substandard/hazardous conditions.

37. Virtual Inspection Pilot Program (NEW)

Goal #: 3

Lead Agencies: LADBS
Funding Source: General Fund
Objective: Perform 8,000 virtual inspections annually

The Virtual Inspection (VI) Program was launched on June 11, 2020 to provide LADBS customers and inspection staff with an innovative way to achieve timely inspections through real-time video streaming from construction sites. The VI Program is anticipated to reduce wait times, improve efficiency, and promote the health and safety of LADBS customers and staff. Since the VI Program inception to March 1, 2021, LADBS has successfully conducted 2,485 inspections.

38. Rent Escrow Account Program (REAP)/Utility Maintenance Program

Goal #: 2, 5

Lead Agencies: HCID
Objectives: Monitor active REAP Cases and ensure timely closure for compliance. Prevent 50 essential service shut-offs through the release of REAP/UMP funds.

With the Rent Escrow Account Program (REAP), established in 1988, tenants may voluntarily place their rents into an escrow account when the landlord has failed to correct cited housing code violations and other deficiencies within the time permitted (LAMC Section 162.00 et seq.). REAP provides a just, equitable and practical method, in conjunction with and in addition to existing City and State Building and Safety Codes, to provide economic incentives for a landlord to quickly bring their buildings into compliance. The REAP program administers escrow accounts for substandard residential buildings and prevents termination of essential services when owners fail to pay utility bills. The REAP program contracts with landlord and tenant outreach organizations to provide educational information to landlords and tenants in the REAP program.

39. Maintain Property Ownership Data for Los Angeles Rental Properties

Goal #: 2

Lead Agencies: HCID
Objective: Maintain current and historical property ownership data records for all Los Angeles residential rental property for program revenue purposes and a reference source to support other HCIDLA programs.

The Billing Information Management System (BIMS) application was designed and developed to monitor, track, and interact in the billing and collections of RSO, SCEP, and Code Services' Program fees. BIMS houses critical data on property profiles, along with historical and current ownership data for more than 1.2 million residential units' subject to these Programs. Additionally, the data is validated to ensure the integrity in the issuance of Certificates of RSO Registration, that lawfully permits the collection of rents in the City of Los Angeles. BIMS provides historical data on program and unit-specific subjectivity and eligibility; ownership, fees billed/paid, APN status (active/obsolete) and supports the goals and mission of the Department.

40. Due Process Hearing

Goal #: 2

Lead Agencies: HCID

Objectives: Conduct 1,300 hearings

The HCIDLA administers General Manager (GM) hearings and Rent Adjustment Commission (RAC) appeal hearings under the authority of and in accordance with the Housing Regulations (Chapter XVI), Rent Stabilization Ordinance (LAMC, Chapter XV) and the RAC Regulations, thus affording the landlords, tenants and other interested parties their due process rights. At the hearings, parties have the opportunity to present their case in a public and safe forum. Due to the COVID-19 pandemic, hearings have been converted to remote hearings with parties participating by phone or computer. Translation services are provided if needed for any party in dozens of languages. There are 14 types of hearings, which include: Code; Rent Escrow Account Program (REAP); Utility Maintenance Program (UMP); REAP and UMP Release of Escrow; Urgent Repair Program (URP), Tenant Relocation Assistance; Tenant Habitability Program (THP); Primary Renovation; Capital Improvement; Just and Reasonable; Luxury Exemption; Income-Based Relocation Payment; Residential Hotel; and Relocation Assistance.

41. Housing Choice Voucher Program

Goal #: 2, 4

Lead Agencies: HACLA
Funding: HUD Section 8 funds
Objective: Maintain 51,163 Section 8 vouchers for very low-income households.

Provide rental assistance to 51,163 very low-income families in the form of vouchers that cover a share of the monthly rental payment of privately-owned market rate rental housing. Continue outreach to potential landlords and to streamline the program administration. HACLA will continue to assess effectiveness of voucher assistance and mobility-related services to families with children to encourage such families to move to lower-poverty areas, to expand their access to opportunity areas, and to evaluate the effectiveness of the strategies pursued under HUD's Mobility Demonstration Voucher NOFA.

42. Section 8 Vouchers for Disabled and Elderly Households

Goal #: 4

Lead Agencies: HACLA
Objective: Continue to provide 375 vouchers.

Under specialized programs, provide rental assistance to very low-income persons with disabilities and to elderly persons in the form of vouchers that cover a share of the monthly rental payment of privately-owned market rate housing. Specialized programs include: Aftercare Program for persons in rehabilitation programs and/or receiving supportive services related to their disability; Hope for Elderly Independence Program for frail elderly persons who have difficulty performing daily living activities; Mainstream Housing Opportunities for Persons with Disabilities; Medicaid Waiver Program for Medicaid-eligible disabled persons to continue living in their homes rather than being placed in care facilities.

43. Historic Preservation

Goal #: 3

Lead Agencies:	LACP
Funding Source:	General Fund
Objective:	Expand the number of HPOZs and HCMs. Process 25 Mills Act applications each year. Conduct an assessment of the Mills Act program to inform new implementation and processing strategies (including a consideration of waiving fees to lower income applicants). Expand the use of objective standards. Study the provision of a historic rehabilitation grant program for low-income homeowners in HPOZs. Partner with a non-profit to create a historic property rehabilitation technical assistance program to encourage and facilitate maintenance and restoration of historic properties in lower income communities.

Designate historic and culturally significant neighborhoods as Historic Preservation Overlay Zones (HPOZs) and individual buildings as Historic-Cultural Monuments (HCMs). Such designations allow historic residential buildings to qualify for tax incentives and other incentives for their rehabilitation and adaptive reuse. Prioritize the initiation of proactive nominations of new Historic-Cultural Monuments that reflect the histories of communities of color within Los Angeles. Explore the provision of additional incentives for the rehabilitation of affordable housing and for low-income homeowners of historic properties in HPOZs. Expand the use of objective review standards in HPOZ Preservation Plans for Accessory Dwelling Units and other entitlements that require ministerial review. Administer the Mills Act to allow qualifying owners of historic properties to receive a potential property tax reduction and use the savings to help rehabilitate, restore and maintain their homes. Utilize the results of Survey LA to inform

future preservation decisions including identifying future HPOZs, conservation districts or HCM designation for single-family and multi-family buildings.

44. Property Management Training Program

Lead: HCID
Objective: Advise property owners on how to improve the management of their properties.

The Property Management Training Program instructs property owners on how to improve the management of their properties. The training encompasses marketing, preparing units for rental, repair and maintenance of the property, techniques on early detection of drug and gang activity, and the use of rental agreements and leases to enforce house rules.

45. Enforce, Monitor, and Preserve Affordable Housing Covenants

Goal #: 2

Lead Agencies: HCID
Supporting Agencies: LACP, HACLA
Objective: Maintain a database to monitor affordable housing covenants, Annual reports on the status of the affordable housing inventory (Housing Element APR); Monitor and enforce compliance with affordability covenants (HCID); Preserve and/or extend the affordability of 500 units annually currently part of the City of Los Angeles affordable housing stock. (previously 500 units/yr)
Funding Source: General Fund

HCID will continue to maintain a database of existing housing units citywide serving very low-, low- and moderate-income households, including the location, affordability expiration date, income level served and mechanism used to create the units. Ensure affordable units are occupied by tenants that income-qualify to live in the unit. Provide occupancy monitoring for the City's deed-restricted affordable housing stock. Track new construction, conversion, preservation affordability covenants, and demolition of affordable housing units, including affordable housing production in relation to the City's Article 34 production targets. Create and monitor regulatory agreements and land use covenants for compliance with affordability restrictions which have been produced with loans, grants and/or land use incentives/requirements. Monitor and report on identified assisted affordable housing at-risk of conversion annually through the Annual Progress

Report. Involve property owners and residents of identified at-risk units in preservation efforts. Create non-financial strategies and support Citywide and inter-agency efforts to create strategies for preserving at-risk housing. Publish annual reports on the creation of affordable housing, i.e. the Annual Progress Report on the Housing Element (APR). Adjust goals and program priorities in accordance with changing needs and resources. Facilitate reports that include information on the local and citywide affordable housing inventory.

46. Housing Element Sites Inventory Update

Goal #: 1

Lead Agencies: LACP
Supporting Agencies: HCID
Funding Source: General Fund
Objective: HE Site Identification added onto ZIMAS. Create a guide for Project Planners to make findings on Inventory Parcels. Develop internal tracking of development on Housing Element Sites.

Identify parcels that have been included in the Housing Element inventory of sites on ZIMAS with a Zoning Information (ZI) designation indicating the number of units at each income category as well as any additional Housing Element law allowances and requirements (e.g. replacement requirements for all sites and a by-right allowance with 20% affordable at Lower income for sites identified in two consecutive cycles). Monitor and track the redevelopment of sites on the inventory to maintain adequate sites throughout the planning period. If approving a development of a parcel identified in its Housing Element sites inventory with fewer units than shown in the Housing Element, either make findings that the Housing Element's remaining sites have sufficient capacity to accommodate the remaining unmet RHNA by each income level, or identify and make available sufficient sites to accommodate the remaining unmet RHNA for each income category. Make adjustments in the next inventory of sites to better reflect realistic capacity and likelihood of redevelopment and inform the development of the citywide growth strategy in Program 51.

47. Monitor and Report on Housing Production Goals

Goal #: 1

Lead Agencies: LACP
Supporting Agencies: HCID, HACLA, LADBS
Funding Source: General Fund

Objective: Quarterly and annual summaries on residential building activity. Annual Progress Report on the City's housing production and preservation goals and accomplishments (Housing Element APR). Maintain interactive housing dashboard websites and open data portals to display some of the most commonly requested and important housing related information. Expand sharing of public data on other topics.

Track progress toward Housing Element programs for each department (Housing Element APR). Identify and track new residential development, including affordable housing (by income category), single family and multifamily units, additions and alterations. Monitor and track demolitions and conversions citywide and by Community Plan Area. Publish regular summaries and reports on changes in the residential stock. Monitor housing production in relation to RHNA goals through the Annual Progress Report (APR), and publish data for the public through the Open Data website as well as agency websites, such as the LACP Data Dashboard. Monitor the inventory of affordable and RSO units within Community Plan Areas subject to Measure JJJ. Maintain and expand citywide housing data dashboards for topics of public interest and develop tracking systems and reporting to facilitate monitoring housing production and preservation programs. (HCIDLA's dashboard currently tracks Measure HHH, Ellis Act removals, RSO units and THP; City Planning's tracks Density Bonus, TOC, ADUs, as well as units proposed and approved). Continue to staff the Eviction Data Task Force (HCIDLA, LACP, LADBS) to better monitor and report data related to Ellis Act removals, particularly with regards to development activities. Use this data to inform policy. Continue to maintain the Citywide Housing Production System and develop reports to facilitate tracking the City's housing production and any covenants which address affordability requirements, such as restrictions on land use, occupant income, rent levels and sales prices.

48. Update Density Bonus and Other Affordable Housing Incentive Programs

Goal #: 1

Lead Agencies: LACP
Supporting Agencies: HCID
Funding Source: REAP, SB 2
Objective: Develop annual reports on affordable housing units

produced as a result of land use incentives. Make revisions to the density bonus provisions in the Code. Update the Affordable Housing Incentives Guidelines.

As part of the RHNA Rezoning Program 120, pursue an update to the Density Bonus Ordinance, which should also seek to incorporate other citywide land use incentive programs such as Transit Oriented Communities (TOC), Value Capture Ordinance, CPIO, PSH Ordinance, etc. Develop strategies to promote greater affordability, particularly in strong market areas; strengthen anti-displacement, housing replacement and right to return requirements; create permanent or 99-year affordability terms for affordable units in mixed-income projects; and create more incentives for certain important housing typologies including 100% affordable projects, senior/disabled/large family housing, housing along Commercial corridors and adjacent Parking (P) zones, micro units in Regional Centers, missing middle housing typologies, and affordable housing on public land, religious and educational institutional land, land donation, etc. Also update the Affordable Housing Incentives Program Guidelines to provide greater guidance and clarity about available incentives. Track the production of affordable housing units produced as a result of density bonus requests.

49. Targeted Zoning Allocations by Community Plan Area

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	HCID
Funding Source:	REAP
Objective:	Create a Citywide Housing Needs Assessment by Community Plan Area, including a methodology to allocate housing targets, including Affordable Housing units. regarding equity, access to opportunity, and anti-displacement

Pursue the creation of a community housing needs assessment process that allocates the citywide RHNA to Community Plan Areas based on a methodology that reflects citywide priorities, including traditional growth criteria (proximity to transit, jobs and amenities) as well as considerations regarding equity, access to opportunity, and anti-displacement. More guidance should also be provided regarding the development of local incentive programs and policies to address local needs. Consider other ways to align regional, citywide, and local planning for housing, such as aligning capacity methodologies and assumptions. Identify the housing needs of each community when

each Community Plan is updated and address them in alignment with Citywide Housing Priorities. Concurrently, HCID is developing an Affordable Housing Sites Analysis tool, intended to complement citywide RHNA, that will identify parcels that are most competitive for local, state and federal funding programs and meet low-income housing goals.

As part of the current Housing Element update, adopt a program for the future update to the City's General Plan growth strategy to create a new community housing needs assessment methodology to establish housing goals and zoning targets for each Community Plan Area, by income category. The process could be based upon citywide housing production goals and utilize a methodology that would balance traditional factors such as job and transit access with a new prioritization for high opportunity areas, anti-displacement and other equitable housing considerations. The outcome of this process would include the creation of numerical housing goals and zoning targets for each Community Plan Area, and subareas, by income category.

50. Update the Citywide Growth Strategy to Meet Housing Needs (NEW)

Goal #: 1

Lead Agencies:	LACP,
Supporting Agencies:	All (ED 19 Cabinet)
Funding Source:	REAP, General Fund
Objective:	Prepare background studies and create an engagement tool to help evaluate and communicate the trade offs of different growth scenarios; Draft and adopt an updated growth strategy (Framework Element).

Update the citywide growth strategy (currently called the Framework Element) as part of an update to the citywide Land Use element of the General Plan. With regards to housing, prepare background studies on historical land use/housing inequities, infrastructure needs to support housing, economic/market demand, anti-displacement strategies, sustainability, resilience and other important issues. Organize information into a web-based format that allows the public to explore different growth considerations and offer feedback on which criteria they would like to see prioritized. Evaluate total citywide capacity for housing in relation to existing and proposed citywide housing needs and establish production targets to ensure that the City can realistically accommodate the planned housing. Ensure that the growth and land use distribution strategy aligns with citywide goals around equity and sustainability. Implement

strategies to better align the citywide housing needs assessment with citywide and community level housing growth targets and priorities (see Programs 56, 100).

51. Data for Evaluating Housing Need

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	HCID, ITA, SCAG
Funding Source:	General Fund,
Objective:	Maintain database of current socioeconomic and demographic data on the LACP website. Publish periodic reports of socioeconomic and demographic data. Collaborate on regional demographic projections.

Maintain a public database of demographic data (including population, employment, income, and housing) within the City and within each Community Plan Area to enable the ongoing evaluation of citywide and local housing needs. Publish regular reports of socioeconomic and demographic data on a citywide basis and by Community Plan Area. Publish special reports of socioeconomic and demographic data in response to unique requests. Provide socioeconomic and demographic data to the public through various outlets, including the LACP website. Assist the U.S. Census Bureau with outreach and education to the community in order to obtain more complete and accurate data collection and reporting in the 2030 Census, particularly with regard to data necessary for assessing the City's Housing needs. Collaborate with Federal, State, regional and County agencies to produce and collect data to support the City's planning purposes and to provide local inputs to ensure accuracy. Track data that correlates with an unhealthy housing market, such as high rates of overcrowding and low rates of vacancy, to understand the changing severity of the housing crisis. HCID will continue to assist with providing local housing data such as the Affordable Housing Registry, RSO, and Ellis Eviction data.

52. Integrate the Housing Element and the Consolidated Planning Process

Goal #: 1, 2, 3

Lead Agencies:	HCID
Supporting Agencies:	LAHSA, HACLA
Funding Source:	CDBG, HOME, ESG, and HOPWAGeneral Fund
Objective:	Integrate the Housing Element with the 1 and 5-year Consolidated plans.

The Consolidated Plan is an assessment of affordable housing and community development needs and market conditions required by HUD to help make data driven, place-based investment decisions. The Plan requires the City to assess housing needs and barriers to housing and outlines the funding priorities for the use of Federal programs including CDBG, HOME, ESG and HOPWA. The next 5-year plan (2023-2027) will integrate the needs and constraints section of this Housing Element and build off the goals, policies, and programs outlined in this report.

53. Disaster Resilience and Recovery

Goal #: 3

Lead Agencies:	LACP
Supporting Agencies:	HCID, HACLA, LADBS, EMD, LAFD
Funding Source:	General Fund, DHS/FEMA, AHTF
Objective:	Support property owners in safely rebuilding residential properties after a disaster. Support tenants in finding and maintaining safe, permanent housing following a disaster. Ensure that hazard information from safety documents is integrated into land use decisions.

Provide assistance in obtaining land use entitlement approvals, building permits, emergency funds, coordinating inspections and other necessary activities in order to facilitate the required demolition of hazards and the repair, restoration and rebuilding of damaged structures when it is safe to rebuild (as provided for in L.A.M.C. Sections 12.23 A.4, 12.23 A.5, and 12.24 X.16). Allow for a temporary use of land permit to allow a Recreation Vehicle to be used for temporary shelter when the existing dwelling on the same lot has been destroyed by a disaster LAMC 12.22 A.17. Assist tenants displaced by a disaster in obtaining the right to return for rebuilt units. In the event of a natural disaster, connect tenants and landlords with resources to repair buildings quickly and return residents to their homes as soon as it is safe. Seek emergency funds from Federal and State sources. Integrate hazard information into the process of making land use decisions. Evaluate how best to adapt housing to changing climate conditions and protect vulnerable residents from repeat loss events through programs included in the Venice Local Coastal Program, Community Plan Updates and other geographically specific plans. Use local pilot programs to inform broader citywide considerations of climate change and hazard areas. Explore ways to amend codes in very high fire hazard severity zones and other hazard areas to better protect life and safety.

54. Expedite Affordable Housing Projects

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	LADBS, HCID
Funding Source:	General Fund
Objective:	Prioritize affordable housing projects to expedite processing of permits and any related entitlements. Reduce the need for entitlements and reduce entitlement and permit processing times for affordable housing projects by up to 12 months. Adopt amendments to the Affordable Housing Incentives Program Guidelines to facilitate better understanding of the various affordable housing incentive programs. Assist 50 affordable housing projects per year through the Priority Housing Program. Reduce entitlement processing time for PHP projects by up to three months

All City agencies will assist publicly-assisted affordable housing projects to receive priority treatment in the building permit and entitlement process. LACP will provide priority case processing under the Priority Housing Program (PHP) program for 10+ unit projects that provide at least 20% lower income affordable housing as well as provide one-on-one assistance to all affordable housing projects. Assign additional staff when case demand is high to ensure at least 25% faster timelines than regular projects. Create processes that allow projects within a certain threshold of affordability to proceed along a faster entitlement path, avoiding discretionary review. LADBS will provide expedited services through their Affordable Housing Section under the Housing Streamlined Approval Process (HSAP), which is an optional streamlined process that allows applicants to submit the project in phases (zoning only, architectural, structural) instead of requiring a full complete set of plans for submittal. Departments will follow the inter-departmental coordinated review plan contained in the 2020 Funding Form Instructions for Affordable Projects memo (until superseded). Allow projects to take advantage of the Parallel Design Permitting Program (PDPP) and Development Services Case Management (DSCM) at lower thresholds than projects without affordable housing. Explore creation of a homeless and affordable housing strike team, working across departmental and jurisdictional lines to speed up every aspect of the process. Consider unique procedural requirements for 100% Affordable Housing projects including shorter appeal times and modifying Site Plan Review thresholds to an administrative review process.

55. Implement CEQA Streamlining Measures

Goal #: 1

Lead Agencies: LACP
Funding Sources: General Fund
Objective: Allow for streamlined environmental review (i.e. SCEA) required for Infill and Transit Priority Projects. Assist 10 Transit Priority Projects and Infill Projects per year. Adopt “uniformly applicable development policies”. Develop streaming tool templates.

Facilitate the utilization of Statewide CEQA streamlining measures, including those that implement the regional Sustainable Communities Strategy (SB 375) and those that promote infill projects (SB 226). Promote Transit Priority Projects by completing program-level Environmental Impact Reports that analyze potential impacts when undertaking community planning efforts. Adopt “uniformly applicable development measures” that would substantially mitigate the effects of infill projects. Create necessary policies and procedures to facilitate streamlining efforts. Develop templates for such streamlining tools as SCEAs and SCPEs. Aim to make more projects that achieve Citywide Housing Priorities to be exempt from or receive CEQA streamlining.

56. Unapproved Dwelling Units (UDU)

Goal #: 2

Lead Agencies: LACP
Funding Source: General Fund
Objective: Process 65 applications per year to preserve 100 affordable units. Identify requirements that pose compliance difficulties for legalization projects. Adopt amendments to the Zoning Code to alleviate challenges

Identify Zoning Code requirements that typically pose challenges in the preservation, rehabilitation and legalization of existing housing. Amend the Zoning Code to facilitate rehabilitation of housing to habitable levels rather than encouraging demolition or disinvestment. Examine the effectiveness of the Unapproved Dwelling Unit (UDU) Ordinance and identify remaining barriers towards the preservation of unpermitted units. Promote legalizations of existing units through ADU law, and implement state law on allowing time to legalize illegal ADUs and unpermitted dwelling units.

57. Improvements to Development Processing

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	LADBS, LADOT, Bureau of Engineering, LAFD
Funding Source:	General Fund
Objective:	Increase the number of cases processed as ADM Clearances and Ministerial cases, while decreasing the percent of projects processed as discretionary entitlements. Development of a multi-departmental case clearance system.

Look for opportunities to reduce project review time across departments. Coordinate the review and clearance process across departments, allowing applicants to easily identify which clearances are needed and how to obtain them through an all inclusive, clear, predictable, customer-based, project-oriented process from pre-development to occupancy. Identify opportunities to place projects on a faster city planning review timeline, reducing the total number of discretionary entitlements in favor of ministerial entitlements and administrative clearances. Build relationships between departments at the Development Services Center to foster more regular information sharing. Undertake regular fee studies in order to achieve full cost recovery and timely processing of applications. Revise procedures to ensure processing time limits in accordance with the Permit Streamlining Act. Transition applications to electronic review and stamping.

58. Development and Design Standards

Goal #: 3

Lead Agencies:	LACP
Supporting Agencies:	LADBS, LADOT, BOE and Bureau of Street Services (Streets LA)
Funding Source:	General Fund
Objective:	Include development and design standards in 10 Community Plans

With each comprehensive update of a Community Plan, incorporate clear design standards for development at a neighborhood level to promote pedestrian safety and comfort. Adopt implementation tools, such as Community Plan Implementation Overlay districts zones and design guidelines, to guide new development and protect existing architectural context. Explore mechanisms to address better transitions between single family and multi-family development, between commercial and residential development, and between industrial and residential development. Promote the use of the Citywide

Design Guidelines. Enforce the Baseline Mansionization Ordinance—and create new Residential Floor Area districts to protect existing architectural context. Disincentivize oversized single-family homes in multiple-family zones by applying BMO and BHO floor area limits. Support the work of the Urban Design Studio (see Program 79).

59. Low-Rise Infill Housing Research and Design Initiative (NEW)

Goal #: 3, 1

Lead Agencies:	Mayor's Office
Supporting Agencies:	LACP, HCID, HACLA
Funding Source:	Mayor's Fund
Objective:	Create a White Paper with at least five potential high value recommendations regarding low-rise infill housing alongside new findings on the underlying economics and market potential of such housing for potential use in rezoning efforts and policy development by 2022

As a partner component to the Mayor's Low Rise Design Competition (2021), the Mayor's Office has been working with the Urban Institute Housing Finance Policy Center to conduct quantitative and qualitative research and will be publishing a White Paper in 2021 to articulate the potential of housing units produced at a low-rise moderate-density scale and to identify high-potential policies at the local and state level to maximize these benefits. This paper will help guide the focus, priorities, and projects for future policies and programs related to approximately 2-4 unit (per lot) housing development within low-rise neighborhoods. The overall initiative has a goal of improving knowledge and awareness of the potential affordability, ownership accessibility, sustainability, and public health benefits that new housing units produced in low-rise, moderate-density contexts could provide for low- and moderate- income households in Los Angeles and demonstrating how innovative design can help increase the housing supply, build agency, prevent displacement of existing communities, and reduce overcrowding that poses a threat to public health and well-being.

60. Zoning Code Revision

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	LADBS
General Fund:	General Fund
Objective:	Adopt ordinances and a brand new Zoning Code that

establishes clear and predictable regulations. Identify targets in all Community Plans. Facilitate 2,000 housing units in mixed use developments.

Complete a comprehensive revision of the City's Zoning Code that includes the following major deliverables: a clear and predictable Zoning Code that will apply to Los Angeles's diverse needs and neighborhoods; and an online Zoning Code that will allow for a customized and interactive online experience. Among other improvements, the new Zoning Code is anticipated to improve flexibility in creating new Zones with variable density, forms, frontages, transitions, and design standards. Facilitate the development of mixed-use projects through the use of incentives and regulations, such as Residential Accessory Services (RAS) zones, Community Plan Implementation Overlay districts (CPIOs), ground floor commercial requirements and Mixed-Use Overlay Districts, density bonus and TOC incentives and other citywide ordinances (Linkage Fee). Utilize the new zoning system to adopt appropriate ordinances, guidelines, and implementation mechanisms in conjunction with Community Plans. Encourage and incentivize community amenities such as day care, green space, grocery stores, etc. as part of housing developments. Work alongside communities to identify which amenities are most desirable. Completion of this project will result in transparent, more accessible land use regulations, understandable to stakeholders at all levels of familiarity with the Zoning Code.

61. Provide Adequate Sites for Lower Income Households on Nonvacant and Vacant Sites Previously Identified (NEW)

Goal #: 1

Lead Agencies:	LACP
Supporting Agencies:	HCID
Funding Source:	General Fund
Objective:	Create opportunity for at least 58,800 units of rental housing for lower income Households on at least 21,000 sites, within three years

The City will rezone to allow developments by-right pursuant to Government Code section 65583.2(i) when 20 percent or more of the units are affordable to lower income households on sites identified in Appendix 3-A, 3-C, and 3-D to accommodate the lower income RHNA that was previously identified in past housing elements. Specifically, the City will rezone the non vacant sites identified on Appendix 4.1, 4.2, and 4.3 previously

identified in the 5th cycle housing element, and the vacant sites identified on Appendix 4.1, 4.2, and 4.3 as previously identified for both the 4th and 5th cycle housing elements.

62. Facilitate Housing Innovation

Goal #: 1

Lead Agencies: LACP
Funding Sources: General Fund
Objective: Adopt amendments to the Zoning Code to accommodate innovative multifamily housing types.

Identify modifications needed in the Zoning Code to incentivize and facilitate innovative housing types, such as shared housing (co-living), cooperative housing, modular and prefabricated housing, adaptive reuse, interim housing, tiny homes, micro units, ADUs, co-living and group quarters.

63. Accessory Dwelling Units

Goal #: 1

Lead Agencies: LACP
Supporting Agencies: Mayor, LADBS
Funding Source: General Fund
Objective: 5,668 ADUs annually; Adopt amendments to the Zoning Code to alleviate challenges; Produce new information to assist homeowners and ADU builders understand their options, partner on programs to incentivise the production of Affordable ADUs

Identify development standards and code requirements that pose unnecessary compliance difficulties to additional ADUs and propose ways, including code amendments and public information, to address these obstacles. Provide greater resources and support to applicants who are seeking City approval for ADUs. Continue to expand the ADU Accelerator program to incentivize use of ADUs to house lower-income seniors. Expand incentives for affordable ADUs, including exploring a density bonus program and ADU innovation program funded by the Linkage Fee. Partner with community organizations and nonprofits to promote the production of ADUs and Affordable Housing. Expand the use of ADU's in multi-family properties. LADBS will implement the ADU Standard Plan Program (Program 65 below).

64. Accessory Dwelling Unit (ADU) Standard Plan Program (NEW)

Goal #: 1

Lead Agencies: LADBS, Mayor's Office
Supporting Agencies: LACP
Funding Source: General Fund
Objective: 200 Standard Plan ADUs per year. Creation of new ADU's.

The ADU Standard Plan Program launched on March 5, 2020 to provide customers a simplified permitting process for the design and construction of ADUs. The program offers builders and homeowners a variety of pre-approved ADU building plans and designs, which reduces the time required for plan check resulting in faster permit issuance. Under the ADU Standard Plan Program, plans are designed by private licensed architects and engineers to accommodate various site conditions. Plans are then reviewed and pre-approved by LADBS for compliance with the Building, Residential, and Green Codes. When the applicant selects an approved Standard Plan, LADBS staff will review site-specific factors for the property, including compliance with the Zoning Code and foundation requirements. Explore the creation of a similar standardized plan program for certain types of low rise multifamily including duplexes, fourplexes, bungalow courts, etc. pursuant to CF 21-0061.

65. Targeting Growth in Community Plan Areas

Goal #: 4,3,1

Lead Agencies: LACP
Supporting Agencies: HCID
Funding Source: General Fund
Objective: Identify targeted growth areas and incorporate appropriate land use designations in 16 Community Plans

Update Community Plans, Transit Neighborhood Plans, Specific Plans and citywide ordinances to establish appropriate land uses, densities, and mixes of housing types and levels of affordability in areas targeted for growth by the General Plan, including areas well served by public transit, and employment/activity centers, particularly in higher resource areas and areas where potential for displacement is minimized. Evaluate existing housing needs when planning for future development by conducting analysis to develop and incorporate a buffer above household projections. Conduct studies to identify housing opportunities and market potential for the neighborhoods around rail and bus rapid transit stops in the City. Evaluate housing production barriers such as Q limitations, D limitations, and general plan footnotes. Change land use designations, initiate zone changes and adopt Community Plan Implementation Overlay

districts. Explore minimum density requirements and reduced or zero parking requirements. Aim to attach community benefits, including affordable housing, to significant bonuses in floor area and density. Evaluate specific plans and overlays that may be limiting the production of housing and work toward revisions that allow for greater housing opportunity while maintaining community and design concerns (e.g. CASP). Identify areas of high opportunity where development potential is limited by hazard concerns and ecological conservation priorities. Study and explore alternative tools that allow for the development of more affordable housing in these areas, such as affordable ADUs, subdividing larger properties and clustering or planned unit development.

66. Redevelopment Tools (Tax Increment Financing) (NEW)

Goal #: 1,3

Lead Agencies:	CAO
Supporting Agencies:	EWDD, HACLA, HCID, LACP, Mayor
Funding Sources:	General Fund, Metro TOD Grant
Objective:	Reinstate funding sources through tax increment financing and associated bond issuance.

Reinstate funding sources that can be obtained through tax increment financing and associated bond issuance powers based on the newer state legislative mechanisms that have materialized in the wake of redevelopment agency dissolution. These new tools include Enhanced Infrastructure Financing Districts and Community Revitalization Investment Areas (CRIAs). Tax increment financing allows agencies to utilize growth in tax revenue, or tax increment, to finance certain projects, including at least 20% for affordable housing, within a limited geographic area. EWDD has established a process and criteria to pursue an EIFD (EIFD Establishment and Investment Policy). HACLA will explore utilizing its bond authority and legislation promoting infrastructure to develop finance districts to create new mechanisms to help fund affordable housing. HACLA, together with its development partners, has received a grant from SCAG to plan for the establishment of an EIFD for the Harbor Area around Rancho San Pedro and continues to explore new opportunities to issue bonds for affordable housing production. Additionally, the City will consider the results of a Downtown Los Angeles TIF Feasibility Study that is currently underway that is examining areas around transit stations to determine how the City may finance transit-supporting infrastructure and affordable housing. HACLA and the City will engage in extensive stakeholder outreach before intent to form any specific redevelopment tool.

67. Education on Housing Topics Including: Growth, Discriminatory Housing Practices, Housing Need, Mixed Use and Mixed-Income Neighborhoods

Goal #: 4

Lead Agencies:	LACP
Supporting Agencies:	HACLA, DONE
Funding Source:	General Fund
Objective:	50 training sessions/workshops; 100 participating neighborhood council members and community organization members annually.

Provide training to neighborhood councils, public housing resident advisory councils, community groups, and the general public regarding the planning process and accommodating and responding to growth, including the siting of housing, affordable housing and special needs housing, mixed-use and mixed-income development. LACP will provide “Planning 101” training and focus groups to residents and stakeholders on issues such as zoning, housing and mobility, as well as provide access to data and information on entitlements and land use decisions. Expand the curriculum of existing training to include a focus on educating homeowners about the development potential of their sites, including ADU or potential for a second unit. Prepare materials that describe and analyze past racist housing and land use practices and how they shape today’s land use patterns. Partner with Community Based Organizations and utilize technology to reach individuals and groups who historically have not been represented in planning efforts. Share information on social media platforms and via email to engage a broader audience in the housing conversation. The EmpowerLA Leadership Academy provided by DONE will provide training to neighborhood councils on issues of City governance, conflict resolution, planning and development as well as provide a reference library and online classroom for instant access to helpful topics.

68. Services in Public Housing

Goal #: 5

Lead Agencies:	HACLA
Funding Source:	Public Housing Budget, CDBG, Grants
Objective:	50 residential clients served by educational assistance programs; 100 residential clients served by computer training programs; 100 youth served by recreational, educational and cultural programs;

1,600 residential clients served by career assistance programs;
Submit application for Workforce Investment Act Recertification for 2013 -15.

Provide educational and career assistance including tutoring, assistance with financial aid applications, help to re-enter school and college, computer training, job training, mentoring and career counseling in publicly assisted housing developments. Incorporate recreational, education and cultural programs into publicly assisted housing for youth ages 8-21.

69. Achieving Water Use Efficiency with Conservation Programs

Goal #: 3

Lead Agencies: LADWP
Supporting Agencies: Metropolitan Water District of Southern California (MWDSC)
Objective: Achieving Water Use Efficiency and increasing water savings through outreach, education, and incentives in order to achieve the goal of 100 gallons per capita per day (GPCD) by 2035.

LADWP promotes and advances water conservation and water use efficiency to make LA more sustainable in its water use. Educational and public awareness/support campaigns are promoted to empower customers to become water use efficiency advocates. Additionally, measures for water savings have been implemented by incentivizing customers to install water saving devices in their homes and businesses. The water saving measures include premium high efficiency toilets, waterless urinals, low-flow showerheads, low-flow faucet aerators, high-efficiency clothes washers, rain barrels, cisterns, weather-based irrigation controllers, efficient sprinkler nozzles, and turf replacement. These multifaceted programs of incentives, education, and outreach continue to effectively reduce water demand despite LA's growing population and help LADWP achieve its goal of 100 GPCD by 2035.

70. Incentives to Conserve Energy

Goal #: 3

Lead Agencies: LADWP
Supporting Agencies: SOCAL GAS
Funding Source: LADWP Public Benefit Program
Objective: Seek out and install cost-effective electric solutions that will

improve the performance of customers' homes and give them additional control over their energy expenses.

LADWP's overarching energy efficiency strategy is to utilize various delivery channels and partners to ensure that it has something to offer to all its customers and provide maximum benefit to all its customer segments in all Council Districts. Programs are designed to educate and encourage LADWP residential customers to purchase and install qualifying products in their homes. The Department offers incentives for measures for whole-house solutions, including but not limited to Energy Star® dual pane windows, room and central air conditioners, cool roofs, refrigerators, pool pumps, programmable thermostats, and the turn-in old refrigerators and freezers, for recycling. Eligible low-income customers under LADWP's Low-Income Program or its Senior Citizen/Disability Lifeline Rates will also receive tangible economic benefits of energy efficiency through the mass adoption of proven, economical low-income energy efficiency measures. The Refrigerator Exchange Program (REP) provides free new and efficient refrigerators and pick-up and recycling of existing refrigerators. The benefits to the environment are the permanent reduction of GHGs from older, inefficient refrigerators, as well as recycling of materials such as Chlorofluorocarbon (CFC) refrigerants, mercury, polyurethane foam insulation with CFC 11, glass, oil and steel that can be safely recycled at recycling centers for new uses, diverting these potential pollutants from our landfills.

71. Encourage Energy Conservation through Pricing

Goal #: 3

Lead Agencies:	LADWP
Funding Source:	Rate Payer Fee
Objective:	Charge 10,000 residential customers on the Time-Of-Use (TOU) rate

Reduce electricity use by adjusting the pricing and timing of use by customers. Propose rate restructure to shift rate from demand based pricing to energy based pricing, so customers can manage their usage and save money. Set rate policy to Time-Of-Use (TOU) Rate, which charges a higher price for energy during the peak period, and reduces the price during the base period to encourage conservation. Residential customers whose monthly energy use exceeds 3,000 kWh are now required to use TOU pricing.

72. Renewable Energy Programs

Goal #: 3

Lead Agencies:	LADWP
Funding Source:	Supplemental Rate Payer Fee
Objective:	The Renewable Energy programs were designed to increase renewable power generation in LA and to help the City meet its renewable portfolio standard goals; help customers join the solar economy and benefit from renewable energy projects. Increase renewable power generation in LA. Help the city meet its renewable portfolio standard goals.

LADWP continues to continue implementing initiatives to help customers join the solar economy and benefit from renewable energy projects, as shown in the programs outlined below. The programs were also designed to increase renewable power generation in LA and to help the City meet its renewable portfolio standard goals. Implement Several Programs to increase the supply of renewable energy: Green Power for a Green LA offers households the opportunity to subscribe to programs that purchase energy from renewable energy sources (e.g. solar, wind and water) in place of traditional sources for a small premium. LADWP distributed free energy efficient products to encourage customers to take advantage of this program. Solar Rooftops Programs (SRP) offers residential customers a fixed roof lease payment from the LADWP. Solar Rooftops installations provide energy directly to the grid to help LADWP meet the clean energy goals of Los Angeles and California. LADWP performs home evaluations, issues permits, develops designs, and installs the SRP systems at zero cost to customers. The Shared Solar Program enables residential customers living in multifamily dwellings (e.g. apartments, condominiums, duplexes) to fix a portion of their electric bill against rising utility costs for 10 years. Solar Feed-in Tariff incentivizes local renewable development through public-private partnerships while helping LADWP to achieve its Renewable Portfolio Standard mandates and overall clean energy goals. LADWP's customer-based Net Energy Metering Program (NEM) is a program that helps to offset our customer's energy use with local solar resources. LADWP provides streamlined interconnection services to enable customers to tap into the City's abundant sunshine and provide residents and businesses alike with the ability to generate their own power. The Virtual Net Energy Metering (VNEM) allows property owners and developers to install solar photovoltaic systems on multifamily dwellings. The solar energy generated is then sold to LADWP.

73. City Plants

Goal #: 3

Lead Agencies: Mayor's Office

Supporting Agencies:	LADWP, DPW
Funding Source:	CDBG, Cal Fire Grants, CA Natural Resources Agency Grants, Private Donations, LADWP Funds
Objective:	Provide free shade trees for residents and property owners along with information on where to plant the trees for maximum energy efficiency benefits

In partnership with the Board of Public Works, LADWP offers the City Plants (CP) Program. The program provides free shade trees for residents and property owners in Los Angeles to promote the planting of trees to improve the City's tree canopy, air quality, stormwater retention, and importantly, building energy efficiency. Through City Plants, City residents and property owners are eligible to request and receive up to seven shade trees to plant on their property. Property owners may also request trees to be planted in the parkway in front of their house or business with a commitment to water and care for the tree for three years until the root system is well established.

74. Building Design and Materials for Sustainability

Goal #: 3

Lead Agencies:	LACP
Supporting Agencies:	LADBS, LADWP, Mayor's Office
Funding Source:	General Fund, LADWP Funds
Objective:	Ensure guidelines are developed and updated. Integrate guidelines into all project reviews. Develop and maintain an outreach website.

Provide technical assistance and disseminate information and guidelines to residential developers to encourage energy-efficient residential building design, including: systems that reduce the need for energy use (such as tankless water heaters, green roofs, shade trees, operable windows); building orientation that takes advantage of solar and natural ventilation opportunities; energy-efficient building products for windows, insulation, roofing and other building components. Implement the sustainable building materials requirements of the new LA Green Building Code. Provide technical assistance and disseminate information and guidelines to the residential development community to encourage the use of quality building materials, sustainable materials and practices to protect air quality, water conservation, energy efficiency, etc. Develop and maintain outreach websites on LA's sustainability programs. Publish data regarding energy and water consumption and the need to reduce consumption. Conduct workshops and other education forums. Provide technical assistance and disseminate information and

guidelines to residential developers to encourage improved air quality in residential development, including: building orientation that takes advantage of natural ventilation opportunities; filtered air systems; landscaping, venting appliances to the outside; use of low-emitting construction and finish materials.

LADWP's programs encourage developers to build more sustainably by providing financial incentives for commercial and high-rise multifamily new construction projects which exceed Title 24 or industry standards. The program design offers incentives for property owners and design teams. The owner incentives help offset the added costs of building more efficiently. The design teams' incentives encourage attaining aggressive energy savings goals. In addition, applicants receive complimentary design assistance and review to aid them in realizing their projects' maximum efficiency potential.

75. Recycling Collection in Residential Development

Goal #: 3

Lead Agencies:	DPW (LASAN), Mayor's Office
Funding Source:	Citywide Recycling Trust Fund (Private waste hauler fees)
Objective:	Provide on-site recycling bins and weekly pickup for all residential developments, Increase landfill diversion to 90% by 2025, Launch residential food scrap collection, by 2025.

Provide on-site recycling bins and weekly curbside pickup for all residential developments. Single-family homes and multi-family complexes under five units are provided with recycling service directly from the City's Bureau of Sanitation. Expand recycling programs citywide to all multi-family complexes on a voluntary basis through a City-contracted waste hauler. In keeping with Targets set through the 2019 Green New Deal improve residential waste diversion through programs like composting, recycling and landfill diversion.

76. Direct Installation to Conserve Energy and/or Water

Goal #: 3

Lead Agencies:	LADWP
Funding Source:	LADWP
Objective:	Offer energy efficiency and water conservation opportunities to all of LADWP's residential customers either by energy and water efficiency upgrades, home energy and water assessments with conservation recommendations, or

participation in another program. Develop green building incentives programs for existing buildings.

LADWP offers its customer free installation service to help residential customers to better control their energy and water consumption and costs. Program offerings include:

- The Home Energy Improvement Program (HEIP) is a comprehensive direct install whole-house retrofit program that offers residential customers a full suite of free products and services to improve the energy and water efficiency in the home by upgrading/retrofitting the home's envelope and core systems. HEIP also reduces water usage resulting in energy savings along with a reduction in associated greenhouse gas emissions. These energy savings and reduction in greenhouse gas emissions are reported as Embedded Energy in Active Water Measures.
- The Air Conditioning Optimization Program (ACOP) provides services by certified Air Conditioning technicians to analyze cooling systems and provide basic maintenance and efficiency services.
- The Residential Lighting Efficiency Program (RLEP) provides free light-emitting diode (LED) lamps to customers to assist in reducing their home electrical use. The distribution of the LED lamps is by way of Direct-to-Door to residential customers in LADWP service territory

Explore ways to encourage additional green building solutions in existing buildings. Strategies might include incentives for existing buildings to perform energy audits and retrofits to Green Building Program standards. Develop a funding program to support green retrofitting of residential structures.

77. Community and Neighborhood Council Development Review

Goal #: 4, 3

Lead Agencies:	LACP
Supporting Agencies:	DONE
Funding Source:	General Fund
Objective:	Duplicate case files provided to CNCs for proposed projects. Provide notifications to CNCs for filed applications bi-weekly. Post case filing activity on LACP website bi-weekly

Maintain the Early Notification System to inform Angelenos and Neighborhood Councils of applications filed at City Planning and completed discretionary cases that have been approved or denied by the Department. Continue providing direct links between City

Planning's case reports and Planning Documents Information System (PDIS) to allow Neighborhood Councils and others to obtain project information online. In addition to paper mailings, continue emailing hearing notices and Letters of Determination (LODs) to applicants, interested parties, relevant council offices, and Neighborhood Councils. Continue posting all public hearing notices and LODs on the Planning website as soon as they are mailed out. Facilitate access to and communication with the Department of City Planning through a Neighborhood Council Liaison position in LACP.

78. Urban Design Studio

Goal #: 4

Lead Agencies: LACP
Supporting Agencies: LADBS, BOE, LADOT, Mayor's Office (Chief Design Officer),
Funding Source: General Fund
Objective: Maintain Urban Design Studio as a division within the LACP; Maintain the Professional Volunteer Program (PVP) and Urban Design Advisory Committee. Develop a Healthy Building Design toolkit.

Continue to promote and maintain the Urban Design Studio as a resource to review and provide early consultation and guidance on the design of residential and mixed-use projects centered on three design approaches: Pedestrian First Design, 360 Degree Design, and Climate Adapted Design. Continue to utilize the Professional Volunteer Program (PVP) and Urban Design Advisory Committee as a forum for raising the quality of design and enhancing sustainability standards in private development equally throughout the City. Develop a Healthy Building Design toolkit that implements the Health Element to enhance opportunities for healthy and sustainable design in new construction. Identify opportunities to promote environmental justice through design, building on work including the Freeway Adjacency advisory and Clean Up Green Up (CUGU) program.

79. Housing and Ecology

Goal #: 3

Lead Agencies: LACP
Supporting Agencies: LADWP, LADBS
Funding Source: General Fund
Objective: Integrate Landscape Ordinance and Low Impact Development. Incorporate Ordinance into project review process. Adopt Wildlife Pilot Study and Ridgeline Ordinance.

Plan for housing that accommodates the unique ecological needs of the City and responds to the climate crisis. In accordance with the City's Landscape Ordinance, promote and facilitate landscape design standards that reduce heat island effects and reduce water and electricity consumption through the inclusion of non-paved areas, shade-producing trees and drought-resistant landscaping. Capture, treat and infiltrate stormwater and urban runoff utilizing the Low Impact Development Ordinance, as well as additional water conservation measures outlined in Programs 70, 77, and 80. Develop and implement design standards that foster ecological diversity in the City's hillsides, riverine and coastal areas, open spaces and Significant Ecological Areas through programs including the Wildlife Pilot Study and Ridgeline Protection Ordinance. Evaluate opportunities to further conservation and ecological goals in tandem with housing goals through programs like the Los Angeles River Overlay (RIO). Continue to study and explore how to retain trees and open spaces in new developments to facilitate enhanced health and environmental benefits through collaboration on the Urban Forestry Master Plan. Potentially expand to include passive heating and cooling integration into new developments to ensure health benefits to new inhabitants as well as lower pollution from traditional heating and cooling practices.

80. Affordable Housing in the Coastal Zone (Mello Act Implementation)

Goal #: 3

Lead Agencies:	LACP, HCID
Supporting Agencies:	LADWP
Funding Source:	General Fund
Objective:	Adopt amendments to the Zoning Code to implement inclusionary and replacement housing requirements in the Coastal Zone (Mello Act Ordinance) that result in 250 very low income units; 100 low income units; 75 moderate income units over the course of this Housing Element Cycle

In accordance with State law (the "Mello Act"), the proposed ordinance aims to to help protect and ensure access to affordable housing in the city's coastal zones by preserving existing affordable housing as well as building the supply of new affordable units. The permanent Ordinance would amend the Zoning Code and the Affordable Housing Incentives Program Guidelines to create requirements for all residential units to either be preserved or replaced onsite at the same income category. Additionally, projects including 5 or more new units would be required to provide new inclusionary units at the same rates required by the Density Bonus Ordinance. Replacement Units

and Inclusionary units require recordation of covenants to ensure provision of the required affordable housing units for at least 55 years.

81. Community Level Affordable Housing Programs

Goal #: 1,2

Lead Agencies:	LACP, HCID
Funding Source:	General Fund
Objective:	Establish affordable housing programs when Community Plans are updated and other local level plans are created. Track affordable housing production in areas with community level affordable housing programs alongside identified goals. Track housing production in established overlays to ensure they are meeting housing goals. Identify plans that are not producing the amount of anticipated units and propose amendments.

With each major community or local planning effort (e.g. Community Plans, CPIOs, Specific Plans, TNPs, ordinances) balance the facilitation of new residential development, preservation of naturally affordable multifamily housing and provisions for the inclusion of affordable housing in residential development. Consider other mechanisms that address impacts on the provision or retention of affordable housing units and various housing needs. Attempt to improve upon the state density bonus and TOC programs by providing more tailored land-use incentives and affordable housing provisions. Facilitate affordable housing development in existing Specific Plans that include such provisions, including Playa Vista, Central City West and Cornfield Arroyo Seco (CASP), various CPIOs, TNPs, etc. The Downtown Community Plan proposes a Community Benefits Program that provides a path for development projects to build larger buildings, in exchange for providing community benefits that prioritizes affordable housing, followed by a mix of other benefit types. Explore the feasibility of creating inclusionary requirements in Warner Center Specific Plan and other areas identified in an inclusionary study where such a requirement can add value by complementing existing incentive programs, the Affordable Housing Linkage Fee and result in more overall affordable housing.

82. Accommodations for Persons with Disabilities

Goal #: 4

Lead Agencies:	LACP
Supporting Agencies:	DOD

Funding Source: General Fund, Building Permit Fees, CDBG
Objective: Train City Planning Department staff on processing Reasonable Accommodation requests; Produce and disseminate materials regarding Reasonable Accommodation process; Improve forms and outreach.

DOD will work with City Departments to coordinate the City's compliance with the ADA and the Rehabilitation Act of 1973. Monitor compliance and ensure reasonable accommodation to people who use all City programs and facilities. LACP will assess the need for amendments to the reasonable accommodation provision in the Zoning Code which facilitates modifications to housing units occupied by persons with disabilities. Develop staff training resources regarding implementation of the reasonable accommodation provision. Improve application forms, outreach, advertising and informational materials to increase use of the reasonable accommodation provision by people with disabilities.

83. Office of the City Attorney Dispute Resolution Program (DRP)

Goal #: 4

Lead Agencies: OCA
Objective: Refer and resolve 20 housing-related disputes.

Refer persons with landlord/tenant and neighbor/neighbor housing-related conflicts, and housing disputes concerning physical access (i.e., architectural) and HIV/AIDS discrimination (i.e., rental discrimination) and who utilize DOD's referral services to the OCA's Dispute Resolution Program for mediation, conciliation and facilitation services.

84. Citywide Fair Housing Program

Goal #: 4

Lead Agencies: HCID
Objective: Receive 540 fair housing inquiries annually. Resolve 413 fair housing investigations annually. Conduct 68 fair housing training sessions annually. Train 25 new fair housing testers annually. Maintain the Housing/Predatory Lending Hotline

Through a contract with a fair housing agency for the City, provide resolution to illegal housing discrimination by accepting and investigating housing discrimination complaints that allege a violation of federal, state, or local fair housing law (i.e. complaints concerning advertising, lending, insurance, steering, blockbusting and hate

crimes). Provide remedies for valid complaints, including conciliations, legal action and administrative referrals to state and federal fair housing agencies. Provide counseling, education, and training about fair housing laws rights, and responsibilities to persons residing, seeking housing, or providing housing in the City of Los Angeles. Conduct proactive testing to determine patterns and practices of discrimination. Provide information about home equity fraud and predatory lending scams to residents through a free telephone hotline and other information tools.

85. Just Cause Eviction Program (NEW)

Goal #: 2, 5

Lead: HCID
Objectives: Stabilize neighborhoods, prevent tenant displacement and arbitrary evictions of renters in a high-cost rental market, without justifiable legal reasons or relocation assistance.

Explore the adoption of a Just Cause ordinance. Upon adoption by City Council, a Just Cause eviction ordinance would provide eviction protections for tenants of approximately 220,000 non-rent stabilized rental units (non-RSO), as permitted under the California Tenant Protection Act of 2019 (AB 1482), which provides modest eviction protections for rental units constructed more than 15 years ago, and permits local jurisdictions to adopt more robust tenant protections on evictions. Such protections could include the requirement for relocation assistance for no-fault evictions; requirements for landlords to file notifications with HCIDLA for no-fault evictions from rental units; and provide remedies for illegal evictions to renters in non-RSO rental units.

86. Tenant Anti-Harassment (NEW)

Goal #: 4

Lead: HCID
Objectives: Prevent and deter harassment and constructive eviction of tenants through illegal actions

Adopt City Tenant Anti-Harassment Ordinance; Conduct outreach and education to inform the public on what constitutes tenant harassment. Inform tenants of their legal rights and how to prevent and respond to tenant harassment. Refer tenant complaints to appropriate programs or agencies for resolution. Maintain records of harassment complaints and referrals in order to assess future staffing and program needs.

87. Strengthen Enforcement of Ellis Act Provisions (NEW)

Goal #: 2

Lead: HCID
Objectives: Identify Ellis Replacement units; Strengthen monitoring and enforcement efforts. Continue to process Ellis filings of yearly average of 584.

The City has implemented various amendments to the Ellis Act to strengthen tenant protections and no net loss of affordable housing units including: adding failure to comply with RSO Ellis requirements as affirmative defense in unlawful detainer proceedings, providing a right to return to displaced tenants if withdrawn units are re-rented within 10 years; and requiring a higher percent of required affordable units in order to qualify for an RSO exemption. During the next eight years, the City will continue to implement amendments to the LAMC to strengthen enforcement, preserve RSO units, prevent displacement of tenants, ensure relocation assistance to tenants, by conforming the RSO requirements to State law.

88. Eviction Defense Program (NEW)

Goal #: 4, 5

Lead: HCID
Funding Sources: Federal funds, SB 2 Permanent Local Housing Allocation (PLHA)
Objectives: Initial outreach to 100,000 residents. Host or co-host 80 tenant educational events per year. Provide tenant navigation services (ongoing, one-on-one support) to 1,600 tenants in order to prevent homelessness and eviction.

In 2021, the City launched a COVID-response Eviction Defense Program (EDP) using COVID Relief funding from the Federal Government. The Eviction Defense Program aims to promote housing stability by implementing and monitoring a set of services including: Education/Outreach for landlords and tenants, including materials and tenant clinics, Pre-eviction and ongoing legal assistance paired with the option of short-term rental assistance, and case management with the city's FamilySource Centers to promote tenant stability with financial counseling. The EDP implementation process will include data evaluation of program services delivered and client demographics. The City is now exploring funding options to extend the program in subsequent years. Through 2024, some households at or below 30% AMI receiving support will be eligible for rental assistance to help stabilize families experiencing extreme economic hardship.

89. RSO Tenant/Landlord Outreach and Education Program

Goal: #2

Lead Agencies: HCID
Objective: Conduct or facilitate at least 200 annual public presentations, including Property Management Training Program presentations, community presentations, landlord/tenant workshops/webinars, drop-in sessions, and fair housing clinics.

Educate landlords, brokers, property managers, tenants, and the general public on the RSO and Code Enforcement programs as well as their rights and responsibilities under the Los Angeles Municipal Code through a combination of state of the art technology and traditional community outreach methods. Distribute information through print materials and media outlets. In-person outreach efforts shifted to online due to COVID-19 pandemic. Social media platforms, webinars, etc. were utilized to raise awareness and continue the outreach endeavor.

90. Tenant/Community Opportunity to Purchase (NEW)

Goal #: 2

Lead Agencies: HCID
Supporting Agencies: LACP
Funding Source: General Fund
Objective: Provide to City Council an analysis on the feasibility of implementing a COPA/TOPA ordinance in the City.

Promote the use of SB 1079 (2020), which created a new foreclosure sale process for 2-4 unit buildings that allows qualified parties a means to purchase property in foreclosure, subject to certain requirements. Provide technical assistance and support to SB 1079 implementation efforts to achieve an effective notification system. Building off this state law, consider creation of a local tenant/community opportunity to purchase (TOPA/COPA) ordinance that would cover a wider array of buildings outside of foreclosure, including rental housing with expiring federal and/or state subsidies and/or affordability protections. Explore funding sources, including grants and loans, to assist tenant and community based organizations purchase multi family buildings. Require purchasers to preserve units as permanently affordable. Promote the creation of City or non-profit ownership entities that could acquire affordable ownership units and buildings. Assist former tenants in purchasing units converted to condos per LAMC 12.95.

91. Housing Legal Services for Seniors

Goal #: 4

Lead Agencies:	LADoA
Funding Source:	CDBG
Objective:	Assist 200 seniors with legal advice each year

Citywide legal services available at 16 Multipurpose Senior Centers (MPC) to assist seniors in various legal issues including housing related laws, landlord/tenant disputes, government benefits, nursing home law and powers of attorney.

92. Comprehensive Homeless Strategy (NEW)

Goal #: 5

Lead Agencies:	CAO, HCID, LACP, HACLA, OCA,
Supporting Agencies:	LAHSA, Mayor's Office, All
Funding Source:	General Fund
Objective:	Continue to monitor and report on the ongoing responsibilities and measurable actions the City of Los Angeles (City) is taking to combat homelessness. Make adjustments or additions based on emerging challenges and opportunities.

The enhanced Comprehensive Homeless Strategy (CHS), adopted by the Mayor and City Council on March 19, 2019, describes ongoing responsibilities and measurable actions the City of Los Angeles is taking to combat homelessness. The enhanced CHS builds upon the original CHS adopted in February 2016, and serves as a blueprint for City Departments to achieve the City's goal to achieve functional zero homelessness. The enhanced CHS is organized into six functional strategies: (1) Governance, Accountability and Budget; (2) Planning, Coordination, Modeling and Prioritization; (3) Policy; (4) Program/Systems; (5) Annual Evaluation; and (6) Partner Acknowledgement and Awards. These functional strategies are designed to include the actions needed for an effective response to homelessness, and ensure communication and collaboration between City Departments, the Los Angeles Homeless Services Authority (LAHSA) and the County of Los Angeles. This structure also accurately represents the work of strategy leads and will more clearly present the outcomes of this work throughout implementation. The CHS is designed to be a living document that can be adjusted as conditions change or lessons are learned during implementation. As Policy strategies are implemented they may lead to changes and adjustments in Program/Systems

Strategies. Likewise, challenges encountered during Programs/Systems strategy implementation may point to the need for adjustments to Policy strategies.

93. Domestic Violence Shelter Program

Goal #: 4

Lead Agencies: HCID
Objective: Provide 1,500 individuals with access to public services annually. Maintain 580 shelter and transitional beds annually for domestic violence victims.

Provide safe and secure emergency and transitional shelter, case management and related supportive services to domestic violence survivors and their children through contracted operators. Assist persons in crisis situations with counseling, job skill and search training, and other services.

94. Housing Opportunities for People with AIDS (HOPWA)

Goal #: 4

Lead Agencies: HCID
Objective: Provide between 2,618-4,613 clients with supportive services annually. Assist between 25,140 - 36,000 clients seeking HIV/AIDS housing information annually.

Provide low-income persons living with HIV/AIDS with services to help locate, obtain, and maintain appropriate and affordable housing, and improve/obtain financial resources and benefits, employment, health care, food and nutrition services, mental health and substance abuse counseling, and legal services. Finance long-term housing with supportive services designed to enable homeless persons with mental and physical disabilities to live as independently as possible in a permanent setting.

95. Problem Solving Program (NEW)

Goal #: 5

Lead Agencies: LAHSA
Funding Source: General Fund
Objective: Reduce number of people experiencing homelessness

Aims to reduce the overall number of people experiencing homelessness. Identifies people experiencing a housing crisis by working with mainstream social services systems before they fall into homelessness. LAHSA's Problem Solving program has

provided training to staff in other County and City departments to assist people they interface with in navigating a housing crisis, and when necessary, providing them with access to one-time flexible financial assistance to solve that housing crisis.

Each identified housing program below has quantified targets. The Executive Summary includes tables (ES 1 and 2) that summarize the combined housing production targets of all programs.

96. Emergency Shelter and Transitional Housing Facilities

Goal #: 5

Lead Agencies: LAHSA
Supporting Agencies: CAO, HACLA
Funding Source: CDBG, ESG, Continuum of Care (CoC)
Objective: Fund 6,205 existing emergency shelter beds (including winter shelter) annually. Fund 980 existing transitional housing beds annually.

Fund the operating and supportive services costs of existing facilities and programs providing emergency and transitional housing to homeless persons citywide, including A Bridge Home City-constructed interim housing facilities. The CAO will coordinate review of potential A Bridge Home sites and convenes a weekly Interim Housing/Temporary Structures Working Group to expedite implementation of A Bridge Home Initiative. HACLA will partner with other housing organizations to provide transitional housing opportunities using a variety of models: bridge housing, safe parking locations, and motel/hotel conversions. HACLA is currently leasing a property on Imperial to City of LA for a 100-bed bridge housing site which will be co-located with the HACLA Watts/Los Angeles WorkSource Center (the first in the City/County), partnering with WLCAC to use 50 parking spaces in one of its office parking lots for the Safe Parking program, partnering with Caltrans to use 26 single-family homes and duplexes in El Sereno for a family-based transitional housing program, and participating in providing transitional housing through Project Homekey sites. HACLA through its Strategic Growth Council grant, Transforming Climate Communities will be planting trees to reduce greenhouse gas emissions in Watts and will be adding the Electric Vehicle charging stations as part of its EV Car Share pilot for residents and for HACLA's commercial vehicle fleet. HACLA will continue to evaluate the success of these programs and its alignment with Regional initiatives to gauge for expansion opportunities city-wide. Assess the need for additional interim strategies and implement short- and medium-term strategies to address unanticipated critical needs while long-term solutions are implemented.

97. Overnight Shelter (Winter Shelter and Year-Round Shelter)

Goal #: 5

Lead Agencies: LAHSA
Funding Source: ESG, City and County General Fund
Objective: Provide 5,036 temporary shelter beds year round and 1,169 temporary winter shelter beds.

Provide temporary shelter to homeless men and women through a Winter Shelter program (December 1st through March 15th) for a single night at a time (14 hour stay), and to men, women and families through a Year Round shelter program. Provide vouchers for low cost hotels/motels for persons not suited to large group shelters including elderly persons and people with communicable diseases.

98. Family Solutions System

Goal #: 5

Lead Agencies: LAHSA
Supporting Agencies: HCID
Funding Source: ESG, HPI
Objective: Initiate seven regional Family Solution Systems throughout the Los Angeles Continuum of Care (CoC). Serve approximately 1,200 homeless and at-risk persons per year.

The Family Solutions System (FSS) is a new system of service delivery in Los Angeles County, developed to improve and expedite the delivery of housing and other supportive services to homeless families in Los Angeles County. The Family Solutions System (FSS) was developed by a collaboration of partner organizations and adopted in 2013 by the Los Angeles Homeless Continuum of Care. Key to the Family Solutions System (FSS) is standardized assessment and coordinated access, which reduces the time it takes for families to find the appropriate and right-sized services they need. FSS provides families with services that keep them together and connected to their own local community. In addition to direct services, the FSS also has the added ability to provide direct financial assistance for rapid rehousing, including a security deposit for an apartment; partial rent for three months or a motel voucher and utilities, etc.

99. Homelessness Prevention and Rapid Re-Housing Program (HPRP) (NEW)

Goal #: 5

Lead Agencies: Mayor's Office, LAHSA

Supporting Agencies: CAO, HACLA, HCID
Funding Source: General Fund
Objective: Increase the number of persons or households enrolled in RRH and those who have moved into permanent housing.

Expand homelessness prevention, diversion and rapid re-housing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services. LAHSA will strengthen collaboration efforts with supporting agencies and RRH programs; Identify and maintain inventory of all known and available RRH programs; Perform sound fiscal administration to ensure access to rental assistance and other financial assistance when needed; Determine and update appropriate supportive services (e.g. case management and financial assistance) for all RRH programs and their participants; Coordinate landlord/property management recruitment and engagement activities; Match participants to RRH resources through the LA County Coordinated Entry System (CES); Strengthen coordination efforts with HACLA and other City/County departments in order to facilitate program transfers to PSH and other forms of subsidized permanent housing with intensive supportive services

100. Veterans Affairs Supportive Housing (VASH)

Goal #: 5

Lead Agencies: HACLA
Supporting Agencies: LAHSA
Funding Source: HUD, VA
Objective: Maintain 3,000 housing vouchers for formerly homeless Veterans.

The HUD Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). VA provides these services for participating Veterans at VA medical centers (VAMCs) and community-based outreach clinics.

101. Job Training and Placement for Homeless Individuals

Goal #: 5

Lead Agencies: LAHSA
Objective: Provide educational/vocational training and employment

placement/retention services to 1000 homeless persons annually.

Increase economic opportunity for homeless persons through educational or vocational training, employment placement and retention services through the shelter system and affordable housing developments.

102. Mobility Demonstration Voucher (NEW)

Goal #: 2, 4, 5

Lead Agencies: HACLA
Supporting Agencies: LACDA
Funding Sources: HUD (NOFA Mobility Demonstration Voucher)
Objective: Provide voucher assistance and mobility-related services to families with children to encourage such families to move to lower-poverty areas, to expand their access to opportunity areas assess

The Section 8 Department was awarded \$4.8M under HUD's NOFA Mobility Demonstration Voucher, including 37 new vouchers. This award will provide voucher assistance and mobility-related services to families with children to encourage such families to move to lower-poverty areas, to expand their access to opportunity areas, and to evaluate the effectiveness of the strategies pursued under the Demonstration. The award includes a significant budget allocation to provide comprehensive and selected mobility-related services to participant families

103. HOPWA Supportive Services for Persons Living with HIV/AIDS

Goal #: 4

Lead Agencies: HCID
Objective: Provide between 4,618-6,613 clients with supportive services Annually.

Provide low-income persons living with HIV/AIDS with services to help locate, obtain, and maintain appropriate and affordable housing, and improve/obtain financial resources and benefits, employment, health care, food and nutrition services, mental health and substance abuse counseling, and legal services.

104. Rental Assistance for Homeless Households

Goal #: 5

Lead Agencies: HACLA
Objective: Maintain 4,615 Housing Choice Vouchers to homeless individuals or households.

Provide HUD Section 8 Housing Choice Vouchers to qualifying homeless families. Provide supportive services to help homeless households make the transition to stable, affordable housing. Pursue local administrative changes in order to expedite application processes and facilitate voucher portability across jurisdictions.

105. Rental Assistance for Homeless Households with Disabilities

Goal #: 5

Lead Agencies: CAO, HACLA
Objective: Maintain housing for 2,400 homeless households with disabilities annually.

Provide rental assistance and supportive services for homeless persons with disabilities, specifically those with serious mental illness, chronic substance abuse problems and/or HIV/AIDS through four components: 1) tenant-based rental assistance; 2) sponsor-based rental assistance; 3) project-based rental assistance; and 4) SRO moderate rehabilitation rental assistance. Pursue local administrative changes in order to expedite application processes and facilitate voucher portability across jurisdictions. Pursue coordination with HCID to improve and facilitate utilization of project-based Shelter Plus Care assistance.

106. Resources for Housing Serving the Mentally Ill

Goal #: 2,4

Lead Agencies: LAHSA
Supporting Agencies: HCID, HACLA, Mayor's Office
Funding Source: General Fund
Objective: Pursue funding toward permanent housing units for homeless mentally ill annually.

Coordinate with the Federal, State and County Governments to access and leverage mental health funding.

107. Permanent Supportive Housing For Homeless Persons

Goal #: 5

Lead Agencies: LAHSA

Objective: Maintain 1,477 permanent supportive housing units for homeless households annually.

Provide long-term housing with supportive services designed to enable homeless persons with mental and physical disabilities to live as independently as possible in a permanent setting. Target the regular turnover of Permanent Supportive Housing units to place and serve the chronically homeless in those units. Fund the maintenance and operating and supportive services costs of Permanent Supportive Housing serving homeless persons with special needs citywide. Allocate funds to ensure integrated case management series will continue at PSH units, especially after Measure H sunsets.

108. Homeless Housing and Services Coordination (No Wrong Door)

Goal #: 5

Lead Agencies: Mayor's Office, LAHSA
Funding Source: General Fund, Homes for Good Initiative, LA County
Objective: Citywide and sub-regional plans to reduce and end homelessness adopted by the City Council;

Coordinate with LAHSA, the County, and other government and non-profit agencies to develop plans to reduce and end homelessness and to implement homeless policies and programs. Facilitate implementation of "No Wrong Door" strategy whereby a homeless individual can connect to adequate homeless services regardless what Department the person contacts. Participate in regular coordinating efforts and ensure that the needs of all sectors of the homeless population are addressed. Coordinate the local distribution of public funding sources for the effective use of resources and program implementation. Monitor LAHSA's financial and contract management to ensure effective, efficient program implementation consistent with the City's goals. Provide access to "No Wrong Door" materials to participating departments and oversee Citywide implementation of "No Wrong Door." Collect metrics from participating departments and share progress of implementation and reach of campaign. Facilitate the development and implementation of a training course for frontdesk and field staff who may interact directly with, or support community members' interactions with, individuals who are seeking resources. LAHSA will provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources. LAHSA will also assist in developing messaging around access to the Coordinated Entry System and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.

109. Coordinated Entry System (CES) (NEW)

Goal #: 5

Lead Agencies:	LAHSA
Supporting Agencies:	CAO
Funding Source:	General Fund
Objective:	Decrease the average need and acuity level of persons or households who have obtained permanent housing (acuity score), as well as the average length of time from housing match to actual housing move-in (days). Increase the number of households matched to permanent supportive housing resources through CES.

Strengthen the Coordinated Entry System to function as a tool to efficiently and effectively place homeless persons into housing and/or services that meet their needs and choices. LAHSA will develop procedures, tools, and training needed to effectively implement CES Policies and build the capacity of existing and new CES participating agencies. Improve CES access, system connection, and collaboration across populations and systems to support vulnerable persons experiencing or at risk of homelessness accessing CES (i.e. adults, families with children, transition aged youth, veterans, victims of domestic violence). Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES. Improve data collection and quality of key system indicators for tracking homelessness. Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.

110. Access New Resources and Services for the Homeless

Goal #: 5,4

Lead Agencies:	LAHSA
Supporting Agencies:	Mayor's Office, CAO, CLA
Funding Source:	General Fund
Objective:	Regular reports on financial management; Regular reports on contract management and program implementation; Report on applicability of Standards for Excellence criteria being developed by Home for Good.

Monitor Federal, State and County legislative and budgetary initiatives that affect homeless persons, including homeless subpopulations with special needs, such as

persons with disabilities. Report on such initiatives and make recommendations to the City. Engage in legislative advocacy efforts. Explore new resources and services for homeless persons with special needs.

111. Biennial Homeless Count

Goal #: 5

Lead Agencies: LAHSA
Supporting Agencies: Mayor's Office
Funding Source: HUD
Objective: Biennial count and survey of sheltered and unsheltered homeless persons residing in the Los Angeles CoC area. Periodic reports on homeless housing and service delivery and recommendations for improvement.

Coordinate the biennial point-in-time Greater Los Angeles Homeless Count for the Los Angeles Continuum of Care (CoC) as part of the national effort to enumerate the homeless population required by the U.S. Department of Housing and Urban Development (HUD). Continue to include the following components in order to further capture as accurate a count as possible: 1) The Unsheltered Street Count; 2) The Sheltered and Institution Count; 3) The Demographic Survey; and 4) The Survey to Identify the Hidden Homeless. Provide a City Homeless Coordinator (separate from CAO's homeless coordinator) to: regularly convene stakeholders; conduct research and evaluation; identify gaps in housing and services; improve access to and delivery of services. Liaise with the County and regional agencies that provide housing and services to homeless persons.

112. Homeless Management Information Systems (HMIS) Data Collection

Goal #: 5

Lead Agencies: LAHSA
Objective: All providers receiving City funding shall participate in HMIS. The standard performance target for Emergency Shelter sites is maintenance of average bed utilization of 95%.

Support homeless service providers in the implementation of the HUD-required HMIS to gather data on individuals and families who use homeless service systems. Collect and analyze data over time to better identify service needs, barriers to accessing services, and program-, region-, and system-wide results. Share data on clients with other service providers. Continue HMIS User Group Forums, a discussion series that helps generate

ideas for further innovations to help ease use of the system. Develop and expand a comprehensive Homelessness Prevention and Rapid Re-Housing Program (HPRP- See Program 99) data quality process to ensure that information collected exceeds HUD's quality standards.

113. Temporary Housing Facilities for Disaster Response

Goal #: 3

Lead Agencies: EMD
Supporting Agencies: EOO, RAP, HCID, LAUSD
Funding Source: DHS/FEMA, General Fund
Objective: Establish coordination of facilities and services throughout the City within 24 hours of a disaster.

Establish partnerships with supporting City Departments and community organizations to develop a disaster preparedness, response and recovery plan to meet temporary housing needs in the event of a disaster, including: identification of hotels/motels and short term rentals for emergency stays; identification of recreation centers and school sites to be used as temporary shelters and/or providing furnishings (such as beds, chairs) as well as activating the EOC and BOC processes which include facilitating donations for victims of disaster. Establish housing information and referral services which are activated in the event of a disaster. Coordinate special needs services to assist with issues such as accessibility of sites/ facilities and services for the elderly, disabled and evacuees with pets. Conduct safety (damage) assessment inspection of buildings.

114. Outreach and Training for Emergency Preparedness and Response

Goal #: 3

Lead Agencies: EMD
Supporting Agencies: EOO, HCID
Funding Source: General Fund
Objective: Conduct four fairs during Emergency Preparedness Month annually and outreach to neighborhood and community groups as requested.

Conduct in-person and virtual outreach activities such as webinar series with councilmembers and elected officials and training with neighborhood and community groups to prepare residents and businesses for emergencies. Disseminate information through EMD publications, outreach activities and the internet. Implement and expand

the Ready your LA Neighborhood (RYLAN) Program to encourage communities to develop disaster planning resources and networks. Provide citywide training programs. Provide emergency management training to City employees.

115. Zoning and Development Standards for Homeless Housing

Goal #: 5

Lead Agencies: LACP
Supporting Agencies: LASHA
Funding Source: General Fund
Objective: Adopt amendment to zoning code to facilitate by-right siting of shelter and transitional housing facilities. Identify areas with lower concentrations of shelter, transitional and permanent supportive housing and create zoning provisions to ease restrictions in these geographies.

Identify and adopt changes to the Zoning Code to facilitate by-right siting of a greater variety of shelter, transitional and permanent supportive housing facilities throughout the City (such as larger facilities, different development standards, different performance standards, etc.). Identify citywide land use initiatives to facilitate shorter development timelines and reduce costs for the development of affordable housing projects for persons at-risk of homelessness to be adopted as appropriate. Continue to facilitate the easier conversion of hotel/motels and other non-conforming buildings to homeless housing using the Adaptive Reuse Ordinance (see Program 64). Utilize public sites identified in the citywide inventory (Program 15) to identify locations for temporary and permanent facilities for homeless individuals. Identify zoning provisions that help service providers prioritize development in sections of the city that currently have less shelter, transitional and permanent supportive housing.

116. Zoning for Health-Based Residential Facilities

Goal #: 3

Lead Agencies: LACP
Supporting Agencies: DOD
Funding Source: General Fund
Objective: Adopt amendments to Zoning Code to remove restrictions on locations of community care, public health and residential treatment program facilities.

Facilitate siting of housing and services for all persons, including those with special needs. Implement SB 2 (2007) to remove barriers for transitional and supportive housing that includes on or off-site supportive services, including health care facilities. Eliminate Zoning Code provisions that restrict locations of public health, community care facilities and residential-based treatment programs, in order to comply with federal and state fair housing laws and facilitate different residential types for those with special needs.

117. Assistance for Homeless Persons in Accessing Housing and Services

Goal #: 5

Lead Agencies: LAHSA
Funding Source: SHP, CDBG
Objective: Continue funding 9 organization to reach 300 or more homeless individuals; Explore expanding outreach funding to community based organizations within the City.

Fund community-based organizations to provide outreach and referral assistance to homeless persons including: housing referrals; food, blankets and other necessities; needs assessment and engagement in social services; medical, mental health and/or substance abuse services. Assist clients to move off the streets or out of places not meant for human habitation and into any form of housing.

118. Computerized Information Center/Information & Referrals for Persons with Disabilities

Goal #: 3

Lead Agencies: DOD
Objective: Assist 150 or more clients seeking homeless services, landlord/tenant dispute resolution assistance, and housing resource referrals annually.

Provide assistance to callers seeking social service programs for homeless services and housing resource referrals in times of need and crisis. Assess the need/crisis via client intake, locate appropriate resource/service provider, and explain programs offered by the community-based organization and/or government agency.

119. Neighborhood Awareness of Special Needs Housing

Goal #: 3

Lead Agencies: LAHSA

Funding Source: CDBG, General Fund
Objective: Establish outreach curriculum; Pursue funding for training program.

Pursue funding for community organizations and advocates to conduct outreach and disseminate information regarding housing approaches for special needs populations.

120. Technical Assistance to Homeless Housing Providers

Goal #: 5

Lead Agencies: LAHSA
Funding Source: CDBG
Objective: Provide Technical assistance to 50 providers annually

Fund technical assistance training to new and existing homeless housing providers regarding the development and funding of emergency, transitional and permanent housing facilities for homeless persons. Distribute informational material and conduct workshops. Provide outcomes report training for funding recipients. Fund outside agencies to provide technical assistance to LAHSA in a variety of areas relating to homeless services. These areas include: assistance with the completion of the Continuum of Care SuperNOFA; 6-78 Adopted December 3, 2013 Los Angeles Department of City Planning Chapter 6 Housing Goals, Objectives, Policies and Programs Housing Element 2013-2021 program analysis and development; executive level assistance to LAHSA and the City of Los Angeles; Short-Term housing directory; program linkages & workshops; state policy and support for homeless re-entry program.

121. RHNA Re-Zoning (NEW)

Goal #: 1

Lead Agencies: LACP
Supporting Agencies: HCID
Funding Source: REAP Grant
Objective: Citywide Rezoning to meet RHNA Targets. Annual APR reporting to indicate any loss in capacity that could require additional rezoning.

To accommodate the remaining RHNA of 219,732 units, LACP will identify and recommend rezoning for a minimum of 97,851 moderate and above moderate units and a minimum of 121,881 lower income (VLI and LI) units by October 30, 2024. More than 50% of lower income rezoning will occur on sites with exclusively residential uses or

allowing 100% residential uses. All lower income sites will have a density allowance of at least a minimum 20 units per acre. Rezoned sites will permit owner-occupied and rental multifamily uses by right pursuant to CA Govt. Code § 65583.2(i) for developments in which 20 percent or more of the units are affordable to lower income households and will be selected from sites identified in the parcel listing (Appendix 4.7). As reflected in Appendix 4.7 (Under Development), each site has the capacity to accommodate at least 16 units and will be available for development in the planning period where water, sewer, and dry utilities can be provided.

The Rezoning Program is anticipated to be implemented through a number of work efforts including updates to up to 16 Community Plans (four West LA plans and six SE/SW Valley plans, two Downtown plans, Boyle Heights, Hollywood, Harbor-Gateway and Wilmington), two Specific Plans (CASP and Slauson TNP) as well as at least one citywide ordinance that will create additional zoning capacity through an expansion of affordable housing incentive programs (Density Bonus Update - See Program 48) or other zoning code amendments.

The Program will respond to the findings of the AFFH analysis in Chapter 4 by including strategies that advance equity. It is anticipated to focus a majority of the additional capacity in Higher Opportunity areas with good access to jobs and/or transit, with protections for vulnerable communities and ecologically sensitive areas. The program will carefully consider the creation of a diversity of housing types to expand more naturally affordable and deed-restricted affordable options. The Program will pursue the creation of enhanced community benefits for rezoned properties, including longer affordability terms, more affordable units of a greater income mix, strengthened housing replacement and right to return requirements, sustainability features, as well as additional incentives for projects being developed by community land trust, public agencies, cooperatives, non profits, etc.

Specific Rezoning Program concepts that will be further developed with significant community input include focusing rezoning strategies on commercial and residential corridors, areas zoned for Parking (P), transitional residential areas off commercial boulevards, in existing regional centers, on public and religious-owned land, and in other areas where multifamily, and therefore affordable housing, is not permitted today. The Rezoning Program may also include more flexible zoning and incentives for existing single-family or lower density residential areas to create opportunities for a variety of "missing middle" low-scale housing typologies including fourplexes, townhomes/rowhouse, additional affordable ADUs, bungalow courts, and other contextual Los Angeles typologies. In addition, the Program will update and expand the

City's affordable housing incentive programs (including Density Bonus, TOC, among others) to include a wider array of areas and project types and create more inclusive developments. Opportunities for greater streamlining will also be explored through expansion of adaptive reuse and micro unit housing, current value capture efforts and additional incentives for 50-100% affordable and supportive housing projects, senior housing, and special needs housing. The Program will examine housing opportunities in areas that have been historically downzoned; areas served by jobs and transit, including commercial corridors served by Metro NextGen; lower density areas residential areas fronting Boulevards and Avenues, certain industrial areas; and properties with certain characteristics including alleyways, large lots, and/or residential corners, etc.

122. Anti-Displacement Strategies (NEW)

Goal #: 2, 3, 5

Lead Agencies: LACP, HCID
Funding Source: REAP Grant
Objective: Develop policy recommendations in Equitable Development and Anti-Displacement Study for use in General Plan (Framework) update, rezoning efforts, and policy development by Summer 2023.

LA City Planning and HCID will, with extensive community outreach, conduct Equitable Development and Anti-Displacement studies that will inform as well as provide recommended strategies to preserve and increase the City's affordable housing stock. Through funding provided by the Regional Early Action Planning (REAP) grant program, two studies will be conducted in collaboration and coordination, but each with a focus on areas within the purview of each Department. The LACP-led study will include recommendations relating to land use, zoning and the City's growth strategy. The study will analyze the impacts on displacement related to Los Angeles' land use/housing policies and housing needs and incorporate policy recommendations in future planning efforts including updates to the General Plan, Community Plans, and other planning efforts. Consider an array of potential policies from best practices including anti-displacement overlay zones in areas where current policies are insufficient, as well as housing assessments for major project entitlements per Program 7. HCID will develop a displacement prevention tool that will identify areas and parcels at greatest risk of displacement, which include those with higher percentages of naturally occurring affordable housing (NOAH), lower homeownership rates, older housing stock and at-risk properties subject to the RSO, and an increase in investments from large scale

developers. The displacement prevention tool will be integrated into a report outlining recommended strategies intended to minimize significant impacts to vulnerable communities, while at the same time proactively increasing housing production throughout the city. Both departments will work together to ensure reports complement citywide efforts to strengthen tenant protections including preventing tenant harassment, eviction defense, COVID relief, housing replacement requirements, no net loss requirements and right to return. A series of specific Program actions to address anti-displacement strategies are outlined under the AFFH Program (127) below.

123. Assessment of Fair Housing (AFH)

Lead Agencies: HCID, HACLA

Supporting Agencies: LACP

Funding Sources: REAP Grant

Objective: Compliance with the U.S. Department of Housing and Urban Development's (HUD) new guidelines for the Affirmatively Furthering Fair Housing (AFFH) Rule.

Develop an updated Assessment of Fair Housing (AFH) Plan consistent with the new final guidelines that are expected to be released by HUD some time in 2021. The AFH will cover the following required components:

1. Summary of fair housing enforcement and outreach capacity;
2. Integration and segregation patterns, and trends related to people with protected characteristics;
3. Racially or ethnically concentrated areas of poverty;
4. Disparities in access to opportunity for people with protected characteristics, including persons with disabilities; and
5. Disproportionate housing needs within the jurisdiction, including displacement risk.

The resulting plan is to reflect five-year housing goals and strategies accompanied by realistic metrics and milestones. Completion, submission, and HUD approval of the City's AFH Plan places the City in compliance and eligible to receive ongoing federal funds that are entitled to Los Angeles. The AFH Plan also serves as a model/foundation for the City's five-year Consolidated Plan. The Plan sets forth commitments to invest in place-based strategies that create opportunities in areas of disinvestment (such as investments in housing, enhanced infrastructure, services, schools, jobs, and many other community needs).

124. Affirmatively Furthering Fair Housing (AFFH) Program (NEW)

Goal #: 4,1

Lead Agencies:	LACP, HCID
Supporting Agencies:	HACLA
Funding Sources:	REAP Grant
Objective:	Compliance with US Housing and Urban Development (HUD) and AB 686 (2018).

Promote and affirmatively further fair housing (AFFH) opportunities throughout the community in all housing, planning and community development activities. Take a variety of actions to overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity to promote diverse communities that grant all Angelenos access to housing. Increase place-based strategies to encourage community revitalization and protect existing residents from displacement through various policies, programs, and goal setting (e.g. AFH Plan).

The following specific actions are either ongoing activities or will be undertaken by HCID and/or LACP as part of actions to address AFFH issue areas in partnership with key local stakeholders:

- 1) *Significant Disparities in Housing Needs and Access to Opportunity*
 - a) Prioritize those with the greatest housing needs including those with the lowest incomes, persons with disabilities, seniors, large families when updating affordable housing incentive programs (Program 54).
 - b) With all new housing projects and land use initiatives that require General Plan consistency findings, follow the guidance set by the Housing Element's Goals, Objectives and Policies that have been enhanced to place greater emphasis on advancing racial equity, expanding access to Higher Opportunity and protecting Angelenos from displacement.
 - c) Through the RHNA Rezoning Program, develop Zoning Code amendments and Community Plans that incentivize and encourage the development of more affordable housing in areas of high need and Higher Opportunity (see Program 120).
 - d) Carry out Equitable Development and Anti-Displacement Studies that includes recommendations relating to land use, the City's growth strategy, and opportunities to build affordable housing and prevent displacement of protected classes(see Program 121).

- e) Expand efforts for the preservation and rehabilitation of deed-restricted affordable housing, naturally occurring affordable housing, RSO units and residential hotels.
- f) Continue to develop greater tenant protections for City Council consideration, including rental assistance and legal representation services for lower-income households and protected classes
- g) Continue the City's Systematic Code Enforcement Program (SCEP) activities that maintain housing stock while providing opportunities to legalize units and not displace existing tenants (See program 22).
- h) Provide housing voucher assistance and mobility-related services to families with children to encourage such families to move to lower-poverty areas, to expand their access to opportunity areas, pursuant to HUD's Mobility Demonstration Voucher NOFA.
- i) Accessible and Affordable Housing Registry (Program 8)
- j) Promote displacement mitigation strategies to ensure equitable access to opportunity, including citywide Housing Priorities.
 - i) Anti-displacement Strategies (Program 121)
 - ii) Enforcement of No Net Loss and Affordable Housing Replacements Requirement (Program 2)
 - iii) Replacement Unit Program for Selected Sites (Program 29)
 - iv) Update Density Bonus and Other Affordable Housing Incentive Programs (Program 48)
 - v) Targeted Zoning Allocations by Community Plan Area (Program 49)
 - vi) Update the Citywide Growth Strategy to Meet Housing Needs (Program 50)
 - vii) Unapproved Dwelling Units (UDU) (Program 56)
 - viii) Low-Rise Infill Housing Research and Design Initiative (Program 59)
 - ix) Update the Mello Act with strong anti-displacement protections (Program 80)
 - x) Community Level Affordable Housing Programs (Program 81)
 - xi) Targeting Growth in Community Plan Areas in locations where potential for displacement is minimized. (Program 65)
 - xii) Strengthen Enforcement of the Ellis Act and RSO (Programs 32, 87)
 - xiii) RSO Monitoring (including Eviction Data Task Force) (Program 47)
 - xiv) Eviction Defense Program (Program 88)
 - xv) Tenant Anti-Harassment Ordinance (Program 86)
 - xvi) Strategies to Preserve Naturally Occurring Affordable Housing (NOAH) (Program 30)

- xvii) Just Cause Eviction Program (Program 85)
- xviii) Enforce, Monitor, and Preserve Affordable Housing Covenants
- xix) Develop additional funding sources for greater housing preservation citywide
- xx) Tenant/Community Opportunity to Purchase (Program 90)
- xxi) Shared Equity / Community Land Trusts (Program 4)

2) *Replacing Segregated Living Patterns with Truly Integrated and Balanced Living Patterns and Transforming Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) into Areas of Opportunity*

- a) Introduce context specific reforms to zoning and land use practices that perpetuate racial exclusion and inequities including but not limited to single family / low density zoning, minimum lot size requirements, and subjective design review standards.
- b) Introduce more flexible zoning and incentives for existing lower density residential areas to create opportunities for more “missing middle” low-scale housing typologies, particularly in Higher Opportunity Areas.
- c) Promote a more equitable distribution of affordable housing opportunities throughout the city, with a focus on increasing Affordable Housing in Higher Opportunity Areas and in ways that further Citywide Housing Priorities.
- d) Prioritize housing capacity, resources, policies and incentives to include Affordable Housing in residential development, particularly near transit, jobs, and in Higher Opportunity Areas.
- e) As part of the effort to update the City’s growth strategy, or General Plan Framework Element, create a new community housing needs assessment methodology that would allocate citywide housing targets across Community Plan areas in a way that seeks to address patterns of racial and economic segregation, promote jobs/housing balance, provide ample housing opportunities, and affirmatively further fair housing. (Program 50)
- f) Prioritize local resources, such as funding and public land, in areas of high opportunity, and evaluate revisions to funding metrics or policies that may act as a barrier to projects locating in high resource areas. Seek partnerships with other public and private entities to facilitate new potential development sites in these areas for affordable housing
- g) Prioritize local resources, such as funding and public land, in areas of high opportunity, and evaluate revisions to funding metrics or policies that may act as a barrier to projects locating in high resource areas. Seek

- partnerships with other public and private entities to facilitate new potential development sites in these areas for affordable housing
- h) Consider ways to better evaluate the effectiveness and impacts of proposed significant legislation or projects from a racial and social equity perspective, including a race/equity impact statement or housing assessment (Program 7)
 - i) Seek local, state and federal funding sources to expand the supply for affordable housing that also enhances the building environment through transportation, amenities and infrastructure investments.
- 3) *Fostering and Maintaining Compliance with Civil Rights and Fair Housing Laws*
- a) Continue to develop greater tenant protections for City Council consideration, including rental assistance and legal representation services for lower-income households that result in greater housing stability for protected classes
 - b) Expand Fair Housing outreach and enforcement through the Citywide Fair Housing Program
 - c) Provide Accommodations for Persons with Disabilities
 - d) Provide RSO Tenant/Landlord Outreach and Education Program
 - e) Provide Housing Legal Services for Seniors
 - f) Provide Section 8 Vouchers for Disabled and Elderly Households
 - g) Provide a Domestic Violence Shelter Program

125. Transit Oriented Communities (NEW)

Goal #: 1, 3

Lead Agencies:	LACP
Supporting Agencies:	HCID
Funding Sources:	General Fund
Objective:	Provide incentives to encourage transit oriented, mixed-income development to permit 5000 above market and 1,750 covenanted lower income (ELI, VLI, LI) units annually.

Continue implementation of the Transit Oriented Communities (TOC) program to encourage transit oriented mixed income development. Report annually on the production of covenanted affordable units as described in program 45. Explore extension and expansion of the TOC program as described in programs 48, 81, and 120.

126. Inclusionary Zoning Feasibility Study (NEW)

Goal #: 1

Lead Agencies: HCID, LACP
Supporting Agencies: CAO
Funding Sources: General Fund, AHLF
Objective: Conduct a feasibility study and develop policy recommendations on inclusionary zoning.

Conduct a two-phased feasibility study to analyze the financial and programmatic feasibility of introducing an inclusionary zoning policy. The City will complete a detailed analysis of the current and projected utilization of existing affordable housing programs (including TOC, Density Bonus, and the Affordable Housing Linkage Fee) and the potential value added of a mandatory inclusionary requirement. The study can evaluate the creation of a citywide affordability requirement that could vary based on local geographies such as Community Plan areas, as well as the evaluation of local areas of the City that may particularly benefit from local inclusionary requirements. The study should also consider how such a requirement could complement and work alongside existing/proposed incentive programs, as well as the City's Affordable Housing Linkage Fee, and what types of changes would be needed to result in more overall affordable housing while supporting market production. Afterwards, a report back on findings will be prepared and presented to the City Council for direction. The study will provide policy recommendations consistent with economic feasibility study requirements of AB 1505, such as the percentage of affordable housing that could be required in each of the City's market areas, Community Plan Areas, or other geographic boundaries, as well as potential alternative means of compliance.

127. Neighborhood Sustainability & Equity (NEW)

Goal #: 3,4

Lead Agencies: HACLA
Funding Sources: General Fund
Objective: Provide new solar roofs and energy efficiency retrofits to income qualifying households in the Watts neighborhood.

Work with non-profit partners via direct MOUs to train and hire HACLA residents to provide new solar roofs and energy efficiency retrofits to households in Watts who are income-eligible. The residential retrofits are intended to help low-income homeowners stay in their homes, reduce utility bills and reduce the carbon footprint with the potential for increased equity in the surrounding housing stock. Preventing foreclosure and increasing economic well-being.

128. Emergency Housing Vouchers (NEW)

Goal #: 2,5

Lead Agencies: HACLA
Funding Sources: HUD (American Rescue Plan Act)
Objective: Provide 3,365 Emergency Housing Vouchers to qualifying households.

HACLA was awarded 3,365 Emergency Housing Vouchers (EHVs) to be effective July 1, 2021. This award represents almost 20% of all vouchers allocated to the State of California and it is the second largest award at the national level. These EHVs are limited to individuals and families who are (1) homeless; (2) at risk of homelessness; (3) fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking or human trafficking; or (4) recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability.