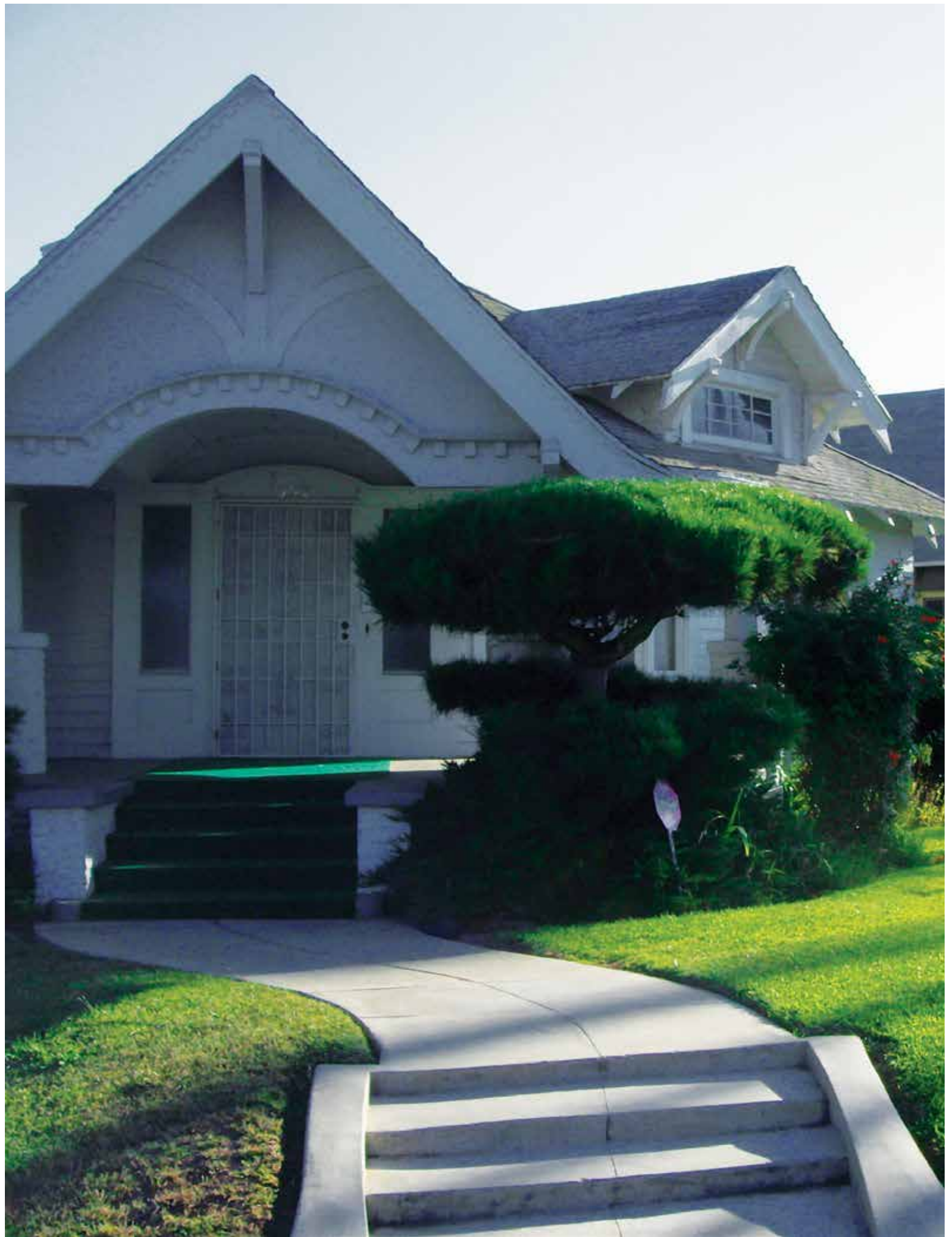


# Housing Goals, Objectives, Policies and Programs

Chapter 6





# Housing Goals, Objectives, Policies and Programs

The City of Los Angeles is committed to providing affordable housing and amenity-rich, sustainable neighborhoods for its residents, answering the variety of housing needs of its growing population. Toward this end:

The City of Los Angeles will achieve this goal amidst a variety of governmental, infrastructure, and market constraints to residential development through aligning its actions in accordance with four detailed goals, each of which contain objectives, policies, and implementing programs. These goals embody the City's commitment to meeting housing needs. The four detailed goals are as follows:

**GOAL 1:** A City where housing production and preservation result in an adequate supply of ownership and rental housing that is safe, healthy and affordable to people of all income levels, races, ages, and suitable for their various needs.

**GOAL 2:** A City in which housing helps to create safe, livable and sustainable neighborhoods.

**GOAL 3:** A City where there are housing opportunities for all without discrimination.

**GOAL 4:** A City committed to preventing and ending homelessness.

The objectives under each goal further speak to the nuances of housing needs across a city as diverse in population and housing needs as Los Angeles. The corresponding policies formulate the City's housing approach of creating sustainable mixed-use, mixed-income neighborhoods strategically located across the City that provide opportunities for housing, jobs, transit and basic amenities for all segments of the population. Each program was crafted to meet particular housing needs of the City, whether they are renters or homeowners, or populations with special needs.

In a departure from the previous Housing Element, programs are now being separated out from specific policies in this Update. This is in line with the City's new General Plan format, as the City found that having programs listed as achieving only one policy objective is too restraining when many



of the City's housing programs meet the objectives of multiple policies. However, to provide some level of organization to the program list (below), programs are listed below their most relevant objective. Specific policies that relate to the programs are listed below their program description, along with the timeline, objectives, lead agencies and funding source.

In another change, the schedule for the implementation of the program was not included if it was to take place throughout the eight-year planning period (2013-2021). Only more specific implementation schedules were noted.

Together, these goals, objectives, policies and programs comprise the City's housing action plan for the 2013-2021 planning period. These goals, objectives, policies, and programs will guide daily decision-making by City officials and staff, while equipping citizens with the awareness of the housing programs that the City initiated to meet its overall housing goals.

The Housing Element 2013-2021 policies and programs 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 2013-21 Update. With each program description herein, the primary City Departments responsible for implementation are identified as "Lead Agencies." A brief description of each of these Departments is contained in Appendix J.

Program implementation is contingent on the availability of funding, which is likely to change due to economic conditions, the priorities of federal and regional governments and funding agencies, and other conditions. The programs will be reviewed periodically 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 decision-by-decision 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. 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.

Additionally, throughout the City's housing policies and programs there is an implicit acknowledgement that they, whether or not created specifically for populations with disabilities, must be built in accordance with all applicable accessibility standards so that people with disabilities are afforded equal opportunities to live in all kinds of housing.

Each identified housing program below has quantified targets. The table below summarizes the combined housing production targets of all programs.



**TABLE 6.1**  
**Quantified Objectives: January 1, 2014- September 30, 2021**

Income Level	New Construction Units – RHNA Allocation	Rehabilitation Units	Conservation/ Preservation Units
Extremely Low-Income	1,730	2,123	2,373
Very Low-Income	3,834	1,048	2,432
Low-Income	4,873	1,001	2,948
Moderate-Income	1,122	300	100
Above Moderate Income	46,500	740,000*	250
<b>Total</b>	<b>59,559</b>	<b>744,472</b>	<b>6,103</b>

\* The figure refers to the number of housing units inspected every four years as part of the Systematic Code Enforcement Program, which results in compliance with maintenance, use and habitability codes. The exact income break-down of these units is not collected, so all were placed in above moderate.

In addition to the housing units reflected in the above table, the City is committed to implementing a number of programs that preserve and maintain significant additional housing that cannot be quantified into units as follows:

- Maintenance and conservation of approximately 39,000 multi-family buildings by preserving residential and SRO hotels, completing urgent repairs, enforcing nuisance abatement, and a number of other programs. The number of units per building varies vastly, from 100 units in a residential hotel to 10 units in a building where nuisance abatement is being pursued.
- Fund and provide other support for the maintenance of short-term housing for homeless persons, including emergency shelter beds and transitional housing beds. This includes 587 beds for victims of domestic violence, 175 beds for person living with HIV/AIDS, 4,490 general emergency shelter beds, and 1,492 winter shelter beds (provided from December through March of each year, as required by weather conditions). These beds generally serve extremely low-income households and individuals.
- Rental subsidies through various U.S. Department of Housing and Urban Development (HUD) funding sources used by qualifying households to help pay rent in market rate units across the City. For example, general Housing Choice Vouchers support approximately 47,500 households; including 2,000 for homeless veterans and more than 4,300 units in special programs. Targeted Housing Choice Vouchers serve approximately 4,000 formerly homeless persons and families; and other rental assistance programs serve persons living with HIV/AIDS and persons with disabilities.

## Goal 1: Housing Production and Preservation

Provision of an adequate supply of both rental and ownership housing for all income levels is paramount to minimizing housing problems such as overcrowding and overpayment that are common in the City. As Los Angeles is renter-dominated, programs to assure an adequate supply of rental housing are needed in addition to helping to facilitate ownership where possible. Due to the advanced age of the City's housing stock, programs to address building conditions will facilitate the upkeep of housing for the benefit of resident health. In addition, current and future City households comprise a diverse set of needs that can only be met by providing a wide variety of housing types. Serving City residents also requires that housing options be equitably distributed across the City to promote access to job opportunities and services. As such, in order to meet this goal, the following City policies and programs provide mechanisms to minimize barriers and provide financial incentives where possible to promote the production and preservation of a diverse, safe, healthy and affordable housing stock.

### Objective 1.1

Produce an adequate supply of rental and ownership housing in order to meet current and projected needs.

#### Policies:

- 1.1.1 Expand affordable home ownership opportunities and support current homeowners in retaining their homeowner status.
- 1.1.2 Expand affordable rental housing for all income groups that need assistance.
- 1.1.3 Facilitate new construction and preservation of a range of different housing types that address the particular needs of the city's households.
- 1.1.4 Expand opportunities for residential development, particularly in designated Centers, Transit Oriented Districts and along Mixed-Use Boulevards.
- 1.1.5 Develop financial resources for new construction of affordable housing.
- 1.1.6 Facilitate innovative models that reduce the costs of housing production.
- 1.1.7 Strengthen the capacity of the development community to develop affordable housing.

**Objective 1.2**

Preserve quality rental and ownership housing for households of all income levels and special needs.

**Policies:**

- 1.2.1 Facilitate the maintenance of existing housing in decent, safe and healthy condition.
- 1.2.2 Encourage and incentivize the preservation of affordable housing, including non-subsidized affordable units, to ensure that demolitions and conversions do not result in the net loss of the City's stock of decent, safe, healthy or affordable housing.
- 1.2.3 Rehabilitate and/or replace substandard housing with housing that is decent, safe, healthy and affordable and of appropriate size to meet the City's current and future household needs.
- 1.2.4 Develop financial resources for the long-term affordability of publicly assisted rental and ownership housing.
- 1.2.5 Provide incentives that extend affordability to existing market rate housing units.
- 1.2.6 Provide incentives for the preservation of historic residential structures.
- 1.2.7 Strengthen the capacity of the development community to preserve and manage affordable housing.
- 1.2.8 Preserve the existing stock of affordable housing near transit stations and transit corridors. Encourage one-to-one replacement of demolished units.

**Objective 1.3**

Forecast and plan for changing housing needs over time in relation to production and preservation needs.

**Policies:**

- 1.3.1 Monitor and report on the production and preservation of the housing supply.
- 1.3.2 Advocate and collaborate for the production of data necessary for the City's planning purposes, particularly with regard to special needs populations.
- 1.3.3 Collect, report and project citywide and local housing needs on a periodic basis.

- 1.3.4** Plan for post-disaster reconstruction of housing.
- 1.3.5** Provide sufficient land use and density to accommodate an adequate supply of housing units by type and cost within the City to meet the projections of housing needs, according to the policies and objectives of the City's Framework Element of the General Plan.

### Objective 1.4

Reduce regulatory and procedural barriers to the production and preservation of housing at all income levels and needs.

#### Policies:

- 1.4.1** Streamline the land use entitlement, environmental review, and building permit processes, while maintaining incentives to create and preserve affordable housing.
- 1.4.2** Streamline affordable housing funding processes.

## Goal 2: Safe, Livable, and Sustainable Neighborhoods

In a fast growing City such as Los Angeles, attention to the way in which the City grows helps to balance current resident needs with incoming population growth and to create safe, livable and sustainable neighborhoods. The following policies and programs promote sustainable neighborhoods that will lessen impacts on natural resource consumption by directing growth toward centers and transit and employing green-building techniques. Strategically directing long-range growth is consistent with the approach established by the Framework Element of the General Plan. The impetus to incorporate conservation into building techniques aligns with new Mayoral goals to encourage sustainable practices and is being pursued by a newly-initiated consortium of City Departments. Overall, these efforts will facilitate high quality, healthy housing in neighborhoods that mix incomes and improve accessibility to jobs and services by encouraging residential proximity to these compatible land uses.

### Objective 2.1

Promote safety and health within neighborhoods.

#### Policies:

- 2.1.1** Establish development standards and policing practices that reduce the likelihood of crime.





- 2.1.2** Establish development standards and other measures that promote and implement positive health outcomes.

### **Objective 2.2**

Promote sustainable neighborhoods that have mixed-income housing, jobs, amenities, services and transit.

#### **Policies:**

- 2.2.1** Provide incentives to encourage the integration of housing with other compatible land uses.
- 2.2.2** Provide incentives and flexibility to generate new multi-family housing near transit and centers, in accordance with the General Plan Framework element, as reflected in Map ES.1.
- 2.2.3** Promote and facilitate a jobs/housing balance at a citywide level.
- 2.2.4** Educate the public to understand and support the benefits of mixed-use and mixed-income communities to accommodate projected growth.
- 2.2.5** Provide sufficient services and amenities to support the planned population while preserving the neighborhood for those currently there.

### **Objective 2.3**

Promote sustainable buildings, which minimize adverse effects on the environment and minimize the use of non-renewable resources.

#### **Policies:**

- 2.3.1** Streamline entitlement, environmental, and permitting processes for sustainable buildings.
- 2.3.2** Promote and facilitate reduction of water consumption in new and existing housing.
- 2.3.3** Promote and facilitate reduction of energy consumption in new and existing housing.
- 2.3.4** Promote and facilitate reduction of waste in construction and building operations.
- 2.3.5** Promote outreach and education regarding sustainable buildings.

### Objective 2.4

Promote livable neighborhoods with a mix of housing types, quality design and a scale and character that respects unique residential neighborhoods in the City.

#### Policies:

- 2.4.1 Promote preservation of neighborhood character in balance with facilitating new development.
- 2.4.2 Develop and implement design standards that promote quality residential development.
- 2.4.3 Develop and implement sustainable design standards in public and private open space and street rights-of-way. Increase access to open space, parks and green spaces.

### Objective 2.5

Promote a more equitable distribution of affordable housing opportunities throughout the City.

#### Policies:

- 2.5.1 Target housing resources, policies and incentives to include affordable housing in residential development, particularly in mixed use development, Transit Oriented Districts and designated Centers.
- 2.5.2 Foster the development of new affordable housing units citywide and within each Community Plan area.

## Goal 3: Housing Opportunities Without Discrimination

The need to protect against housing discrimination and provide equal housing opportunities has been formalized by state and federal fair housing laws. The policies and programs below facilitate access to equal housing opportunities by promoting responsible community lending, encouraging education about fair housing practices, and collecting and reporting data on housing discrimination complaints.

### Objective 3.1

Ensure that housing opportunities are accessible to all residents without discrimination on the basis of race, ancestry, sex, national origin, color, religion, sexual orientation, marital status, familial status, age, disability (including HIV/AIDS), and student status.



**Policies:**

- 3.1.1 Promote and facilitate equal opportunity practices in the construction, provision, sale and rental of housing.
- 3.1.2 Promote responsible mortgage lending that meets community credit needs and the Community Reinvestment Act (CRA).

**Objective 3.2**

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

**Policies:**

- 3.2.1 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.
- 3.2.2 Provide outreach and education for the broader community of residents, residential property owners and operators regarding fair housing practices and requirements.
- 3.2.3 Collect and report findings on discrimination in the sale and rental of housing.

## Goal 4: Ending and Preventing Homelessness

Homelessness is a solvable problem. The vision for Los Angeles is to see every homeless individual and family housed by preventing them from becoming homeless and by rapidly rehousing those who do fall into homelessness. Permanent housing coupled with supportive services is central to combating homelessness. Beyond the City's efforts to provide housing and services to the currently homeless, the City also focuses on targeting resources to individuals at risk of becoming homeless, including those with varying degrees of special needs. The policies and programs focus on a tiered approach that recognizes the need to provide sufficient temporary and emergency shelters to meet short-term needs while working toward a rapid return to more stable housing or permanent supportive housing over the longer-term. Outreach and education efforts under this goal seek both to increase awareness for all City residents about the needs of the homeless and to inform the homeless about housing and service opportunities. These policies and programs also strive to remove barriers to siting housing for homeless persons throughout the City.

**Objective 4.1**

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

**Policies:**

- 4.1.1 Ensure an adequate supply of emergency and temporary housing for people who are homeless or are at a risk of becoming homeless, including people with disabilities.
- 4.1.2 Promote and facilitate programs and strategies that ensure the rapid re-housing of all people who become homeless.
- 4.1.3 Provide permanent supportive housing options with services for homeless persons and persons/families at risk of homelessness to ensure that they remain housed and get the individualized help they may need.
- 4.1.4 Target chronically homeless individuals and prioritize the most vulnerable among them for services and Permanent Supportive Housing, including through the coordination of service provision and the efficient access to information so as to rapidly match available services to those in need of services.
- 4.1.5 Plan for emergency housing needs that will result from natural or man-made disasters.
- 4.1.6 Provide housing facilities and supportive services for the homeless and special needs populations throughout the City, and reduce zoning and other regulatory barriers to their placement and operation in appropriate locations.

**Objective 4.2**

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

**Policies:**

- 4.2.1 Provide a high level of outreach targeted to the chronically homeless to inform them of their rights and opportunities to move them from the streets into permanent housing with appropriate support services.
- 4.2.2 Inform communities about special needs populations in the City and effective approaches to meeting their housing needs.

- 4.2.3 Strengthen the capacity of the development community to locate, construct and manage housing facilities for the homeless.
- 4.2.4 In accordance with the federal Hearth Act, target outreach and permanent supportive housing resources to the chronically homeless so as to move them from the streets into permanent housing with appropriate supportive services.
- 4.2.5 Promote and facilitate a planning process that includes homeless persons, formerly homeless and providers of housing and services for the homeless in order to provide up-to date information for the more effective coordination and use of resources.



**TABLE 6.2**  
**List of Acronyms**

ADDI	American Dream Downpayment Initiative
AHTF	Affordable Housing Trust Fund, City of Los Angeles
APR	Annual Progress Report of the Housing Element
ARRA	American Recovery and Reinvestment Act
BEDI	Brownfields Economic Development Initiative
CalHFA	California Housing Finance Agency
CalHOME	CalHome Mortgage Assistance Program
CDBG	Community Development Block Grant
CDLAC	California Debt Limit Allocation Committee
CLA	Chief Legislative Analyst, City of Los Angeles
CRA/LA	Community Redevelopment Agency/Los Angeles
DCP	Department of City Planning, City of Los Angeles
DHS/FEMA	Department of Homeland Security/Federal Emergency Management Agency
DOD	Department on Disability, City of Los Angeles
DONE	Department of Neighborhood Empowerment, City of Los Angeles
DPW	Department of Public Works, City of Los Angeles
EAD	Environmental Affairs Department, City of Los Angeles
EDI	Economic Development Initiative, HUD
EOO	Emergency Operations Organization, City of Los Angeles
EMD	Emergency Management Department, City of Los Angeles
ESG	Emergency Shelter Grant
GSD	General Services Department, City of Los Angeles
HACLA	Housing Authority of the City of Los Angeles
HOME	Home Ownership Made Easy Investment Partnerships Program
HOPWA	Housing Opportunities for People with AIDS
HRC	Human Relations Commission, City of Los Angeles
HUD	United States Department of Housing and Urban Development
ITA	Information Technology Agency, City of Los Angeles

**TABLE 6.2**  
**List of Acronyms**

LADBS	Los Angeles Department of Building and Safety, City of Los Angeles
LADOT	Los Angeles Department of Transportation, City of Los Angeles
LADWP	Los Angeles Department of Water and Power, City of Los Angeles
LAFD	Los Angeles Fire Department, City of Los Angeles
HCIDLA	Los Angeles Housing and Community Investment Department, City of Los Angeles
LAHSA	Los Angeles Homeless Services Authority
LAPD	Los Angeles Police Department, City of Los Angeles
LAUSD	Los Angeles Unified School District
LIHTC	Low Income Housing Tax Credit
MCC	Mortgage Credit Certificate
MHFF	Municipal Housing Finance Fund
MHSA	Mental Health Services Act
OCA	Office of the City Attorney, City of Los Angeles
PSHP	Permanent Supportive Housing Program
RAP	Department of Recreation and Parks, City of Los Angeles
RSO	Rent Stabilization Ordinance
SCAG	Southern California Association of Governments
SCEP	Systematic Code Enforcement Program
SCQAMD	South Coast Air Quality Management District
VA	Department of Veterans Affairs
ZIMAS	Zone Information Map Access Service

## 2013-2021 Listing Of Housing Programs

### Objective 1.1

Produce an adequate supply of rental and ownership housing to meet current and projected needs

#### 1. Homebuyer Financial Assistance

Provide financial assistance to largely low- and moderate-income first-time homebuyers through down payment/closing cost assistance, loans, tax credits and rehabilitation costs. Includes the following: Low Income Purchase Assistance, Mortgage Credit Certificates, and Forward Commitment Program. Require new homebuyers to attend homebuyer education classes.

Lead Agency:	HCIDLA
Funding Source:	Federal: CDBG, HOME, ADDI, ARRA State: BEGIN, CalHOME, CDLAC
Objectives:	During the first year, 80 loans for low-income homebuyers and 30 loans for moderate-income homebuyers; 50 loans for low-income homebuyers per year thereafter, if funding permits; Issue 80 MCCs per year: 40 for low-income and 40 for moderate-income.
Respective Policy:	1.1.1

#### 2. Homeownership for Voucher Holders

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

Lead Agency:	HACLA
Funding Source:	HUD
Objective:	Increase homeownership opportunities among voucher holders.
Respective Policy:	1.1.1

### 3. Small Lot Subdivisions

Facilitate the development of small lot subdivisions (Zoning Code Section 12.22 C.27), which permit detached, fee simple home ownership on lots as small as 600 square feet, thus providing more affordable alternative for-sale housing types within commercial and multi-family residential zones. Identify obstacles in the development standards, code requirements, and procedures to developing Small Lot Subdivisions and propose revisions to the Small Lot Subdivision Guidelines, clarification memos, Code Amendments or other measures to eliminate impediments. The Department of City Planning will provide site specific consultation and advice to prospective subdividers.

Lead Agency:	DCP
Funding Source:	General Fund
Objectives:	1400 market-rate units; 100 moderate income units; Revised Small Lot Subdivision Guidelines - 2013-2014; Inter-departmental clarification memo - 2013-2014.
Respective Policy:	1.1.1

### 4. Barriers to Limited Equity Housing Cooperatives

Explore barriers to the development of Limited Equity Housing Cooperatives (LEHCs) in the Zoning Code and housing funding processes. Explore greater ways for the City to promote LEHCs, which offer ownership opportunities to low and moderate income households while retaining the units as affordable after they move on.

Lead Agency:	DCP, HCIDLA
Funding Source:	General Fund
Objectives:	Study barriers to the greater utilization of limited-equity cooperatives; Utilize limited equity co-ops as a tool to facilitate affordable homeownership.
Respective Policy:	1.1.1

### 5. Predevelopment/Acquisition Financing for the Development of Affordable Housing

Facilitate predevelopment and/or acquisition financing for approximately 500 units annually through the New Generation Fund (NFG) and the Corporation

Supportive Housing (CSH) funds. Predevelopment/acquisition financing will be aligned to the production and preservation goals elsewhere mentioned herein, including the production of permanent supportive housing units.

Lead Agency:	HCIDLA
Funding Source:	\$52M in revolving funds from the New Generation Fund (NFG) and \$30M the Corporation Supportive Housing (CSH) funds
Objective:	Facilitate predevelopment and/or acquisition financing for approximately 500 units annually.
Respective Policy:	1.1.2, 4.1.3, 4.1.1

### 6. New Production of Affordable Housing

Add 500 rental units annually to the City of Los Angeles affordable housing stock, of which approximately 30% will be Permanent Supportive Housing (PSH). The remaining 70% will be a mix of housing targeting large families and seniors. Addition of units into the City of Los Angeles affordable housing stock will be in the form of both new construction and acquisition/rehabilitation. Total production over 8 years is estimated to be 4,000 units, of which 1,200 will be PSH units. The funding resources will include tax credit proceeds, HOME, CDBG, former CRA assets, City-owned land and other intermittent resources.

Lead Agency:	HCIDLA
Funding Source:	Approximately \$25M in HOME funds annually from HCIDLA, used to leverage approximately \$150M from other public and private lenders and tax credit investors
Objectives:	Add 500 units annually to the City of Los Angeles affordable housing stock; 30% of units to be Permanent Supportive Housing (PSH); Construct housing for seniors, the disabled and large families.
Respective Policy:	1.1.2, 4.1.3, 4.1.1

### 7. Project-Based Rental Assistance

Assist developers in obtaining construction and permanent financing by providing Housing Assistance Payment (HAP) Contracts to developers and guaranteeing a rental stream for qualifying rental developments.

Lead Agency:	HACLA
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Funding Source:	HUD Section 8 funds
Objective:	1,074 (430 extremely low-income, 644 very low-income) households housed through project-based rental assistance vouchers.
Respective Policy:	1.1.2

### 8. Land Use Program to Increase the Production of Affordable Housing

Explore the feasibility and appropriateness of creating affordable housing requirements for projects that receive benefits from the City, including projects that receive City subsidies or City land, projects receiving zone changes that result in significantly more units than otherwise permitted, as well as projects that obtain a Development Agreement. Aim to adopt affordable housing requirements through an ordinance.

Lead Agency:	City Council, Mayor’s Office, DCP, HCIDLA
Funding Source:	General Fund
Objective:	Increase the supply of affordable and mixed-income housing; Prepare draft ordinance Schedule 2014 – 2018.
Respective Policies:	1.1.1 and 1.1.2

### 9. Facilitate Housing for Senior and Disabled Persons

Give senior and disabled housing projects preferential access to Development Services Case Management (development review service). Assist developers in developing 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. Explore options to introduce greater accessibility and affordability into the Eldercare process, given the significant zoning benefits provided. Provide expedited permitting services for senior developments through the Development Services Case Management (DSCM) program as well as the Parallel Design Permitting Program (PDPP). Also see the support of accessible design in housing unit design (Program 11), the development of supportive housing options that serve persons with special needs (5, 6, 119, and 121) and the removal of zoning barriers to health and health facilities (133).

Lead Agencies:	DCP, HACLA
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Funding Sources:	General Fund
Objectives:	Assist in the development of 250 senior units a year; Construct 1750 Eldercare units; Explore the creation of an affordability component to Eldercare Ordinance.
Respective Policy:	1.1.3

### 10. Housing Alternatives for Seniors

The Department of Aging contracts with a non-profit organization (currently Affordable Living for the Aging), which provides shared housing services for elderly Los Angeles residents. The organization meets with seniors to provide timely information on upcoming housing opportunities, open wait lists and details about their Shared Housing Program (a service that matches individuals to share private residences throughout Los Angeles County).

Lead Agency:	DoA
Funding Source	CDBG
Objective:	Find alternative housing solutions for 1,600 senior residents.
Respective Policy:	1.1.3

### 11. Innovative Housing Unit Design

A variety of initiatives are needed to help create and adapt more housing units to employ universal design standards in order to accommodate different life stages with minimal structural changes. 1) Establish a Task Force to review current barriers in City Codes to accessible design and ability to “age-in-place.” 2) Explore and propose recommendations for increasing the number of accessible units in multi-family developments occupied by special needs households. 3) Assist older adults understand various types of home modifications that may be helpful.

Lead Agency:	DCP, LADBS, HCIDLA, DOD, DoA
Funding Sources:	General Fund
Objectives:	500 units with universal design elements; Provide assistance to developers and property owners during project review; Increase the number of affordable, accessible units occupied by persons with special needs.

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Schedule:	Establish Task Force to review City Codes - 2015 Task Force report and recommendations – 2016 Revised regulations – 2017 Individual developer consultations – 2013 – 2021
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Respective Policy:	1.1.3
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## 12. Adaptive Reuse

Facilitate and provide incentives and expand the opportunities for adaptive reuse of economically obsolete commercial buildings for housing, in accordance with the Downtown Adaptive Reuse Ordinance (L.A.M.C. Section 12.22 A 26 and Section 12.95.3 F 1 (h)) and the Citywide Adaptive Reuse Ordinance (L.A.M.C. Section 12.24 X 1). Explore additional incentives to facilitate adaptive reuse such as reduced minimum unit sizes, or shared/publicly developed parking opportunities to support proposed developments.

Lead Agencies:	DCP
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Funding Sources:	General Fund
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Objective:	4,000 market rate and 100 affordable housing units
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Schedule:	Report on incentives to facilitate re-use - 2014; Revised ordinance - 2015; Facilitate proposed developments – 2013 - 2021.
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Respective Policies:	1.1.4, 1.1.6
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## 13. Redevelopment of Brownfield Industrial and Commercial Sites

Explore redevelopment of brownfield commercial and industrial sites and the use of public funds for housing and/or mixed used development on such sites when commercial or industrial use is not appropriate. Support funding applications for brownfield clean-up and redevelopment for housing on brownfield commercial sites that are well-served by public transit and that are proximate to public facilities and amenities. Support funding applications for brownfield clean-up and redevelopment for housing on limited brownfield industrial sites where the sites can be cleaned to an acceptable level and where their use for industrial or other jobs-producing purposes is limited by inadequate infrastructure, proximity to sensitive uses such as homes, schools and hospitals, and where such use would be more consistent with the intent of the general plan.

Lead Agencies:	DCP, BOS, HCIDLA
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Funding Sources:	General Fund, CDBG, Federal Economic Development Administration Funding, EDI, BEDI, LIHTC, State Bond Proceeds
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Objectives:	Environmental clean-up of at least five brownfield sites; Create opportunity for 100 units, including 10 very low- and 10 low-income units.
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Respective Policy:	1.1.4
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**14. Public Facilities Zoned Land: Joint Use Opportunities**

In conjunction with LAUSD, explore the potential to reconfigure older school sites in order to make land available for community uses, including affordable housing. Explore redevelopment and joint use of other public facilities sites that may be appropriate for housing. As opportunities are identified, establish project-based partnership with LAUSD and pursue project-based resources for the joint redevelopment of LAUSD sites.

Lead Agencies:	DCP, GSD,
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Funding Sources:	LAUSD
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Objective:	Create opportunities for 50 very low and 50 low income units during the planning period.
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Schedule:	Identify potential LAUSD sites - 2013 – 2021; Secure entitlements for housing on two LAUSD sites - 2013 - 2021.
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Respective Policy:	1.1.4
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**15. Advocate for Housing Funds**

Advocate for adequate levels of affordable housing development and preservation funds from State, Federal and local sources, given the high land and construction costs in Los Angeles and the magnitude of low-income households. Support a permanent source of funding for the City, State and Federal housing trust funds. Explore options for generating funds locally. 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), and allocate funding to new and existing affordable housing development programs. Advocate for increased housing-related data production and collection.

Lead Agencies:	CLA, HCIDLA, Mayor’s Office, City Council, HACLA, DCP
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Funding Sources:	General Fund
Objectives:	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.
Respective Policy:	1.1.5

### 16. New Programs to Increase the Production of Affordable Housing

Identify major policy options for the production of additional affordable housing. Explore the development of a local, permanent funding source for the Affordable Housing Trust Fund (AHTF) that provides additional funding annually for new affordable housing development (including predevelopment, site acquisition, new construction and rehabilitation activities for rental and for-sale units), preservation of existing affordable housing projects, and for the development of permanent supportive housing. Explore options for generating funds locally, such as fees on new development that increases the demand for affordable housing, a voter-approved bond measure, and/or the dedication of property tax increment previously generated under the now dissolved redevelopment agency (CRA/LA) for affordable housing. Upon the legal resolution of inclusionary zoning, explore the option of a citywide mixed income ordinance on new housing construction to include provisions for the preservation and/or construction of units that are made affordable to extremely low, very low, low, and moderate income households for at least thirty years, or payment of an in-lieu fee.

Lead Agency:	HCIDLA, DCP, City Council, Mayor’s Office
Funding Sources:	General Fund, \$ TBD, subject to Council and Mayoral approval.
Objective:	Prepare reports to Council and the Mayor that identify potential policies and programs to address the increase in funding for the production and preservation of affordable housing – 2014 - 2015.
Respective Policies:	1.1.5, 1.1.2, 1.1.3, 1.1.4

### 17. Downtown TFAR Public Benefit Fee

Assess a Public Benefit Fee on all projects in the Downtown Area that use TFAR. Study the relationship between the incentives provided under the Downtown TFAR program and those in the Downtown Affordable Housing Bonus program (#99). Consider dedicating a portion of the Public Benefit Trust Fund payment



to the Affordable Housing Trust Fund for projects that use the TFAR ordinance. The payment deposited into the AHTF will be used for affordable housing development in downtown or within three miles of the project receiving TFAR.

Lead Agency:	DCP
Funding Sources:	Developer Fees
Objectives:	\$20 million for affordable housing development; Evaluate whether changes are needed as part of the re:code:LA Unified Downtown Development Code (Program 66).
Schedule:	2014-2015
Respective Policy:	1.1.5

### 18. Innovative Parking Strategies

Encourage the utilization of alternatives to current parking standards that lower the cost of housing production and preservation, including provisions in the Modified Parking Requirements Ordinance (2012), the development of robotic parking structures and the establishment of parking impact trust funds as a means to fund shared parking facilities/ structures. Continue to implement the Venice parking impact trust fund.

Lead Agency:	DCP, LADBS, LADOT
Funding Sources:	General Fund and Fees for users, Parking Revenue Bonds, Special Parking Revenue Fund
Objective:	Incorporate parking recommendations into Community Plans, Specific Plans and Transit Neighborhood Plans, where appropriate.
Respective Policies:	1.1.6, 1.1.2, 1.1.4

### Objective 1.2

Preserve quality rental and ownership housing for households of all income levels and special needs.

### 19. Systematic Code Enforcement Program (SCEP)/Gateway to Green

Proactively inspect 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-inspect non-compliant properties 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. Initiate “Gateway to Green” program to conduct energy efficiency assessments simultaneously with standard inspection of multifamily units as described above.

Lead Agencies:	HCIDLA
Funding Sources:	General Fund, SCEP Fees
Objectives:	Inspect 180,000 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; Launch Gateway to Green Program in 2014.
Respective Policy:	1.2.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5

## 20. Foreclosure Registry Program

The Foreclosure Registry Ordinance (181,185, 2012) was established 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 issues a notice of default on a residential property located within the City of Los Angeles must register that property with the Los Angeles Housing and Community Investment Department (HCIDLA).

Lead Agencies:	HCIDLA, LADBS
Funding Sources:	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. 181,185.
Respective Policy:	1.2.1

## 21. Single Family Rehabilitation

Provide minor home repair services and installation of safety, security and accessibility features (i.e., locks, peep holes, grab bars, automatic gas shut-off valves) for low-income, elderly and disabled residents. Services are provided by City-approved contractors through the Handyworker program.

Lead Agencies:	HCIDLA
Funding Sources:	CDBG
Objective:	384 extremely low-, very low- and low-income units annually.
Respective Policy:	1.2.1

## 22. Residential Rehabilitation of Public Housing

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. Initiate revitalization efforts at Jordan Downs.

Lead Agencies:	HACLA
Funding Sources:	Public/Private mix
Objectives:	Complete revitalization of Jordan Downs, including: 280 extremely low income, 280 very low income, and 140 low income 1-for-1 replacement Public Housing units; 100 new extremely low-income units, 400 new very low-income units (< 60% AMI), 20 low-income workforce housing units (< 80% AMI) and 380 market-rate units.
Respective Policies:	1.2.1, 1.2.3

## 23. Foreclosure Eviction Moratorium

The Los Angeles City Council enacted the Foreclosure Eviction Ordinance (180,441) on December 17, 2008. This Ordinance provides that banks or lenders who foreclose on single family homes or multifamily properties cannot evict tenants merely because they foreclose on the property and can only evict a tenant based on the legal reasons permitted under the RSO. This ordinance, which was adopted with an urgency clause, applies to any rental units to which title is obtained through a foreclosure on or after December 17, 2008, regardless of the date of construction of the rental unit.

Lead Agency:	HCIDLA
Funding Source:	Property owner fees

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Objective:	Determine the applicability of the moratorium on an annual basis and enforce registration requirement for foreclosed Los Angeles rental properties.
Respective Policies:	1.2.2

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## 24. Utility Maintenance Program

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.

Lead Agencies:	LADWP, HCIDLA
Funding Sources:	RSO Fees and SCEP Fees
Objectives:	LADWP-referred cases: 30 DWP utility shut-offs prevented through issuance of payments: 130
Respective Policy:	1.2.2

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## 25. Mobile Home Park Preservation

Preserve residential use of mobile home parks that are in RMP zones and/or within residential areas. 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.

Lead Agencies:	DCP
Funding Sources:	General Fund
Objectives:	Assist 100 mobile park tenants; 250 market-rate mobile home park pads in residential areas preserved.
Respective Policy:	1.2.2

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## 26. Monitor and Preserve At-Risk Affordable Housing

Track the dates when housing units will convert to market rate due to expiration and termination of affordability restrictions. Assist property owners, tenants and developers in identifying options and resources to

preserve existing affordable housing stock. Provide outreach and education to tenants and owners of at-risk and expiring affordable housing. Monitor State Notice requirement law with respect to projects pending expiration/ termination of affordability restrictions. Support Citywide and inter-agency efforts to share information, develop preservation action plans, policy development and proactive efforts to protect the City’s affordable housing.

Lead Agencies:	HCIDLA
Funding Sources:	CDBG, HOME, LMIHF, MHFF, Section 8, General Fund
Objectives:	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.
Respective Policies:	1.2.2, 3.2.1

**27. Preservation of the Rental Housing Stock - Condominium Conversions and Demolitions**

Complete a study that identifies strategies to discourage the demolition and condo conversion of viable, stable affordable rental housing and/or rental housing that is subject to the Rent Stabilization Ordinance, particularly near rail transit stations. Implement Section 12.95.2 of the Los Angeles Municipal Code in the evaluation of applications for conversions of multi-family rental housing to condominiums. Encourage the replacement of demolished affordable housing stock with new affordable housing opportunities. To provide more information to decision-makers, explore the idea of requiring that developers of discretionary projects provide information on potential housing impacts and that the information is presented in relevant staff reports. Develop an ordinance or a Director’s Interpretation to implement the most effective strategies identified in the study.

Lead Agency:	DCP
Funding Source	General Fund, Developer Fees
Objective:	Propose Zoning Code amendment or Director’s Interpretation.
Respective Policies:	1.2.2, 1.28



### 28. Preservation of Rent-Stabilized Housing Units

Encourage preservation of housing units subject to the Rent Stabilization Ordinance (RSO). Provide rent adjustments for owners for completed capital improvements, seismic work and rehabilitation in accordance with the Just and Reasonable Rent Increase provisions of the RSO. Provide rent adjustments for owners and tenant protections or temporary tenant relocation when carrying out replacement or substantial modification of major building systems or abatement of hazardous materials, in accordance with the Primary Renovation Program requirements.

Lead Agencies:	HCIDLA
Funding Sources:	RSO Fees
Objectives:	Preserve more than 638,000 RSO units; Approximately 330 rent adjustment applications will be processed for over \$13 million in property improvements will be approved annually.
Respective Policy:	1.2.2, 1.2.8

### 29. RSO Enforcement

HCIDLA's Investigation & Enforcement Unit investigates complaints related to the Rent Stabilization Ordinance (RSO). Determinations are issued to ensure compliance. Non-compliant cases are referred to the City Attorney for legal action.

Lead Agencies:	HCIDLA, OCA
Funding Sources:	RSO Fees
Objectives:	Investigate and enforce 6,000 RSO violations annually; Refer 60 non-compliant cases to the City Attorney annually.
Respective Policy:	1.2.2, 1.2.8

### 30. Public Housing Annual Inspections

Conduct annual inspections of public housing units and ensure that needed repairs are completed. Conduct annual inspections of units supported by Section 8 rental assistance.

Lead Agencies:	HACLA
Funding Sources:	HACLA Operating Funds

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Objectives:	All public housing units inspected annually. All Section 8 units inspected annually.
Respective Policy:	1.2.1

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### 31. Healthy Homes and Lead-Safe Housing

Inspect and rate the level of hazards within a property. Provide physical interventions to make the property healthy, based on the findings of the inspection. Provide behavioral interventions to both owners and tenants regarding pest management, green cleaning and other methods of keeping the property healthy. Test and abate units with lead-based paint in rental properties serving lower income households with children. Disseminate information to residents and property owners regarding lead-safe repair and rehabilitation practices. Conduct outreach to owners and tenants regarding lead hazards, how to identify such hazards, and how to report unsafe work hazards. Provide "Lead-Related Construction Certification" training to employees of lead remediation contractors, painters or other industries that disturb paint

Lead Agency:	HCIDLA
Funding Sources:	HUD rehabilitation loan sources HUD Lead Hazard Reduction Demonstration Grant Program HUD Lead-based Paint Hazard Control Grant
Objective:	Complete interventions in 52 extremely low-, 79 very low- and 131 low-income units annually.
Respective Policy:	1.2.3

### 32. Lead-Based Paint Evaluation and Abatement Program in Public Housing

Conduct environmental assessments and testing for lead-based paint at public housing sites and within individual units. Abate lead-based paint hazards. Conduct an extensive public education process.

Lead Agency:	HACLA
Funding Sources:	HUD Public Housing Funds
Objective:	Abate lead-based paint hazards in 280 units.
Respective Policy:	1.2.1

### 33. Urgent Repair Program

Requires property owners to make immediate repairs of hazardous conditions that affect the health and safety of building occupants within 48 hours. If the owner fails to take prompt action, the HCIDLA, through a City approved contractor, intervenes to complete the repairs, and bills the owner to recover repair costs and penalties, and may secure a lien against the property with the Los Angeles County secured tax roll.

Lead Agencies:	HCIDLA
Funding Sources:	CDBG, SCEP Fees
Objective:	Prevent the vacation of 4,500 market-rate apartment buildings due to life-safety Housing Code and the California Health and Safety Code violations.
Respective Policy:	1.2.3

### 34. Nuisance Abatement in Residential Buildings

Employ code enforcement tactics such as inspections, issuance of Orders to Comply and Abate Orders, owner notifications, case management conferences with property owners, hearings to consider revoking use or occupancy, and civil and criminal court actions to resolve nuisance problems at residential properties. Work with property owners to return vacant properties to productive use and re-occupancy. Work with lenders to transfer foreclosed properties to qualified homeowners. Respond promptly to nuisance complaints.

Lead Agencies:	DBS, HCIDLA, OCA, DCP
Funding Sources:	General Fund, CDBG
Objective:	Respond to and successfully resolve 30,000 nuisance complaints on residential properties annually.
Respective Policy:	1.2.3

### 35. Rent Escrow Account Program (REAP)

In 1988, the City established the Rent Escrow Account Program (REAP) whereby tenants may voluntarily place their rents into an escrow account when the landlord failed to correct cited housing code 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 up to code. Administer escrow accounts for substandard residential buildings in which owners have

consistently refused to comply with City Housing Code. Under the Rent Reduction Program (RRP) and Habitability Enforcement Program (HEP) components of REAP, tenants may pay lower rents until the apartment building’s services and conditions are restored to a habitable level. Prevent shut-off of utilities.

Lead Agencies:	HCIDLA
Funding Sources:	RSO Fees and SCEP Fees
Objective:	Enforce REAP as a vehicle to motivate property owners to maintain their properties and comply with health, safety and habitability standards.
Respective Policy:	1.2.3

**36. Rent Escrow Account Program (REAP) Rehabilitation Loan Pilot Program**

The Rent Escrow Account Program (REAP) Rehabilitation Loan Pilot Program is designed to assist small-scale property owners, with properties subject to the Rent Stabilization Ordinance (RSO) which are in REAP. This program will target property owners who have a demonstrated difficulty securing the funding to perform the necessary repairs to bring their properties into compliance with the Housing Code. Property owners who participate in this program will be offered low-interest, deferred payment loans of up to the lesser of \$50,000 per building or \$10,000 per REAP unit. This program aims to reduce blight, restore neighborhoods, and help maintain the City’s rent stabilized housing stock in a safe and habitable condition.

Lead Agency:	HCIDLA
Funding Sources	To be identified.
Objectives:	Provide 20 qualifying small-scale property owners with a low interest, deferred payment loan to rectify Housing Code violations; ensure rental units are properly maintained and provide a safe and healthy residence for the tenants of RSO units; and expedite the removal of properties from REAP. Removing the property from REAP will allow the property owner to restore their source of rental income. The pilot program will last for 18 months.
Respective Policies:	1.2.3, 1.2.2, 1.2.1

**37. Housing Enforcement (Inter-Agency Slum Housing Task Force)**

Coordinate multi-agency (HCIDLA, LAFD, and LA County Department of Health Services) enforcement at substandard rental housing buildings through issuance of Orders to Comply and prosecutions of violations of

the L.A. Municipal Code, California Housing Code, Building Code, Fire Code and Health and Safety Codes. Bring civil receivership and Unlawful Business Practice lawsuits against slumlords engaged in illegal management practices. Prosecute violations of L.A.M.C.'s Rent Stabilization Ordinance.

Lead Agencies:	OCA
Funding Sources	General Fund
Objective:	500 properties subjected to Task Force review and/or prosecution annually.
Respective Policy:	1.2.3

### 38. Billing Information Management System

Maintain 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. A robust system is essential due to the fluidity of the data (20% property ownership changes each year). The system was developed in 2008/9 and became available November 2009.

Lead Agencies:	HCIDLA
Funding Sources:	Rent Stabilization and Code Enforcement Funds
Objective:	Maintain Billing Information Management System.
Respective Policy:	1.3.1

### 39. Due Process Hearing

The HCIDLA administers General Manager (GM) hearings and Rent Adjustment Commission (RAC) appeals 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. There are two levels of appeals that are afforded to landlords, tenants and other interested parties for the purpose of obtaining a third-party review of the HCIDLA's actions with respect to Rent Stabilization and Code Enforcement Programs: General Manager's Hearings and Rent Adjustment Commissioner/Appeals Board Hearings. At the hearings, the aggrieved parties have the opportunity to present their case in a public setting. 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.

Lead Agencies:	HCIDLA
Funding Sources:	Rent Stabilization and Code Enforcement Funds
Objective:	Conduct 1,300 hearings.
Respective Policy:	1.2.3

#### 40. Outreach and Education of Enforcement Programs

HCIDLA’s Compliance Division is responsible for maximize the collection of all fees pertaining to programmatic and service-based charges of the Regulatory, Compliance and Code Bureau, pursuant to the City of Los Angeles’s ordinances, policies and guidelines. In addition, the Compliance Division administers the Rent Escrow Account Program and Utility Maintenance Programs, which are enforcement programs. Multi-media outreach and educational initiatives are critical to ensuring that property owners and tenants have a clear understanding of their rights and responsibilities, as well as the ways HCIDLA can provide assistance. This outreach will occur through dissemination of printed materials, monthly workshops, community-based outreach as well as increased use of multi-media outlets. Constituents also have continued access to two dedicated hotlines to inquire about billing issues and/or REAP specific inquiries. Expanded outreach and educational efforts will include: ongoing updates on HCIDLA’s website; online informational videos and tutorials, and availability of one-on-one meetings with contracted outreach organizations. HCIDLA will continue to communicate directly with landlord organizations to ensure that their members are aware of HCIDLA programs through onsite training and by publishing articles in their publications. Assistance will be available in English and Spanish.

Lead Agencies:	HCIDLA
Funding Sources:	Rent Stabilization and Code Enforcement Funds
Objective:	Conduct 14 informational workshops.
Respective Policy:	1.2.3

#### 41. Preservation of Affordable Housing

Preserve and/or extend the affordability of approximately 500 units annually currently part of the City of Los Angeles affordable housing stock. Do this through recapitalizing existing projects and/or facilitating the execution of project-based Section 8 (or similar) contract renewals. Total preservation over 8 years is estimated to be 4,000 units. Also maintain activities of an inter-agency preservation working group to manage and to coordinate preservation of the City’s affordable housing inventory, especially at-risk housing.

Lead Agencies:	HCIDLA
Funding Sources:	Approximately \$250 million annual bond financing and 4% LIHTC. Some projects will also include project-based Section 8 (or similar) renewals,
Objective:	Preserve and/or extend the affordability of 500 units annually currently part of the City of Los Angeles affordable housing stock.
Respective Policy:	1.2.4, 1.2.2, 1.2.8

**42. Rent Stabilization Ordinance (RSO)**

In units built prior to October 1, 1978, regulate rent increases, provide tenant protections, regulate evictions and require tenant relocation assistance from landlords. Register all qualifying rental units. Limit rent increases in units to an annual percentage increase based on the Consumer Price Index. Require filing of a declaration prior to no-fault evictions. Require clearance on demolition permits and permanent removal of units. Provide education to landlords regarding RSO requirements. Provide landlords partial cost recovery of upgrades and replacements to rental units or common areas. Mobile homes and recreational vehicles (if located in a mobile home park or a recreational vehicle park) are included under the RSO. Amend RSO Ordinance regarding Mobile Home Parks.

Lead Agency:	HCIDLA
Funding Source:	RSO Fees
Objectives:	Maintain registration of 638,000 units annually; Protect tenants from unreasonable rent increases while providing landlords with a just and reasonable return; Maintain registration of 6,500 spaces in 57 mobile home parks; 400 landlord declarations of intent to evict will be processed annually; 300 tenant households will be provided approximately \$3 million in relocation assistance through the HCIDLA contractor annually.
Schedule:	Council motion to amend RSO Ordinance – 2013-2014
Respective Policies:	1.2.5, 1.2.2, 1.2.8, 1.1.2

### 43. Housing Choice Voucher Program

Provide rental assistance to 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.

Lead Agency:	HACLA
Funding Source:	HUD Section 8 funds
Objective:	Maintain 47,500 Section 8 vouchers for very low-income households.
Respective Policies:	1.2.5, 1.1.2

### 44. Section 8 Vouchers for Disabled and Elderly Households

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.

Lead Agency:	HACLA
Funding Source:	HACLA Section 8 Funds
Objective:	Continue to provide 375 vouchers.
Respective Policies:	1.2.5, 1.1.3, 1.1.2, 4.1.1

### 45. Neighborhood Stabilization Program—Foreclosed Properties

Implement the provisions of HR 3221, (The American Housing Rescue and Foreclosure Prevention Act of 2008 and Emergency Assistance Provision, Public Law No: 110-289), by acquiring, rehabilitating, and reselling/renting foreclosed properties to qualified buyers/renters.

Lead Agency:	HCIDLA
Funding Source:	Federal Funds



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Objective:	300 units acquired, rehabilitated, and resold/rented.
Respective Policies:	1.2.5, 1.1.1

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#### 46. Historic Preservation

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. Explore the provision of additional incentives for the rehabilitation of affordable housing and for low-income homeowners of historic properties in HPOZs. Facilitate the removal of barriers to accessibility in historic buildings.

Lead Agency:	DCP
Funding Source:	General Fund
Objectives:	Expand the number of HPOZs and HCMs; Study the provision of a historic rehabilitation grant program for low-income homeowners in HPOZs.
Respective Policy:	1.2.6

#### 47. Mills Act Implementation

The Mills Act is a statewide program implemented at the local level. It allows qualifying owners of historic properties to receive a potential property tax reduction and use the savings to help rehabilitate, restore and maintain their homes. The Office of Historic Resources at the Department of City Planning oversees the project work for the substantial rehabilitation of homes. This program ensures adequate maintenance of housing stock in economically diverse neighborhoods.

Lead Agency:	DCP
Funding Source:	General Fund
Objective:	50 homes annually
Respective Policy:	1.2.6

#### 48. Property Management Training Program (PMTTP)

The HCIDLA will refer owners who have failed to comply with orders to correct health and safety code violations within a mandated time frame to partnering apartment owner associations that will provide training

in housing management skills, including maintenance, rent collection, and filling vacancies to educate owners and encourage future timely compliance. Landlords in Rent Escrow Account Program (REAP) are required to attend PMTP classes & others may attend voluntarily. Encourage first-time buyers and managers of RSO properties to complete the property management training program within 180 days of registration.

Lead Agency:	HCIDLA
Funding Sources:	RSO Fees and SCEP Fees
Objectives:	Complete 12 Property Management Training programs annually for approximately 420 landlords & managers; Refer non-compliant property to property management training programs provided by partnering apartment owner associations in Los Angeles.
Respective Policy:	1.2.7

**Objective 1.3**

Forecast and plan for changing housing needs over time in relation to production and preservation needs.

**49. Affordable Housing Monitoring**

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. 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. Identify affordability covenants in ZIMAS. HCIDLA monitors regulatory agreements and land use covenants for compliance with affordability restrictions which have been produced with loans, grants and/or land use concessions. Publish annual reports on the status of the affordable housing inventory, i.e. the Annual Progress Report on the Housing Element (APR). Adjust goals and program priorities in accordance with changing needs and resources. Generate reports on affordable housing inventory.

Lead Agency:	HCIDLA, HACLA, DCP
Funding Sources:	HOME, CDBG
Objectives:	Annual reports on the status of the affordable housing inventory; Monitor and enforce compliance with affordability covenants; Identify affordability covenants in ZIMAS.

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Respective Policy: 1.3.1

### 50. Citywide Housing Production System (CHPS)

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. Generate reports and post them on the Housing and Community Investment Department’s web site.

Lead Agency: HCIDLA, HACLA, DCP

Funding Sources: HOME, CDBG

Objective: Maintain and continue to enhance the Citywide Housing Production System (CHPS).

Respective Policy: 1.3.1

### 51. RSO Monitoring

Maintain a database of properties subject to and registered with the Rent Stabilization Ordinance (RSO), and maintain records of properties exempt from RSO and rent registration requirement. Track demolitions and conversions of RSO properties. Monitor rental units removed from the rental housing market as well as denials of conversions. Report on the status of the RSO inventory annually (i.e. the APR).

Lead Agency: HCIDLA

Funding Sources: RSO Fees

Objectives: Annual report on the status of the RSO inventory; 50 Ellis removal applications processed annually.

Respective Policy: 1.3.1

### 52. Housing Element Sites Inventory Update

Assess the need to facilitate and provide incentives for the development of sites. Monitor the development of sites by Community Plan area, and assess the need to facilitate and provide incentives within any given Community Plan area in order to encourage the development of housing within that area. Publish annual reports on the development of sites included in the Site Inventory (i.e. the Annual Progress Report).

Lead Agencies:	DCP, HCIDLA
Funding Sources:	General Fund
Objective:	Annual report on development of sites included in the Inventory of Sites.
Respective Policy:	1.3.1

**53. Monitor and Report on Housing Production Goals**

Establish goals for each City Department involved in the production and preservation of housing and monitor progress in meeting those goals. Publish periodic reports on accomplishments in relation to goals. Identify and track new residential development, including single family and multifamily units, additions, alterations and demolitions. Publish regular summaries and reports on changes in the residential stock.

Lead Agency:	DCP, HCIDLA, HACLA, LAHSA
Funding Sources:	General Fund and CDBG
Objectives:	Quarterly and annual summaries on residential building activity; Annual report on the City’s housing production and preservation goals and accomplishments; Annual report on changes in the rental housing stock.
Respective Policy:	1.3.1

**54. Monitor and Update the Density Bonus Program**

Track the production of affordable housing units produced as a result of density bonus requests, including the location and income levels served. Track affordable housing units created through the granting of parking reductions, including: the number of affordable housing units exchanged for the concession; the location; and, income levels served. Track and assess the granting of other incentives in conjunction with density bonus requests. Assess the need to make adjustments to incentives and to the Affordable Housing Incentives Program Guidelines. In particular, examine strategies to increase the production of affordable housing units, facilitate the use of density bonus at Transit Stops/Major Employment Centers, encourage more large family and senior units, and transfer unused density bonus rights.

Lead Agency:	DCP, HCIDLA
Funding Sources:	General Fund, HOME, CDBG

Objectives:	Annual report 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.
Schedule:	Track affordable housing; post results annually; Study ways to improve the density bonus program – 2014-2015; Update the Code and Affordable Housing Program Guidelines - 2015 - 2017.
Respective Policy:	1.3.1

**55. Collaboration on Data Production and Collection**

Collaborate with Federal, State, regional and County agencies to produce and collect data to support the City’s planning purposes. Provide financial support for the regional bi-annual Homeless Count, which includes analysis of data on a City level.

Lead Agency:	DCP, CLA, HCIDLA, LAHSA
Funding Sources:	General Fund, CDBG, Emergency Shelter Grants
Objectives:	Additional data from Federal, State, regional and County agencies; Homeless Count with City of Los Angeles data.
Respective Policy:	1.3.2

**56. Census 2020**

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 2020 Census, particularly with regard to data necessary for assessing the City’s Housing needs.

Lead Agency:	DCP, CLA, OCA, ITA, Mayor’s Office, HCIDLA
Funding Sources:	General Fund, CDBG, Other grant funds
Objective:	Census forms and methodologies that better reflect the City’s needs.
Schedule:	2016 – 2020
Respective Policy:	1.3.2

### 57. Housing Needs Assessment by Community Plan Area

In accordance with the growth strategies adopted in the General Plan Framework, identify the housing needs of each community when each Community Plan is updated. Ensure that revised Community Plans include the identification and implementation of measures needed to achieve appropriate housing capacities and further the policies and objectives found in the Housing Element, in particular, meeting the needs of housing at all income levels.

Lead Agency:	DCP
Funding Sources:	General Fund
Objectives:	Adopt revisions of Community Plans that include the designation of appropriate locations and densities of housing; Adopt implementation measures to assure that such sites are designated and zoned appropriately.
Respective Policy:	1.3.3

### 58. Database for Evaluating Housing Needs

Maintain a public database of 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 DCP website.

Lead Agency:	DCP
Funding Sources:	General Fund, CDBG (for administrative costs only)
Objectives:	Database of current socioeconomic and demographic data on DCP website; Periodic reports of socioeconomic and demographic data.
Respective Policy:	1.3.3

### 59. Consolidated Plan

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 City’s recently completed 5-year Plan provides a transit-orientation to the City’s spending priorities. Complete

one- and five-year Plans to create decent housing, a suitable living environment and expanded economic activities for low- and moderate-income City residents through the use of Federal programs including CDBG, HOME, ESG and HOPWA.

Lead Agency:	HCIDLA, Mayor’s Office, Planning, HACLA, LAHSA
Funding Sources:	CDBG (for administrative costs only)
Objective:	Complete one-and five-year Plans.
Respective Policy:	1.3.3

**60. Expedited Residential Recovery**

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 to comparable or better conditions (as provided for in L.A.M.C. Sections 12.23 A.4, 12.23 A.5, and 12.24 X.16). In the event of a natural disaster, temporarily suspend City’s underwriting provisions in order to provide emergency funds for the reconstruction of severely damaged residential structures. Seek emergency funds from Federal and State sources. Expedite entitlement applications and building permit applications in the event of a natural disaster and provide the building permits for no fee.

Lead Agency:	DCP, DBS, HCIDLA, HACLA
Funding Source:	General Fund, DHS/FEMA, AHTF
Objectives:	Issue entitlement approvals within four weeks of application for reconstruction, in the event of a natural disaster; Issue loans and grants within four weeks of application for reconstruction funds.
Respective Policy:	1.3.4

**Objective 1.4**

Reduce regulatory and procedural barriers to the production and preservation of housing at all income levels and needs.

**61. Expedite Affordable Housing Projects**

Assist publicly-assisted affordable housing projects to receive priority treatment in the building permit and entitlement process. Follow the inter-departmental coordinated review plan contained in the Affordable Housing Project Review Procedures Memo + Flowchart. 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. Both programs greatly assist in the permitting and entitlement process. DCP provides one-on-one assistance to all affordable housing projects and will reduce and/or defer application fees for such projects. DCP will explore ways to prioritize entitlement processing for affordable housing projects.

Lead Agency:	DCP, DBS, HCIDLA
Funding Sources:	General Fund
Objectives:	Reduce building permit processing time by up to 12 months Adopt amendments to the Affordable Housing Incentives Program Guidelines to facilitate implementation of expedited processes for affordable housing development; Prioritize affordable housing projects to expedite processing of permits and any related entitlements; Assist 20 affordable housing projects per year; Reduce entitlement processing time by up to three months.
Schedule:	Amend Affordable Housing Incentives Program Guidelines - 2014- 2016
Respective Policy:	1.4.1

**62. Implement CEQA Streamlining Measures**

Prepare Environmental Impact Reports for each revised Community Plan, Specific Plan or Transit Neighborhood Plans so that appropriate land use designations and zone changes can be initiated to accommodate needed capacity. Assure that EIRs address housing needs. 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 policies” that would substantially mitigate the effects of infill projects. Create necessary policies and procedures to facilitate streamlining efforts.

Lead Agency:	DCP
Funding Sources:	General Fund
Objectives:	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.



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Schedule:	Adopt necessary uniformly applicable development policies, forms, CEQA policies and procedures - 2013-2015.
Respective Policies:	1.4.1, 1.1.2, 2.5.1 2.2.2

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**63. Preservation Barriers Assessment**

Identify Zoning Code requirements (such as parking, zoning, sewer and street dedications, etc.) that typically pose challenges in the rehabilitation of existing housing. Amend the Zoning Code to facilitate rehabilitation of housing to habitable levels rather than encouraging demolition or disinvestment. Identify Zoning Code requirements that pose challenges to the use of existing residential structures and analyze strategies to legalize and rehabilitate existing non-conforming units, including permitting certain modifications when affordability covenants on those units are offered or the property is located near transit.

Agency:	DCP, DPW
Funding Sources:	General Fund
Objectives:	Identify development standards that pose compliance difficulties for preservation projects; Adopt amendments to the Zoning Code to alleviate challenges.
Respective Policies:	1.4.1, 1.2.2, 1.2.8, 2.5.1, 2.5.2

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**64. Improvements to Entitlement Processing/ Department Realignment**

In order to provide a streamlined and more efficient development process in the City, the City Council voted on May 29, 2013 to approve the realignment of the Departments of Building and Safety with City Planning along with development functions and some staffing from the Departments of Fire, Transportation and Bureau of Engineering, Land Development Section. The goal is to create a an optimum development process that is all inclusive, clear, predictable, customer-based, projected-oriented process from pre-development to occupancy, which also encourages community input. In addition, the City will continue to undertake regular fee studies in order to achieve full cost recovery and timely processing of applications development projects. Revise procedures to ensure processing time limits in accordance with the Permit Streamlining Act. DCP will maintain a fee estimator on its website. (Also see Program 61).

Lead Agency:	DCP, LADBS, HCIDLA
Funding Sources:	General Fund

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Objectives:	Complete fee study of entitlement processing costs; Amend the Zoning Code to implement full cost recovery.
Respective Policy:	1.4.1
Schedule:	Complete fee study in 2017; Amend Zoning Code 2017.

### 65. Development and Design Standards

With each comprehensive update of a Community Plan, incorporate clear development and design standards for residential development at a neighborhood level. Introduce Community Plan Implementation Overlays (CPIOs), which improve development standards and reduce the need for entitlements for residential development projects.

Lead Agency:	DCP
Funding Sources:	General Fund
Objective:	Include development and design standards in 10 Community Plans.
Respective Policies:	1.4.1, 2.4.1, 2.4.2, 2.4.3

### 66. Zoning Code Revision

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; an online Zoning Code that will allow for a customized and interactive online experience; a series of easy-to-read guides to the Zoning Code that will help people navigate through regulations and procedures; and a new set of zoning tools for the revitalization of Downtown effective within the first 24 - 30 months of the program. Conduct public workshops and hearings to solicit input on needed changes in these areas. Completion of this project will result in simplified, more accessible land use regulations, understandable to both neighborhood stakeholders and developers.

Lead Agency:	DCP
Funding Sources:	General Fund, Construction Services Trust Fund, General Plan Maintenance Surcharge
Objective:	Adopt a brand new Zoning Code that establishes clear and predictable regulations.

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Schedule:	New Downtown Development Code - 2015 new Zoning Code - 2017
Respective Policy:	1.4.1

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**67. Amend the Zoning Code to Facilitate Non-Conventional Housing**

Identify modifications needed in the Zoning Code to facilitate innovative housing types, such as shared housing, congregate living, cooperative housing, modular and pre-fabricated housing, and group quarters.

Lead Agency:	DCP
Funding Sources:	General Fund
Objective:	Adopt amendments to the Zoning Code to accommodate innovative multifamily housing types.
Respective Policies:	1.4.1, 1.1.1, 1.1.2
Schedule:	Amend the Zoning Code in 2017.

**68. Second Unit (“Granny Flat”) Process**

Provide training and support to applicants who are seeking City approval for second dwelling units on single-family lots, thus encouraging the provision of additional rental housing types and making ownership of those lots more affordable. Implement the State law enabling second units on single family lots (AB 1866), and provide additional options for projects that do not meet the State criteria (including a Second Dwelling Unit Conditional Use Permit under Section 12.24 W.43 and W.44). Identify obstacles to enabling second units on single family lots and propose ways to address the obstacles.

Lead Agency:	DCP
Funding Source:	General Fund
Objectives:	30 second units on lots annually; Identify development standards and code requirements that pose compliance difficulties to second unit process; Adopt amendments to the Zoning Code to alleviate challenges.
Respective Policies:	1.4.1, 1.2.2, 1.1.2
Schedule:	2014 - 2017

### 69. Update the Los Angeles Building Code

Update the Los Angeles Building Code by adopting the most recent versions of the California Building Code (which now reflects the International Building Code). Conduct training and make needed changes in procedures regarding changes to the LABC.

Lead Agency:	LADBS
Funding Source:	General Fund
Objectives:	Adopt the most recent version of the CBC when released.
Respective Policies:	1.4.1

#### Objective 2.1

Promote safety and health within neighborhoods.

#### Objective 2.2

Promote sustainable neighborhoods that have mixed-income housing, jobs, amenities, services and transit.

### 70. Zoning and Neighborhood Implementation Tools for Mixed Use Development

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. Adopt appropriate ordinances, guidelines, and implementation mechanisms in conjunction with Community Plans. Amend the Zoning Code to modify the Residential Planned Development (supplemental use) Districts to allow for more mixed use and infill development.

Lead Agency:	DCP
Funding Sources:	General Fund
Objectives:	1,000 housing units in mixed use developments; Identify targets in all Community Plans; Adopt ordinances if appropriate.
Respective Policy:	2.2.1

**71. Reduced “Trips” for Housing near Transit and/or with Affordable Housing Units**

Provide “trip credits” of up to 25% for residential development that is located in close proximity to Metro fixed rail and fixed guideway stations and transit stops with frequent bus service. Provide trip credits for up to 5% for developments with affordable housing units. Should relevant empirical data that reveals lower trip rates for affordable housing units when compared to market rate units be provided to DOT, consider increasing the trip credits accordingly.

Lead Agency:	LADOT
Funding Sources:	General Fund
Objective:	Increase the trip credits provided for affordable housing units.
Schedule:	Study on daily trips by income - 2013-2015 Revise Traffic Study Policies and Procedures - 2015-2016
Respective Policies:	2.2.2, 2.2.3, 2.5.1

**72. Transit Oriented District Studies**

Conduct studies to identify housing opportunities and market potential for the neighborhoods around rail and bus rapid transit stops in the City. Develop ideas for new housing, new housing typologies as well as design guidelines for appropriate mixes and scales of uses. Incorporate recommendations into Community Plans and new Transit Neighborhood Plans for the next wave of light-rail stations in the City (Expo Line Phase 2, Crenshaw/LAX line, Orange Line Bus Rapid Transit, Central City Community Plan Stations and Westside Subway Extension). Also carry out a citywide study of housing issues around light-rail stations and develop strategies to meet housing goals through other ongoing community planning efforts such as new Community Plans, Specific Plans and Community Plan Implementation Overlay districts. Adopt strategies, including changes to the Zoning Code, as needed. Continue to pursue additional funding sources to carry out further planning efforts around TODs.

Lead Agency:	DCP
Funding Sources:	METRO grants, SCAG Grants, State/Federal funding
Objective:	Complete Transit Neighborhood Plans (TNPs) for 24 transit stations.
Schedule:	Complete TNPs; adopt ordinances - 2013 – 2017
Respective Policies:	2.2.2, 2.2.3, 2.5.1

### 73. Targeting Growth in Community Plan Areas

Update Community Plans and Transit Neighborhood Plans to establish appropriate land uses, densities, and mixes of housing types and levels of affordability in areas well served by public transit, including employment centers and activity centers. Resolve design issues and adopt design guidelines to assure that residential, commercial and industrial development facilitate corresponding development goals for the area. Change land use designations, initiate zone changes and adopt Community Plan Implementation Overlay districts. When building envelopes are increased, take care not to undermine the density bonus program. Aim to attach community benefits, including affordable housing, to significant bonuses in floor area and density.

Lead Agency:	DCP
Funding Sources:	General Fund
Objective:	Identify targeted growth areas and incorporate appropriate land use designations in 10 Community Plans; Complete Transit Neighborhood Plans (TNPs) for 24 transit station.
Schedule:	Complete TNPs; adopt ordinances - 2013-2017
Respective Policies:	2.2.2, 1.1.4

### 74. Housing Element Relationship to Land Use Entitlement and Long-Range Planning

Prepare and present a report to the City Planning Commission describing how the Planning Department will use the Housing Element to guide project level decisions. Prepare and present a report to the City Planning Commission describing how the Community Plans will implement the land use objectives of the Housing Element and shift residential capacity to desired sites, in compliance with the Framework Element and Map ES.1.

Lead Agency:	DCP
Funding Sources:	General Fund
Objective:	Annual report to City Planning Commission.
Respective Policies:	2.2.2, 2.4.2

**75. Congestion Management Program Land Use Strategy**

Comply with state-mandated program to mitigate regional traffic congestion by linking transportation and land use decisions with their impacts on regional transportation and air quality. Assure that Los Angeles receives land use mitigation credits for residential and mixed use development around transit center and transit corridors.

Lead Agency:	DCP, LADOT
Funding Sources:	General Fund
Objectives:	Report on all projects developed and all demolitions around major transit stations and transit corridors annually; Certify compliance with the Los Angeles County Congestion Management Program annually.
Respective Policies:	2.2.3, 1.3.1, 1.3.3

**76. Jobs/Housing Balance Incentives: Residential Exemptions in Transportation Specific Plans**

In Transportation Specific Plan areas that are jobs rich and housing poor, exempt new residential projects from Traffic Impact Assessment fees on new development. Or, at a minimum, consider exempting affordable housing units and high-density transit-oriented residential projects.

Lead Agency:	DCP, LADOT
Funding Sources:	Transportation Specific Plan Trust Funds
Objective:	Add fee exemption for residential units to Transportation Specific Plans that govern employment centers.
Respective Policy:	2.2.3

**77. Education about Growth, Housing Need, Mixed-Use and Mixed-Income Neighborhoods**

Provide training to neighborhood councils and other community groups 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. DCP 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. An overview of the Housing Element and housing needs will be carried out at regional and citywide neighborhood councils when updated. Explore establishing a program to provide information and training to neighborhood

councils and other community organization on fair housing issues. The EmpowerLA Leadership Institute 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.

Lead Agency:	DCP, DONE, HACLA, HRC
Funding Sources:	General Fund
Objectives:	50 training sessions/workshops; 100 participating neighborhood council members and community organization members annually.
Respective Policy:	2.2.4

### 78. Services in Public Housing

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.

Lead Agency:	HACLA
Funding Sources:	Public Housing Budget, CDBG, Grants
Objectives:	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.
Respective Policy:	2.2.5

### Objective 2.3

Promote sustainable buildings, which minimize adverse effects on the environment and minimize the use of non-renewable resources.

### 79. Entitlement Case Management and Expediting for Green Building Projects

DCP provides priority entitlement processing for green projects that go beyond the new mandatory requirements and meets Tier 1 or Tier 2 levels of sustainability in the LA Green Building Code.



Lead Agency:	DCP
Funding Sources:	Developer fees
Objective:	Reduce plan check process time for 50 Tier 1 and 2 projects.
Respective Policy:	2.3.1

**80. Financial Incentives to Conserve Water**

Provide financial rebates for installing water conserving appliances and systems, such as high-efficiency clothes washers and toilets, and weather-based irrigation controllers.

Lead Agency:	LADWP
Funding Sources:	LADWP Public Benefit Program
Objective:	Installation of high efficiency clothes washers in 5,000 households per year.
Respective Policy:	2.3.2

**81. Stormwater Mitigation**

Promote and facilitate on-site adherence to the Low Impact Development Ordinance to capture, treat and infiltrate stormwater and urban runoff in association with residential development. Promote innovative stormwater best management practices such as rain barrels, rain gardens, bioswales and permeable pavement in order to infiltrate stormwater where appropriate. Provide technical assistance to residential developers in developing mitigation plans for stormwater capture and re-use and for general efficient management of water resources, in accordance with the City’s Water/Wastewater Integrated Resources Plan (Manage Water Resources). Utilize Green Streets design guidelines to treat and infiltrate stormwater runoff from public rights of way in residential neighborhoods. Promote innovative best management practices such as rain sensors where appropriate.

Lead Agency:	DCP, DPW, LADWP, LADOT
Funding Sources:	General Fund
Objective:	Integrate on-site stormwater design guidelines into project review process.
Respective Policies:	2.3.2, 2.4.3

### 82. Incentives to Conserve Energy

Provide financial rebates and appliance exchanges of old appliances for new energy-saving models. Under the Refrigerator Turn-In and Recycle (RETIRE) program, provide rebates for old refrigerators and freezers. For low-income qualifying households, provide a program where residents can exchange older refrigerators with new more energy efficient models. Rebates also exist for Energy Star Windows, Cool Roofs, Room and Central Air Conditioners, Heat Pumps, Whole House Fans and Variable/Multi-Speed Pool Pumps and Motors. For a limited time, incentives of up to \$8,000 are available through Southern California Gas Company and Energy Upgrade California for LADWP customers who conduct whole home energy efficiency retrofits. Distribute Compact Fluorescent Light Bulbs (CFLs). Disseminate information and encourage participation in rebate and incentive programs offered by other agencies, including the Southern California Gas Company and the South Coast Air Quality Management District.

Lead Agency:	LADWP, Southern California Gas Company
Funding Sources:	LADWP Public Benefit Program
Objectives:	50,000 low income households obtain more energy-efficient refrigerators; 2,000 households retire non-energy efficient refrigerators annually.
Respective Policy:	2.3.3

### 83. Encourage Energy Conservation through Pricing

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 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.

Lead Agency:	LADWP
Funding Sources:	Rate Payer Fee
Objective:	10,000 residential customers on the TOU rate.
Respective Policy:	2.3.3

**84. Green Power for a Green LA**

Offer households the opportunity to purchase renewable energy sources (solar, wind and water) in place of traditional sources for a small premium. Distribute free energy efficient products to encourage customers to take advantage of DWP incentives. Market and publicize the program.

Lead Agency:	LADWP
Funding Sources:	Supplemental Rate Payer Fee
Objective:	25,000 households choosing alternative energy sources.
Respective Policy:	2.3.3

**85. Million Trees LA**

Distribute free shade trees to residents to increase shade, energy efficiency and clean air in individual homes and multi-family residential properties as part of the Million Trees LA program. Plant trees on public property and along City-controlled parkways, medians and other public right-of-ways with appropriate tree canopy to reduce air pollution, provide cooling through shading, and to improve blighted neighborhoods.

Lead Agency:	LADWP, DPW, Mayor’s Office
Funding Sources:	CDBG, SCAQMD, Private Donations, LADWP Funds
Objective:	600,000 shade trees planted citywide.
Respective Policies:	2.3.3, 2.4.3

**86. Building Design for Sustainability**

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); building orientation that takes advantage of solar and natural ventilation opportunities; energy-efficient building products for windows, insulation, roofing and other building components. Address water and energy conservation and sustainability through the development of code standards bodies. 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.

Lead Agency:	DCP, LADWP
Funding Sources:	General Fund, LADWP Funds
Objective:	Guidelines developed and updated; Integrate guidelines into all project reviews.
Respective Policy:	2.3.3

**87. Incentives to Encourage Green Building Solutions in Existing Buildings**

Explore ways to encourage 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.

Lead Agency:	LADWP
Funding Sources:	LADWP
Objective:	Develop green building incentives program for existing buildings.
Respective Policy:	2.3.3

**88. Recycle Construction Waste**

Provide incentives for waste haulers to source-separate for recycling construction and demolition debris by waiving City waste hauling fee. Provide rebates for waste haulers who take construction and demolition to a City-certified waste processor for recycling. Develop and implement an ordinance that requires all construction and demolition waste be taken to a City-certified waste processor. Provide technical assistance and disseminate information and guidelines to residential developers.

Lead Agency:	DPW
Funding Sources:	Citywide Recycling Trust Fund (Private waste hauler fees)
Objectives:	Establish incentive program for source separation of construction and demolition waste; Establish rebate program for construction and demolition waste taken to a City-certified waste processor; Adopt ordinance to require construction and demolition waste to be taken to a City-certified waste processor.
Respective Policy:	2.3.4

### 89. Sustainable Building Materials and Practices

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 (LADWP.com and environmentla.org). Publish data regarding energy and water consumption and the need to reduce consumption. Conduct workshops and other education forums.

Lead Agency:	DCP, LADBS, LADWP, EAD
Funding Sources:	Developer Fees
Objectives:	Integrate guidelines into project review process; Develop and maintain an outreach website.
Respective Policies:	2.3.4, 2.3.5

### 90. Recycling Collection in Residential Development

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 program citywide to all multi-family complexes on a voluntary basis through a City-contracted waste hauler.

Lead Agency:	DPW
Funding Sources:	Citywide Recycling Trust Fund (Private waste hauler fees)
Objective:	Provide on-site recycling bins and weekly pick-up for all residential developments.
Respective Policy:	2.3.4

### 91. Home Energy Improvement Program

Through the Home Energy Improvement Program, LADWP will assess the energy and water efficiency of the City's housing stock and provide information to property owners on opportunities for conservation and available City rebates and incentives that would benefit their properties. Allow owners to request free assessments.

Lead Agency:	LADWP
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Funding Sources:	LADWP
Objective:	Provide free green assessments to property owners.
Respective Policies:	2.3.5, 2.3.2, 2.3.3, 2.3.4

### Objective 2.4

Promote livable neighborhoods with a mix of housing types, quality design and a scale and character that respects unique residential neighborhoods in the City.

#### 92. Planning for Neighborhood Character

Conduct regular updates of Community Plans in order to address changing local needs. Adopt implementation tools, such as overlay zones and design guidelines to guide new development and protect existing neighborhood character. Explore mechanisms to address better transitions between single family and multi-family development, between commercial and residential development, and between industrial and residential development. Enforce the Baseline Mansionization Ordinance, which limits the size of homes in proportion to lot size throughout the City. Create new Residential Floor Area districts to protect neighborhood character. Utilize the Community Plan Implementation Overlay districts as another neighborhood character tool.

Lead Agency:	DCP
Funding Sources:	General Fund, General Plan Implementation Fee (if adopted)
Objectives:	10 updated Community Plans; Implementation tools as appropriate.
Respective Policy:	2.4.2

#### 93. Community and Neighborhood Council Development Review

Provide duplicate case files to Certified Neighborhood Councils (CNCs) for all proposed projects in their neighborhoods (Certified Neighborhood Council Notification Pilot Program). Maintain the Early Notification System for notifying neighborhood councils on a bi-weekly basis of all development applications filed. Post Case Filing Activity by CNC on the DCP website bi-weekly. Facilitate access to and communication with the Department of City Planning through a Neighborhood Council Liaison position in DCP.

Lead Agency:	DCP, DONE
Funding Sources:	General Fund

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Objectives:	Duplicate case files provided to CNCs for proposed projects; Notifications to CNCs for filed applications bi-weekly; Case filing activity posted on DCP website bi-weekly.
Respective Policy:	2.4.2

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**94. SurveyLA – The Los Angeles Historic Resources Survey**

Conduct a multi-year citywide survey of historic resources. Identify buildings and sites of historic, architectural, and cultural significance and create planning tools that will provide greater up-front certainty in the development process and CEQA review process for developers, property owners, community members and policymakers. Develop a historic resources data management system to record and manage information on all designated and surveyed resources. Information will be available via the SurveyLA website and the City’s ZIMAS Geographic Information System.

Lead Agency:	DCP
Funding Sources:	General Fund, Getty Foundation Grant
Objectives:	Complete citywide survey; Publish results.
Schedule:	2013-2016
Respective Policies:	2.4.2, 1.2.6

**95. Neighborhood Preservation - Downzoning**

Preserve stable multi-family residential neighborhoods that provide older, and therefore, relatively affordable, but high quality housing stock. Evaluate the feasibility of downzoning such neighborhoods to approximate the existing densities in order to eliminate the incentive to demolish and replace such neighborhoods with higher density, more expensive, new construction. Assure that there is no net loss of capacity in the Community Plan by assuring that any such downzoning occurs only when accompanied with a corresponding shift of the capacity that would have been created in the downzoned neighborhood to other areas of the Community Plan where the additional housing units can be better accommodated.

Lead Agency:	DCP
Funding Sources:	General Fund
Objective:	Rezone appropriate areas in 10 Community Plans.

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Respective Policies: 2.4.2, 1.2.6

## 96. Urban Design Studio

Maintain the urban design studio to review and provide advice on residential projects and guidance regarding sustainable alternatives for public right of way improvements associated with residential projects. Continue to utilize the Professional Volunteer Program (PVP) as a forum for local design professionals to participate in raising design and sustainability standards in private development.

Lead Agency: DCP

Funding Sources: General Fund

Objectives: Maintain Urban Design Studio as a division within the DCP;  
Maintain the Professional Volunteer Program (PVP).

Respective Policies: 2.4.2, 2.4.1, 2.4.3

## 97. Landscape Design

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 89 and 91.

Lead Agency: DCP

Funding Sources: General Fund

Objective: Integrate Landscape Ordinance and  
Low Impact Development;  
Ordinance into project review process.

Respective Policies: 2.4.3, 2.4.2, 2.3.2

### Objective 2.5

Promote a more equitable distribution of affordable housing opportunities throughout the City.

## 98. Density Bonus

In accordance with State law, provide a density bonus up to 35% over the otherwise allowable density as well as reduced parking requirements for all



residential developments that include units affordable to very low-, low- and/ or moderate-income households. Provide additional incentives and concessions to required development standards in order to provide the buildable area needed for the affordable units and increased density. Assess the need to make adjustments to density bonus incentives and to the Affordable Housing Incentives Program Guidelines (AHIPG) to better achieve City goals (see Program 54).

Lead Agency:	DCP, HCIDLA
Funding Sources:	General Fund, HOME, CDBG, Developer Fees
Objectives:	Create 375 non-subsidized very low income units; Create 750 non-subsidized low income units; Create 187 non-subsidized moderate income units; Make revisions to the density bonus provisions in the Code and the Affordable Housing Incentives Program Guidelines.
Schedule	Study ways to improve the density bonus program - 2013-2015 Update the Code and Affordable Housing Program Guidelines - 2015-2016
Respective Policies:	2.5.1, 2.5.2, 1.1.1, 1.1.2, 1.1.4

**99. Downtown Affordable Housing Bonus**

Provide the following incentives for all residential developments in Downtown that include very low-, low-, moderate-income, or workforce housing: 35% more floor area; exclusion of halls and lobbies from the calculation of allowable floor area; option to pay an in lieu fee for 50% of the internal building open space requirement; elimination of parking requirements for units serving very low-income households; reduction in parking requirement to one space per dwelling unit. Require one-for-one replacement of all converted or demolished units serving households earning up to 50% of the area median income in downtown. Explore ways to improve affordable housing production under the program, including how the incentives under this program relate to those provided under the Downtown TFAR program (#17) and whether the parks fee in lieu of required open space constrains affordable housing development.

Lead Agency:	DCP, HCIDLA
Funding Sources:	General Fund,

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Objectives:	300 moderate, 225 low, and 225 very low income affordable units; Study whether program is meeting objectives and ways to make improvements.
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Respective Policies:	2.5.1, 1.1.1, 1.1.2, 1.1.4
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**100. Affordable Housing in the Coastal Zone (Mello Act Implementation)**

In accordance with State law (the “Mello Act”), implement affordable housing set aside requirements and affordable housing replacement requirements for all residential development in the City’s Coastal Zone. Amend the Zoning Code and the Affordable Housing Incentives Program Guidelines to implement the State law and to implement the requirements of the Settlement Agreement and Implementing Procedures. Require and facilitate recordation of covenants to ensure provision of the required affordable housing units.

Lead Agency:	DCP, HCIDLA
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Funding Sources:	General Fund
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Objectives:	Adopt amendments to the Zoning Code to implement inclusionary and replacement housing requirements in the Coastal Zone; Adopt amendments to the Affordable Housing Incentives Program Guidelines to facilitate implementation of affordable housing requirements in the Coastal Zone; 45 very low income units; 30 low income units; 50 moderate income units.
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Respective Policies:	2.5.1, 1.1.1, 1.1.2
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**101. Community Level Affordable Housing Programs**

With each major community planning effort, establish a goal for the development of affordable housing units based on the current Regional Housing Needs Assessment (RHNA) allocation for the City. and Housing Element objectives and policies. Through adoption of Community Plans, Specific Plans or other implementation tools that enable and facilitate residential development, provide incentives for inclusion of affordable housing in residential development and/or other mechanisms that address impacts on the provision or retention of affordable housing units and need. Take care to not undermine the density bonus program by providing significant land-use incentives without an affordable housing provision. Facilitate affordable housing development in existing Specific Plans that include such provisions, including Playa Vista, Central City West and Cornfield Arroyo Seco.

Lead Agency:	DCP
Funding Sources:	General Fund
Objectives:	Playa Vista: 125 moderate-income for-sale and 83 low-income rental units in Phase 2; Cornfield Arroyo Seco: 20 very low-income and 46 low-income units; Central City West: 500 low-income units; Creation of 10 community plans with affordable housing incentives.
Respective Policies:	2.5.2, 2.5.1

**Objective 3.1**

Assure that housing opportunities are accessible to all residents without discrimination on the basis of race, ancestry, sex, national origin, color, religion, sexual orientation, marital status, familial status, age, disability (including HIV/AIDS), and student status.

**102. Reasonable Accommodation**

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. Assess need for amendments to the reasonable accommodation provision in the Zoning Code which facilitates modifications to housing units occupied by persons with disabilities. Develop a staff training program 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.

Lead Agencies:	DOD, DCP
Funding Sources:	General Fund, Building Permit Fees, CDBG
Objectives:	Train City Planning Department staff on processing Reasonable Accommodation requests; Produce and disseminate materials regarding Reasonable Accommodation process; Improve forms and outreach.
Schedule:	2013-2014: Revise Reasonable Accommodation Form
Respective Policy:	3.1.1

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

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) who utilize DOD’s referral services to the OCA’s Dispute Resolution Program for mediation, conciliation and facilitation services.

Lead Agencies:	OCA, DOD
Funding Sources:	General Fund
Objective:	Refer and resolve 20 housing-related disputes.
Respective Policy:	3.1.1

**104. Citywide Fair Housing Program**

Through a contract with the Southern California Housing Rights Center, 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.

Lead Agency:	HCIDLA
Funding Sources:	CDBG, RSO Fees
Objectives:	Receive 7,310 fair housing inquiries annually; Resolve 413 fair housing investigations annually; Conduct 67 fair housing training sessions annually; Train 35 new fair housing testers annually; Maintain the Housing/Predatory Lending Hotline.
Respective Policy:	3.1.1

**Objective 3.2**

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

**105. Housing Information**

Consolidate available housing unit databases across departments to provide an on-line, one-stop housing information clearinghouse for homebuyers and renters seeking for-sale and rental housing. Disseminate information on affordable rental and for-sale units through non-profit and for-profit entities. Continue to provide referrals to Departments through the City’s 311 Hotline and the list of available Section 8 Voucher units online. Explore the feasibility of expanding housing referral services and maintain such services provided by the DOD’s AIDS Coordinator’s Office and the OCA’s Dispute Resolution Program.

Lead Agencies:	HACLA
Funding Sources:	General Fund
Objectives:	Establish a consolidated housing information database on the City’s website; Update available Section 8 Voucher units online.
Respective Policy:	3.2.1

**106. RSO Tenant/Landlord Outreach and Education Program**

Educate landlords, brokers, property managers, and tenants on the RSO and SCEP programs, as well as their rights and responsibilities through a combination of state of the art technology and traditional community-based outreach methods. Distribute information through print materials and media outlets. Develop a program to ensure that buyers of real property subject to the Rent Stabilization Ordinance are aware of the City’s regulations by requiring sellers of RSO buildings at the time of a sale to disclose that the building is subject to the RSO and to provide the RSO regulations to the buyer and the buyer’s representative.

Lead Agency:	HCIDLA
Funding Sources:	RSO Fees and SCEP Fees
Objectives:	Develop mechanism to ensure disclosure; 120 public presentations will be conducted annually, including Property Management Training Program presentations, community presentations, landlord/tenant workshops and drop-in sessions, and fair housing clinics.
Respective Policy:	3.2.1

**107. Fair Housing Research**

Conduct studies to evaluate the level of housing discrimination in Los Angeles City. Comply with the HUD requirement for an Analysis

of Impediments to Fair Housing Choice (AI) study to be conducted approximately every five years as a condition of receiving Consolidated Plan grant funds. Develop action items per results of studies.

Lead Agencies:	HCIDLA
Funding Sources:	CDBG, RSO Fees
Objective:	Complete the AI Identify and implement action items.
Respective Policy:	3.2.1

### 108. Housing Legal Services for Seniors

The Department of Aging contracts with a non-profit legal services organization (currently Bet Tzedek) to provide free, expert legal advice to assist seniors in various legal issues including: public entitlement, housing related laws, legal aid, landlord/tenant disputes, government benefits, health law consumer protection, nursing home law and powers of attorney. Appointments can be scheduled at any of the 16 Multipurpose Senior Centers.

Lead Agency:	DoA
Funding Source	CDBG
Objective:	Assist 200 seniors with legal advice each year.
Respective Policy:	3.2.1

### Objective 4.1

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

### 109. Domestic Violence Shelter Program

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.

Lead Agencies:	HCIDLA
Funding Sources:	CDBG

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Objectives:	Provide 1,500 individuals with access to public services annually; Maintain 580 shelter and transitional beds annually for domestic violence victims.
Respective Policies:	4.1.1, 4.1.3

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**110. HOPWA Emergency Shelter and Transitional Housing Program**

Provide housing subsidies to low-income persons with HIV/AIDS in Los Angeles County, including Tenant- and Project-Based Rental Assistance; Short Term Rent, Mortgage, and Utility Assistance (STRMU); Scattered Site Rental Assistance; Permanent Housing Placement grants; Emergency Motel and Meal Vouchers; and Emergency and Transitional Housing.

Lead Agencies:	HCIDLA
Funding Sources:	Housing Opportunities for People with AIDS (HOPWA)
Objective:	1,589-2,162 housing subsidies per year.
Respective Policies:	4.1.1, 4.1.3

**111. Emergency Shelter and Transitional Housing Facilities**

Fund the operating and supportive services costs of existing facilities and programs providing emergency and transitional housing to homeless persons citywide.

Lead Agencies:	LAHSA
Funding Sources:	CDBG, ESG, Continuum of Care (CoC)
Objectives:	483 existing emergency shelter beds funded annually; 1,740 existing transitional housing beds funded annually.
Respective Policies:	4.1.1, 4.1.3

**112. Overnight Shelter (Winter Shelter and Year-Round Shelter)**

Provide temporary shelter to homeless men and women through a Winter Shelter program (December 1st through March 15th), 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.

Lead Agencies:	LAHSA
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Funding Sources:	ESG, City and County General Fund
Objectives:	871 temporary shelter beds year round; 1,335 temporary winter shelter beds.
Respective Policy:	4.1.1

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**113. New Resources for Rental Assistance**

Develop additional subsidies from existing sources and/or create new resources for short-term and long-term rent assistance to prevent eviction and to enable homeless persons to access existing housing. Pursue rental subsidies under the County’s AB2034 mental health services program and the Mental Health Services Act (MHSA) programs. Pursue expansion of or supplements to County Department of Public Social Services (DPSS) rental assistance.

Lead Agencies:	Mayor’s Office, LAHSA
Funding Sources:	County General Fund, Federal Funds, General Fund, CDBG, AB2034 and other potential sources
Objective:	Increase the funding base for rental assistance for homeless households and households at high risk of homelessness.
Respective Policy:	4.1.1

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**114. Family Solutions System**

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.

Lead Agencies:	LAHSA, HCIDLA
Funding Sources:	ESG, HPI

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Objective:	Initiated seven regional Family Solution Systems throughout the Los Angeles CoC; Serve approximately 1,200 homeless and at- risk persons per year.
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Respective Policies:	4.1.1, 4.12, 4.1.3

**115. Veterans Affairs Supportive Housing (VASH)**

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.

Lead Agencies	HACLA
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Funding Sources:	HUD, VA
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Objective:	Maintain 1,000 housing vouchers for formerly homeless Veterans.
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Respective Policies:	4.1.1, 4.1.3, 4.1.2

**116. Job Training and Placement for Homeless Individuals**

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

Lead Agencies:	LAHSA, HCLDLA
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Funding Sources:	CDBG
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Objective:	Provide educational/vocational training and employment placement/retention services to 1000 homeless persons annually.
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Respective Policy:	4.1.3

**117. HOPWA Supportive Services for Persons Living with HIV/AIDS**

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.

Lead Agencies:	HCIDLA
Funding Sources:	HOPWA
Objective:	Provide between 4,618-6,613 clients with supportive services annually.
Respective Policy:	4.1.3

### 118. Rental Assistance for Homeless 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.

Lead Agencies:	HACLA
Funding Sources:	HUD Section 8
Objective:	Maintain 4,000 Housing Choice Vouchers to homeless individuals or households.
Respective Policy:	4.1.3, 4.1.2, 4.1.1

### 119. Rental Assistance for Homeless Households with Disabilities

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 HCIDLA to improve and facilitate utilization of project-based Shelter Plus Care assistance.

Lead Agencies:	HACLA, LAHSA
Funding Sources:	CoC
Objective:	Maintain housing for 2,400 homeless households with disabilities annually.
Respective Policy:	4.1.3, 4.1.2, 4.1.1

**120. HOPWA Housing Development for Persons Living with HIV/AIDS**

Provide HOPWA funds to the Affordable Housing Trust Fund (AHTF) to develop permanent supportive housing specifically for low-income persons living with HIV/AIDS and their families. HOPWA funds are leveraged with other funds in the AHTF, primarily for new construction.

Lead Agencies:	HCIDLA
Funding Sources:	AHTF, PSHP, CDBG, HOME, SHP, HUD 811 Loan Program, HUD Section 8, LIHTC
Objective:	Financing commitment to, at minimum, 10 units per year dedicated to serving persons living with HIV/AIDS and their families.
Respective Policies:	4.1.3, 4.1.1

**121. Resources for Housing Serving the Mentally Ill**

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

Lead Agencies:	Mayor’s Office, LAHSA, HCIDLA, HACLA
Funding Sources:	General Fund
Objective:	Pursue funding towards permanent housing units for homeless mentally ill annually.
Respective Policies:	4.1.3, 4.1.1

**122. Permanent Supportive Housing For Homeless Persons**

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.

Lead Agencies:	LAHSA
Funding Sources:	CoC
Objective:	Maintain 1,477 permanent supportive housing units for homeless households annually.

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Respective Policies: 4.1.3, 4.1.1

### 123. Access to Housing for Health Program (AHH)

Provide permanent affordable housing linked to case management and other appropriate services for homeless individuals who are frequent users of the Los Angeles County Hospital system. The AHH program helps to improve access to permanent housing, medical care, mental health care, alcohol/substance use treatment and other supportive services. Upon acceptance into the AHH program, Homeless Health Care Los Angeles will assist the participant in securing temporary housing and applying for affordable housing.

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Lead Agencies: County of Los Angeles Department of Health Services

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Funding Sources: LA County

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Objective: Assist approximately 70 persons per year.

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Respective Policy: 4.1.3

### 124. Homeless Housing and Services Coordination

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. Support the Homes for Good initiative and work to implement the Homes for Good Action Plan. The Continuum of Care’s strategy is continuing to evolve through development of place-based community plans aligned with the Federal Strategic Plan and Home for Good. A total of 10 community plans will be developed and incorporated into the CoC’s strategic efforts over the next five years (not all in the City of Los Angeles). Participate in regular coordinating efforts with LAHSA 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.

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Lead Agencies: LAHSA, Mayor’s Office, HCIDLA

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Funding Sources: General Fund, Homes for Good Initiative, LA County

Objectives:	Citywide and sub-regional plans to reduce and end homelessness adopted by the City Council; 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.
Schedule	Develop 10 community plans and incorporate into the CoC’s strategic efforts – 2013-2018
Respective Policy:	4.2.5

**125. Access New Resources and Services for the Homeless**

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.

Lead Agencies:	Mayor’s Office, LAHSA
Funding Sources:	General Fund
Objective:	Periodic reports on legislative and budgetary initiatives.
Respective Policies:	4.2.5, 4.1.1, 4.1.3

**126. Housing and Services Planning for Persons Living with HIV/AIDS**

Convene monthly meetings of the Los Angeles Countywide HOPWA Advisory Committee (LACHAC). Provide advice regarding administration of the HOPWA Program and planning and policy issues. Coordinate with other HIV/AIDS programs. Advocate for low-income persons living with HIV/AIDS and their families. Assess and evaluate HOPWA-funded supportive services and housing programs in meeting short- and long-term priorities.

Lead Agencies:	HCIDLA
Funding Sources:	HOPWA
Objective:	Regularly updated plan for the use of HOPWA grant funds.
Respective Policies:	4.2.5, 4.1.1, 4.1.3

### 127. City Homeless Coordinator

Provide a City Homeless Coordinator to: regularly convene stakeholders; conduct research and evaluation; identify gaps in housing and services; improve access to and delivery of services. Act as the liaison to LAHSA and other County and regional agencies that provide housing and services to homeless persons.

Lead Agencies:	Mayor’s Office, LAHSA
Funding Sources:	General Fund
Objective:	Periodic reports on homeless housing and service delivery and recommendations for improvement.
Respective Policy:	4.2.5

### 128. Biennial Homeless Count

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.

Lead Agencies:	LAHSA
Funding Sources:	HUD
Objective:	Biennial count and survey of sheltered and unsheltered homeless persons residing in the Los Angeles CoC area.
Schedule:	2013, 2015, 2017, 2019 and 2021
Respective Policies:	4.2.5, 1.3.1

### 129. Homeless Management Information Systems (HMIS) Data Collection

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 HPRP data quality process to ensure that information collected exceeds HUD’s quality standards.

Lead Agencies:	LAHSA
Funding Sources:	SHP, General Fund
Objective:	All providers receiving City funding shall participate in HMIS.
Respective Policies:	4.2.5, 1.3.1

**130. Temporary Housing Facilities for Disaster Response**

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 for emergency stays; identification of recreation centers and school sites to be used as temporary shelters and/or providing furnishings (such as beds, chairs). 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.

Lead Agencies:	EMD, EOO, DRP, HCDLA
Funding Sources:	DHS/FEMA, General Fund
Objective:	120 sites available throughout the City within 24 hours of a natural disaster.
Respective Policy:	4.1.5

**131. Outreach and Training for Emergency Preparedness and Response**

Conduct outreach and training with neighborhood and community groups to prepare residents and businesses for emergencies. Disseminate information through publications and the internet, and by participating in fairs, expos and community meetings. Provide citywide training programs. Provide emergency management training to City employees.

Lead Agencies:	EMD, EOO, HCDLA, ALL
Funding Sources:	General Fund
Objectives:	4 fairs during Emergency Preparedness Month annually; 2 Neighborhood Preparedness Ambassadors Trainings annually; Outreach to neighborhood and community groups as requested.

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Respective Policy: 4.1.5

### 132. Zoning and Development Standards for Homeless Housing

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.).

Lead Agencies: DCP

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Funding Sources: General Fund

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Objective: Adopt amendment to zoning code to facilitate by-right siting of shelter and transitional housing facilities.

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Schedule: 2014-2017

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Respective Policy: 4.1.6

### 133. Zoning for Health Facilities

Facilitate siting of housing and services for all persons, including those with special needs. Eliminate Zoning Code provisions that restrict locations of public health and treatment programs, including day treatment facilities and residential based treatment programs, in order to comply with federal and state fair housing laws.

Lead Agency: DCP

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Funding Source: General Fund

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Objective: Adopt amendment to Zoning Code to remove restrictions on locations of public health and treatment program facilities.

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Respective Policy: 4.1.6

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Schedule: 2014-2015

#### Objective 4.2

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



**134. Assistance for Homeless Persons in Accessing Housing and Services**

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.

Lead Agencies:	LAHSA
Funding Sources:	SHP, CDBG
Objectives:	Continue funding 1 organization to reach 300 or more homeless individuals; Explore expanding outreach funding to community-based organizations within the City.
Respective Policy:	4.2.1

**135. Computerized Information Center/Information & Referrals for Persons with Disabilities**

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.

Lead Agencies:	DOD
Funding Sources:	CDBG
Objective:	Assist 150 or more clients seeking homeless services and housing resource referrals annually.
Respective Policy:	4.2.1

**136. HOPWA Centralized Countywide Housing Information Services Clearinghouse**

Fund outside agencies to maintain a centralized, countywide HIV/AIDS-related housing information clearinghouse. Provide referral information for housing services from emergency and transitional housing to hospice and permanent housing.

Lead Agencies:	HCIDLA
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Funding Sources:	HOPWA
Objective:	Assist between 25,140-36,000 clients seeking HIV/AIDS housing information annually.
Respective Policy:	4.2.1

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**137. Neighborhood Awareness of Special Needs Housing**

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

Lead Agencies:	LAHSA
Funding Sources:	CDBG, General Fund
Objective:	Establish outreach curriculum; Pursue funding for training program.
Respective Policy:	4.2.2

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**138. Homeless Needs Outreach**

Identify the housing needs of special needs populations in Community Plan updates. Through the Community Plan update process, provide information and educational materials to the public at workshops and public hearings.

Lead Agencies:	DCP, LAHSA
Funding Sources:	General Fund
Objective:	Disseminate information about the housing needs of special needs populations to 2,000 people.
Respective Policy:	4.2.2

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**139. Technical Assistance to Homeless Housing Providers**

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 trainings 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;

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.

Lead Agencies:	LAHSA
Funding Sources:	CDBG
Objective:	Technical assistance provided to 20 providers annually.
Respective Policy:	4.2.3