



Appendix 5.1
Evaluation of
2013-2021 Goals,
Policies, Objectives,
and Programs

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Detailed evaluation of Goals, Policies, Objectives, and Programs

This Appendix provides a more detailed review of the 2013-2021 Housing Element and evaluates the City's progress in meeting its housing needs during the planning period.

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Before undertaking an update of the Housing Element the City reviews the Goals, Programs, and Policies of the previous element to determine progress, effectiveness and continued relevance. In anticipation of this review the Housing Element update effort began in early 2020 with a series of in person and online workshops that detailed the Goals, Policies, Objectives and Programs of the 2013-2021 Housing Element and invited the public to comment on areas they would like to see added or better emphasized. The Housing Element Task Force subcommittees reviewed their portion of the existing element over three meetings and offered detailed feedback. City agencies who lead the various implementation Programs were also consulted on the progress and appropriateness to continue, amend or discontinue them.

As discussed in the Executive Summary, the City developed six Concepts to guide the Housing Element update. These Concepts integrate feedback from the public with requirements from the state to illustrate how the City will shift its Policy focus to meet housing Goals. The six Housing Element Concepts are:

- **Housing Stability and Anti-Displacement** - Protect Angelenos - especially persons of color - from indirect and direct displacement, and ensure the stability of existing vulnerable communities.
- **Housing Production** - Increase the production of new housing, particularly affordable housing.
- **Access to Opportunity**- Increase access to opportunities and proactively desegregate the City by planning for more affordable and mixed-income housing in high-resource areas.
- **Homelessness** - Prevent and end homelessness in a manner that centers human dignity and respect by developing early interventions, significantly expanding permanent housing options, and providing appropriate services and support.
- **Built Environment** - Design and regulate housing to promote health and well-being, increase access to amenities, contribute to a sense of place, foster community and belonging, and plan for a sustainable future
- **Meeting the Needs of all Angelenos** - Build, operate, and maintain welcoming and accessible housing for Angelenos with unique needs, including those with disabilities, large families, older adults, and other people facing housing barriers

These Concepts helped guide the preliminary analysis of the Vision, Goals, Objectives and Policies of the prior 2013-2021 Housing Element. The Vision, Goals, Policies and Objectives of the 2013-2021 element are excerpted below, followed by an analysis of their effectiveness and appropriateness to continue. Finally, a suggested action for how each should be edited or revised for the 2021-2029 Housing Element was included to specifically guide the updates in Chapter 6. .

Review and Evaluation of Existing Vision, Goals, Objectives and Policies

Los Angeles' housing Goals, Objectives, policies and Programs are guided by the City's overall housing vision:

It is the overall housing vision of the City of Los Angeles to create for all residents a city of livable and sustainable neighborhoods with a range of housing types, sizes and costs in proximity to jobs, amenities and services. In keeping with decades of federal Housing Acts and the Universal Declaration of Human Rights that declared housing as a human right, the City will work towards ensuring that housing is provided to all residents.

Effectiveness: The Vision provides important guiding principles for the Goals, Objectives, policies and Programs that follow. However, the importance of undoing

discriminatory practices and creating greater access to housing opportunities is not sufficiently emphasized, nor are the core Goals of housing stability and affordability.

Appropriateness: Add language around creating new housing opportunities that undo past discriminatory practices, as well as housing stability and affordability. Add a new defined term called Citywide Housing Policies in the section preceding the Goals, Policies and Objectives that is used to better connect them back to the broad ideals expressed in the Vision.

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.

Effectiveness: Goal 1 supports the overall intent of the Housing Element. It combines housing production with housing preservation in order to emphasize the importance of balancing the construction of new units and preserving those affordable units we already have. The two issues are often intertwined; however, are also fundamentally different and would benefit from distinct Objectives and policies to clarify the intent for each.

The term “adequate supply” may be improperly read as achieving the bare minimum of housing. The severe deficit of affordable housing calls for greater clarity that the Goal is to address existing unmet needs, in addition to meeting projected needs, so that the city can create more equitable and affordable housing options and to better align with changes to state RHNA law. Additionally, the important concept of housing stability should be added throughout this Goal to provide Policy guidance in balancing production and preservation Objectives to achieve the ultimate Goal of stable housing for all Angelenos. Safety in housing is specifically addressed under a different Goal (2013-2021 Goal 2), so it may be repetitive here.

Appropriateness:

To more clearly expand upon and delineate both Goals, production and preservation have been separated as individual Goals. The new Goal 1 will highlight the critical importance of housing production to provide a decent, affordable housing supply for the entire population. The new Goal 2 will highlight the importance of preservation, protection, and stability.

Within Goal 1, the term “adequate supply” will be replaced with “ample supply,” and meeting “various needs” of people will be specified to mean “existing and projected needs.” Within new Goal 2, replace “safe” with “stable” in describing housing Goals.

OBJECTIVE 1.1 Produce an adequate supply of rental and ownership housing in order to meet current and projected needs.

Effectiveness: Housing production remains a critical Objective, but would benefit from added clarity as to what the adequate supply is meant to achieve, which is to address a variety of housing needs and Goals expressed throughout the document. Also, like in Goal 1, the term “adequate” does not convey the importance of overcoming the housing shortage to meeting citywide Goals. Additionally Objective 1.4 “Reduce regulatory and procedural barriers to the production and preservation of housing at all income levels and needs.” has the same intent as Objective 1.1, with added specificity on strategy.

Appropriateness: Replace the term “adequate” with “sufficient.” Clarify that housing supply is meant to address the array of “housing needs and Goals” expressed throughout the document. Consolidate Objective 1.1 and 1.4, bringing policies from both in this section.

Policies

1.1.1 Expand affordable home ownership opportunities and support current homeowners in retaining their homeowner status.

Effectiveness: Expanding affordable ownership opportunities remains a critical way to achieve housing stability and build wealth, but traditional homeownership is out of reach for most Angelenos. Alternative forms of ownership, which have expanded implementation Programs in this Housing Element, should be explicitly included, in addition to a greater focus on first-time homeowners. This encompasses owner-occupancy of small multifamily properties, properties with ADUs, smaller lots and shared equity models of ownership. Additionally there should be a stronger focus on homeownership as a wealth building tool, especially in communities of color.

Appropriateness: Relocate this Policy to new Goal 2, underscoring the value of homeownership as a housing stability strategy. Add language on alternative models for homeownership, including shared and limited equity ownership. Expand the second clause (“support current homeowners in retaining their homeowner status”) to also underscore protections if a property is foreclosed. Add a new Policy (2.33) on expanding ownership and wealth generation opportunities through education and technical assistance. Add a new Policy on protecting communities, especially communities of color, from predatory and speculative land practices (2.3.5). Create a new Objective that focuses on homeownership to reflect the expansion of focus on homeownership (2.3).

1.1.2 Expand affordable rental housing for all income groups that need assistance.

Effectiveness: Expanding affordable rental housing remains a primary concern and there is also a need to expand for-sale housing. Greater clarity in terms of groups needing assistance would be beneficial, although given the wide range of needs in Los Angeles, getting too specific in this Policy may also not be helpful.

Appropriateness: Add “for-sale housing” and expand this Policy to focus on people of all income levels, with a priority on meeting underserved needs. Add a new Policy on developing land use and financial tools to promote more housing that is affordable to those with the lowest incomes for longer periods of time (1.2.10).

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.

Effectiveness: It remains important to include an Objective that highlights the need for a range of housing types to meet the various needs of Angelenos. Minor clarifications may help.

Appropriateness: Slightly update this Policy to be more clear that it relates to addressing the housing needs of the City’s “diverse” households (including those with special needs). Remove “and preservation” as housing stability strategies is now covered under new Goal 2.

1.1.4 Expand opportunities for residential development, particularly in designated Centers, Transit Oriented Districts and along Mixed-Use Boulevards.

Effectiveness: This Policy supports the Goal of expanding opportunities for residential uses, particularly in areas designated for growth in the General Plan. The Framework Element of the General Plan will likely be updated during this cycle of the Housing Element and it’s unclear if specific terms like “centers, Transit Oriented Districts and Mixed-Use Boulevards” will be carried forward, though the city will maintain its core strategy of concentrating growth around transit and job centers. Legislation around Affirmatively Furthering Fair Housing requires the city to additionally prioritize growth in Higher Opportunity Areas, which have a dense concentration of place based characteristics that are linked to critical life outcomes.

Appropriateness: Remove specific references to Framework Element terminology like “centers” and “mixed use boulevards” but continue to capture the City’s ongoing strategy to expand housing opportunities in areas that provide access to high quality transit, job centers, and corridors. Include a reference to High

Opportunity Areas and Citywide Housing Priorities in this Policy to capture the need to expand racial equity and access to opportunity by expanding housing opportunities in resource rich neighborhoods.

1.1.5 Develop financial resources for new construction of affordable housing.

Effectiveness: This Policy highlights the importance of developing new sources of financing in order to create the amount of affordable housing that is needed. It could be expanded to additionally capture the city's role in dedicating financial resources from other sources, mostly state and federal, to local affordable housing.

Appropriateness: Add "and facilitate the dedication of" directly after "Develop."

1.1.6 Facilitate innovative models that reduce the costs of housing production.

Effectiveness: This Policy has increased relevance as the pace of change and innovation increases. Regulatory frameworks can be an additional barrier in implementing innovative models, as the pace of government regulations lags behind private sector innovations. There is a need to promote both housing and regulatory innovation in a way that protects citywide priorities of advancing equity and ensuring the safety of residents.

Appropriateness: Add language about promoting regulatory reforms that reduces costs in addition to a reference to Citywide Housing Priorities..

1.1.7 Strengthen the capacity of the development community to develop affordable housing.

Effectiveness: It remains relevant to assist housing developers understand opportunities and requirements inherent in different affordable housing funding and incentive Programs.

Appropriateness: Retain.

OBJECTIVE 1.2 Preserve quality rental and ownership housing for households of all income levels and special needs.

Effectiveness: Preserving rental and ownership housing remains a critical Objective as this stock provides many of the city's affordable units. However, the policies below also cover related strategies such as maintenance, rehabilitation and replacement/no net loss. Housing Element law uses the term "conserve and improve" to describe an array of related strategies.

Appropriateness: Retain, but broaden to include conservation and improvement in addition to preservation. Relocate to new Goal 2, focused on preservation.

1.2.1 Facilitate the maintenance of existing housing in decent, safe and healthy condition.

Effectiveness: This Policy supports the Objective and several Programs such as code enforcement, foreclosure prevention and home rehabilitation. However, most of this work involves enforcement of existing law.

Appropriateness: Retain, but include enforcement as well as facilitation.

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.

Effectiveness: This is still relevant, but the first section emphasizing preservation could be better aligned with the second portion, which focuses on mitigation and replacement. In addition, the Policy would benefit from stronger and more precise language to describe the City's role. For example, this Policy should also speak to the need to enforce existing and future tenant protections and no net loss provisions.

Appropriateness: Replace "encourage and incentivize" with "Incentivise and require" and add language to include "the expiration of affordability covenants" alongside conversion and demolition.

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.

Effectiveness: The Policy is intended to focus on the need to rehabilitate, and in some cases replace, substandard housing. This remains relevant, but the clause about the size of units fits more appropriately under the next Objective around planning for housing needs and tracking household sizes with size of available units when undertaking planning efforts.

Appropriateness: Retain, but relocate the clause about size to the next Objective 1.3.

1.2.4 Develop financial resources for the long-term affordability of publicly assisted rental and ownership housing.

Effectiveness: Still effective and relevant; however, it may not be sufficiently clear that this Policy refers to the preservation of at-risk affordable housing.

Appropriateness: Add “preservation” to the beginning of this Policy.

1.2.5 Provide incentives that extend affordability to existing market rate housing units.

Effectiveness: This remains effective; however, the use of the word “extend” may obscure that this Policy refers to the creation of affordability where it may not already exist in market rate housing.

Appropriateness: Revise to say “provide resources that enable the creation of the Affordable Housing...”

1.2.6 Provide incentives for the preservation of historic residential structures.

Effectiveness: Remains effective.

Appropriateness: Retain, but relocate to the New Goal 3, which focuses on the relationship between housing and the built environment, including design.

1.2.7 Strengthen the capacity of the development community to preserve and manage affordable housing.

Effectiveness: Remains effective and a priority; however, many of the City’s Programs are oriented towards private owners of rent stabilized housing, which may not be adequately reflected by the term “development community” or “affordable housing.”

Appropriateness: Retain but broaden to include owners of existing rental 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.

Effectiveness: This Policy was added in the last Housing Element to recognize the particular importance of areas located near transit stations and corridors in terms of protecting affordable housing. While the Policy remains vital and effective, it closely overlaps with Policy 1.2.2, which similarly calls for preservation of affordable housing to ensure that demolitions and conversions do not result in the net loss of the City’s affordable housing stock. Policy 1.2.2 is also being amended to more closely mirror the existing language in this Policy. Protecting and preserving affordable housing is important everywhere in the City, so this Policy is unnecessary.

Appropriateness: Consolidate with Policy 1.2.2.

Additional Note: Several additional policies on the following topics should also be added: strengthening tenant protections and access to legal assistance, expanding the

right of first refusal to allow displaced households to return to their neighborhoods, promoting long term residents by limiting practices like short term rentals and prolonged vacancies, and developing specific anti-displacement strategies when a new transformative investment is planned.

OBJECTIVE 1.3 Forecast and plan for changing housing needs over time in relation to production and preservation needs.

Effectiveness: Still relevant, but the focus on “changing needs” is limited and does not encompass the full range of planning around housing needs.

Appropriateness: Replace “changing needs” with “existing and projected” needs. Move this to Objective 1.1 to signify that examining existing needs is the first step to effective housing plans.

1.3.1 Monitor and report on the production and preservation of the housing supply.

Effectiveness: Remains effective; however the need to track and report housing related information overlaps with Policy 1.3.3 below.

Appropriateness: Combine with Policy 1.3 and make a more expliciting connection between the collection of data and how it is used to plan for housing needs.

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.

Effectiveness: Still important, but emphasis on “special needs populations” may not encompass the full range of data that is being sought. Additionally this Policy is very similar to 1.3.5.

Appropriateness: Consolidate with Policy 1.3.5,

1.3.3 Collect, report and project citywide and local housing needs on a periodic basis.

Effectiveness: Reporting and projecting on housing needs at a citywide and local level remains a critical part of planning efforts; however, the intended connection to informing planning efforts could be strengthened.

Appropriateness: Combine with Policy 1.3.1 and add “and use this information to plan for housing needs at a local and citywide level.”

1.3.4 Plan for post-disaster reconstruction of housing.

Effectiveness: Planning for post-disaster housing and recovery goes beyond just reconstruction, particularly due to climate change and the increased potential for repeated disasters. Planning efforts should also identify and mitigate risk to

housing. Once expanded, this Policy makes more sense moving to New Goal 3, given its importance to safety and resilience.

Appropriateness: Relocate to new Goal 3 and create a new Objective dedicated to disaster recovery and resilience. Add language to specify that post disaster reconstruction should promote equity, resilience, sustainability and safety. Add language to ensure that displaced tenants have the right to return to reconstructed 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.

Effectiveness: This Policy remains effective, however the planning for housing needs must be consistent with the entire General Plan, and seek to address existing housing needs (in alignment with the new 6th cycle RHNA methodology), not just projected needs.

Appropriateness: Include planning for "existing needs" alongside projected needs, add a mention of housing size from Policy 1.2.3 and add language that speaks to the entire General Plan and broader Citywide Housing Priorities.

Additional Note: Add new Policy 1.3.5 on regional and state planning around housing and a Policy on better integrating anti-displacement strategies with housing production.

- OBJECTIVE 1.4** Reduce regulatory and procedural barriers to the production and preservation of housing at all income levels and needs.

Effectiveness: Remains very important but Policy should reflect that barriers impacting affordable housing and projects that served undermet needs like workforce housing merit particular attention, given the greater need. Also, with the reorganization of this Goal, the reference to preservation can be shifted under the New Goal 2. This Objective should be consolidated with Objective 1.2.

Appropriateness: Retain but add "with an emphasis on projects that include affordable housing and meet underserved needs."

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

Effectiveness: Remains effective, but should also reflect an emphasis on expanding access to higher opportunity areas and protecting communities from displacement

Appropriateness: Retain, but add language around expanding access to higher opportunity areas and protecting communities from displacement

1.4.2 Streamline affordable housing funding processes.

Effectiveness: Could be clarified that this Policy refers to City funding processes, as well as be expanded to include the important work around streamlining and prioritizing affordable housing.

Appropriateness: Retain and add “streamline affordable housing funding and project approval processes throughout City departments.”

GOAL 2

A City in which housing helps to create safe, livable and sustainable neighborhoods.

Effectiveness: This Goal supports the overall intent of the General Plan and highlights the role of housing in creating communities. This Goal remains appropriate, though the critical citywide planning Objectives of equity should be included here. In addition, the reference to neighborhoods can be seen as limiting reach to a certain geographic scale, when the intent is both to cover a range from the property/development level to the entire city and region. Finally, the word “safe” is very broad and has many (sometimes) conflicting interpretations.

Appropriateness: Retain Goal but add a focus on equity, and substitute “communities” for “neighborhoods.” In addition, the current focus on safety should shift to a focus on health and disaster resilience, which are both increasingly important considerations around safety.

OBJECTIVE 2.1 Promote safety and health within neighborhoods.

Effectiveness: Remains effective but could be expanded to encompass the importance of disaster and climate resilience given recent natural disasters, the pandemic, and the worsening climate crisis. The focus on health can be carried over to the livability Objective.

Appropriateness: Revise this Objective to include “disaster and climate resilience.” Shift the focus on neighborhoods to a broader focus on achieving these Objectives through housing.

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

Effectiveness: Policing practices and crime are outside of the scope of the Housing Element. Additionally, it is important to recognize these topics have often historically been used for purposes that are contrary to the Goals of the Housing Element.

Appropriateness: Remove

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

Effectiveness: Remains effective but could benefit by clarifying health related efforts should focus on those most at risk. Additionally this Policy could make a more explicit link to housing.

Appropriateness: Target the Policy to those most at risk. Add more proactive language on identifying housing risk related to disasters, especially those likely to accelerate as a result of climate change. Additionally carry this Policy over to the livability Objective to speak to health outcomes beyond just disaster response..

Note: Add additional policies under this new disaster resilience Objective, including: identifying resources to support housing providers in retrofitting existing housing, educating homeowners, tenants and landlords about disaster risks and mitigations, and providing assistance to support people to stay in their homes through a state of emergency that does not threaten the housing stock, like a pandemic.

OBJECTIVE 2.2 Promote sustainable neighborhoods that have mixed-income housing, jobs, amenities, services and transit.

Effectiveness: The need to promote sustainable development remains critical to the City's Goals but it could be clarified that this includes sustainable land use patterns beyond the neighborhood level, promoting access to jobs, amenities and transportation options citywide. The phrase "mixed income housing" is also imprecise in this context. The City of LA takes an integrated approach to sustainability that considers land use patterns and buildings, but these two ideas are currently separated into two Objectives.

Appropriateness: Retain but add "land use patterns," replace "transit" with "transportation options," and "mixed-income housing" with "housing for all income levels. Consolidate with Objective 2.3 below so the Objective speaks to "buildings and land use patterns."

2.2.1 Provide incentives to encourage the integration of housing with other compatible land uses.

Effectiveness: Both mixed-use development and the integration of housing with other uses remain key strategies for promoting sustainable and livable communities. However additional clarity on the intent may help ensure both concepts are captured. In addition, “incentives” are usually not necessary, as removing existing zoning barriers is often sufficient to promote mixed use.

Appropriateness: Revise to “Promote the integration of housing with other compatible land uses at both the building and neighborhood level”

- 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.

Effectiveness: Locating multi-family housing near transit and centers remains a cornerstone of the City’s housing growth strategy. It is important that as much of this housing as possible is affordable, and that housing serves a range of incomes. The term “centers” is a term used in the Framework Element to refer to a collection of mixed-use districts ranging in scale from the neighborhood-level to regional centers and downtown. The Framework Element is likely to be updated during this cycle and may not retain the same terminology, so referencing job and transit centers, in addition to Higher Opportunity Areas, is more descriptive. A new map will be adopted, similar to ES.1., that highlights transit adjacency and related regional centers.

Appropriateness: Add language to detail the need for multi-family housing and replace “centers” with “job centers.” Identify a new map that identifies these areas.

- 2.2.3** Promote and facilitate a jobs/housing balance at a citywide level.

Effectiveness: Jobs/Housing balance remains critical, but focusing on the citywide scale may obscure the Goals of this Policy.

Appropriateness: Replace “at a citywide level” with “and access to jobs to help shorten commutes and improve air quality and quality of life for Los Angeles area residents.”

- 2.2.4** Educate the public to understand and support the benefits of mixed-use and mixed-income communities to accommodate projected growth.

Effectiveness: This Policy remains effective but should emphasize the need for more outreach along with education. Also, this Policy can be reworded to better

communicate the more nuanced intent here around the relationship between unmet housing needs and other outcomes.

Appropriateness: Retain but add “Provide outreach...” and “about the need to address housing needs in relation to other important outcomes, including education, health, transportation, and the environment.”

2.2.5 Provide sufficient services and amenities to support the planned population while preserving the neighborhood for those currently there.

Effectiveness: Planning for and providing adequate services and amenities is a critical part of meeting our housing Goals and helps create livable and sustainable neighborhoods. However, the connection to public infrastructure and long-term planning may not be sufficiently clear.

Appropriateness: Relocate this Policy to Objective 1.3, which focuses on forecasting and planning to meet housing needs. Add language to specify that planning should address existing and planned populations to integrate new state mandates.

OBJECTIVE 2.3 Promote sustainable buildings, which minimize adverse effects on the environment and minimize the use of non-renewable resources.

Effectiveness: Remains effective and important to the Goal of livable and sustainable neighborhoods, but the focus on “buildings” may obscure this.

Appropriateness: Consolidate with Objective 2.2.

2.3.1 Streamline entitlement, environmental, and permitting processes for sustainable buildings.

Effectiveness: Streamlining City processes is a key area where the City can help promote sustainable buildings, though to focus on streamlining specific processes might be limiting. Incentives should be reserved for those that exceed existing standards, such as the LA Green Code.

Appropriateness: Revise “Streamline entitlements, environmental, and permitting processes” to “provide streamlining, incentives and flexibility to promote...” Add “particularly those that exceed existing standards.”

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.

Effectiveness: These all remain effective but could be consolidated. Does not include decarbonization efforts.

Appropriateness: Consolidate into one Policy to “promote and facilitate reduction of water, energy, greenhouse gas, and waste...”

2.3.5 Promote outreach and education regarding sustainable buildings.

Effectiveness: Remains effective, but could be broadened from sustainable buildings to include other sustainability best practices relating to housing, such as locating housing in areas that reduce VMT, limiting the consumption of new materials and improving onsite recycling and composting. Additionally the Policy could specify which audiences would benefit from outreach..

Appropriateness: Revise to “Provide outreach and education to property owners, tenants and homebuilders regarding sustainable residential practices”

Additional Note: There are several new sustainability policies that should be added, including: incorporating sustainable best practices into building and zoning code updates, providing incentives and promoting flexibility for adaptive reuse of non-residential structures into housing, and considering land use transitions from less productive industrial, commercial and office spaces into housing when the transition can happen safety and sustainability Goals can be maximized.

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.

Effectiveness: Livability remains important, but the focus on “residential neighborhoods” seems to exclude mixed use neighborhoods, which are an important part of livability and promoted through other policies. Additionally some Policy language about different housing types has been added under New Goal 1, making it repetitive here.

Appropriateness: Revise to keep the focus on livable neighborhoods using design but also promote a sense of place, promote health and foster community belonging.

2.4.1 Promote preservation of neighborhood character in balance with facilitating new development.

Effectiveness: Remains effective. However, “neighborhood character” is a vague term.

Appropriateness: Retain but add a greater focus to furthering citywide housing priorities, including equity, and revise “neighborhood character” to “existing architectural context.”

2.4.2 Develop and implement design standards that promote quality residential development.

Effectiveness: Remains effective.

Appropriateness: Retain.

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.

Effectiveness: This is still a priority, but it’s unclear if this Policy is targeting privately opened open spaces, public open spaces, or streets. Additionally, design standards are not the best tool to increase access to open spaces, though they are effective for public right of way improvement..

Appropriateness: Revise to “Develop and implement sustainable standards and pedestrian centered improvements in the public and private realm.””

Additional Note: Add a new Policy on promoting complete neighborhoods by planning for housing that includes open space and other amenities identified by the community.

OBJECTIVE 2.5: Promote a more equitable distribution of affordable housing opportunities throughout the city.

Effectiveness: It remains a critical Objective to achieve a more equitable distribution of affordable housing across the city and within neighborhoods.

Appropriateness: Retain, but move up to Goal 1 to reflect the connection between this Objective and Affirmatively Furthering Fair Housing integration into the RHNA methodology. Specify the focus on increasingly affordable housing in high opportunity areas and areas that further Citywide Housing Priorities

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.

Effectiveness: This remains relevant but the language regarding “Transit Oriented Districts” and “Centers” is connected to the Framework Element, which is likely to be updated.

Appropriateness: Revise to clarify a focus more broadly on areas near transit, jobs and in high opportunity areas.

2.5.2 Foster the development of new affordable housing units citywide and within each Community Plan area.

Effectiveness: Remains effective, but could do more to address the current condition where a few community plans have the majority of affordable housing and some have next to none.

Suggest Action: Add a clear prioritization for the development of new affordable housing in communities that currently have little.

Additional Note: Add new Policy on providing outreach and education to community members about the history of racist planning, zoning and real estate practices and how they are reflected in today’s land use patterns and socio-economic disparities.

GOAL 3

A City where there are housing opportunities for all without discrimination.

Effectiveness: Remains effective.

Appropriateness: Retain, but add some language to reflect a broader focus on Affirmatively Furthering Fair Housing, in addition to the existing language around protected classes.

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, family status, age, disability (including HIV/AIDS), and student status.

Effectiveness: This Objective remains relevant and important, but the list of protected status labels should be revised each cycle to incorporate the latest thinking on inclusion.

Appropriateness: Retain, but add mental and physical disability, gender identity, immigration status, source of income, or any arbitrary reasons.

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

Effectiveness: This remains important, but should be applied to affordable and market rate housing.

Appropriateness: Remove the word “affordable”

3.1.2. Promote responsible mortgage lending that meets community credit needs and the Community Reinvestment Act (CRA).

Effectiveness: Remains effective, but could be expanded to include predatory lending and home sale practices.

Appropriateness: Retain.

Additional Note: Add new policies on ensuring that people with disabilities have an equal opportunity to access affordable housing that has received any public subsidy, identifying and assisting populations experiencing housing discrimination (including those outside of protected classes), and eliminating housing accessibility barriers that disproportionately affect populations in protected classes and special needs populations.

OBJECTIVE 3.2 Promote fair housing practices and accessibility among residents, community stakeholders and those involved in the production, preservation and operation of housing.

Effectiveness: Remains a key Objective to reach this Goal.

Appropriateness: Retain. But given new emphasis on affirmatively furthering fair housing, a new Objective (4.3) should be added to address proactive measures that can be taken to actively promote diverse, inclusive communities. Additionally language can be added to this Objective to specify the need to promote “outreach and education” on fair housing practices.

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.

Effectiveness: This Policy highlights the city’s critical role in developing education and outreach tools to proactively prevent violations.

Appropriateness: Retain.

3.2.2 Provide outreach and education for the broader community of residents, residential property owners and operators regarding fair housing practices and requirements.

Effectiveness: Remains effective.

Appropriateness: Retain.

3.2.3 Collect and report findings on discrimination in the sale and rental or housing.

Effectiveness: Remains an effective strategy to understand and combat housing discrimination.

Appropriateness: Retain and develop a related Program to share this data.

Additional Note: A new Objective should be added to note the need to affirmatively further fair housing in housing Programs by taking proactive measures to promote diverse, inclusive communities that grant all Angelenos access to housing in high opportunity areas. This Objective should include policies on proactively working to identify and meet unmet housing needs, increasing access and transparency in the lease-up process, ensuring all neighborhoods have a range of housing types, allowing for aging in place, and examining and reforming practices that have been used to perpetuate racial and economic segregation.

GOAL 4

A City committed to preventing and ending homelessness.

Effectiveness: Remains effective.

Appropriateness: The Goal does not need to be edited, but the related policies and Objectives could better incorporate the latest thinking on how best to prevent homelessness and compassionately care for the needs of the unhoused.

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.

Effectiveness: This remains effective and necessary.

Appropriateness: Retain, specify “supportive” services to reflect the current emphasis on permanent supportive housing.

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.

Effectiveness: Having an adequate supply of emergency and interim housing options to house those in need is the central Policy to meeting this Objective.

Appropriateness: Retain.

4.1.2 Promote and facilitate Programs and strategies that ensure the rapid re-housing of all people who become homeless.

Effectiveness: Expanding rapid re-housing options is a critical part of preventing homelessness, but a greater emphasis could be placed on preventing eviction.

Appropriateness: Retain, but broaden to focus on strategies that ensure eviction prevention and rapid re-housing.

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.

Effectiveness: This remains effective but is slightly repetitive of surrounding policies.

Appropriateness: Retain, but shift the focus from “persons at risk of homelessness” to “chronically homeless individuals and the most vulnerable.”

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.

Effectiveness: This remains critical.

Appropriateness: Edit this Policy to focus on housing first and the provision of appropriate supportive services,

4.1.5 Plan for emergency housing needs that will result from natural or man-made disasters.

Effectiveness: This remains effective and relevant as planning for disasters is an important part of maintaining adequate housing and services.

Appropriateness: Retain, but move up to the disaster Objective added under the livability Goal (new Goal 3).

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.

Effectiveness: This remains effective and has become more important as the Homelessness crisis worsens. Neighborhood opposition and zoning remains a prominent barrier in the wider distribution of homelessness facilities and services. The reference to “appropriate” location is not descriptive enough and may be seen as muting the overriding intention to reduce barriers to expanding housing/ services and achieving a more equitable distribution.

Appropriateness: Retain but remove the reference to “appropriate locations” and revise “throughout the city” to “in all communities.”

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 should be located.

Effectiveness: The Goal of outreach and education remains important. The term “residents” is unclear and could mean homeless populations or community stakeholders.

Appropriateness: Remove “residents.”

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.

Effectiveness: This remains important and effective. The clause “from the streets” seems to exclude individuals living out of cars or staying with a family and friends. Also language on “chronically homeless” is not people-centered.

Appropriateness: Retain but use the clause “chronically homeless people” and remove “from the streets.”

4.2.2 Inform communities about special needs populations in the City and effective approaches to meeting their housing needs.

Effectiveness: This Policy is vague and correlates homelessness with having special needs, which is often not the case.

Appropriateness: This Policy should direct the city to educate the broader Los Angeles region about the complex reasons individuals become unhoused and the diverse solutions necessary to combat homelessness. A special emphasis should be placed on dispelling common misunderstandings, such as the assertion that everyone experiencing homelessness has addiction and/or mental health challenges.

4.2.3 Strengthen the capacity of the development community to locate, construct and manage housing facilities for the homeless.

Effectiveness: This Policy remains relevant.

Appropriateness: Retain.

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.

Effectiveness: Remains effective.

Appropriateness: Retain.

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.

Effectiveness: Critical Policy to ensure an inclusive Program. The “provide up-to-date information” clause implies that current information is the largest benefit, when the largest benefit is likely that including more expert and diverse perspectives helps to develop and maintain Programs with a high rate of success.

Appropriateness: Retain, but remove the clause “in order to provide up-to-date information for the most effective coordination and use of resources.”

Review and Evaluation of Existing Programs

Each set of policies is accompanied by implementing Programs - a detailed schedule of actions that will allow the City to reach, including timelines, steps, projected outcomes and entities responsible for each action.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
1	HCIDLA	Homebuyer Financial Assistance	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.	HCIDLA's Homeownership Unit oversees and administers three (3) citywide First-Time Homebuyer Programs: the Low Income Purchase Assistance (LIPA) Program, the Moderate Income Purchase Assistance (MIPA) Program, and the Mortgage Credit Certificate (MCC) Program. All three programs have been effective, successful and popular. -During Fiscal Year 2018-2019, 72 Low-Income and 37 Moderate-Income first-time homebuyers were provided gap financing to purchase homes through the First-Time Homeownership Program and 137 Mortgage Credit Certificates (MCCs) were issued to First-Time Homebuyers. - During Fiscal Year 2019-2020 (through June 11, 2020), 84 Low-Income and 6 Moderate-income first-time homebuyers were provided gap financing to purchase homes through the First-Time Homeownership Program and 90 Mortgage Credit Certificates (MCCs) were issued to First-Time Homebuyers.	This program was effective. During this update the city will analyze current need against available subsidies to determine how to revise the numeric goals. The only goal that was not exceeded was MCC's for Moderate Income homes.	Retain, consider revising metrics. Consider additional policy considerations such as pairing homeownership assistance with relocation assistance
2	HACLA	Homeownership for Voucher Holders	Increase homeownership opportunities among voucher holders.	This program allows Section 8 participants to become homeowners by using their Vouchers to purchase a home. HACLA continued to participate in the Section 8 Homeownership program through much of this cycle, though the program is now suspended.	The city should consider an alternative tool to promote homeownership among section 8 voucher holders. The program description mentions homeownership opportunities through housing development conversion - the city could evaluate the feasibility of this option.	Revise, to detail initiatives to improve homeownership opportunities for low income households, particularly Section 8 Voucher holders.
3	DCP	Small Lot Subdivisions	1400 market-rate units; 100 moderate income units; Revised Small Lot Subdivision Guidelines - 2013-2014; Inter-departmental clarification memo - 2013-2014.	As of December 2019, 356 small lot subdivision applications were filed, with a total of 7,360 unit approved. Only a small number of these were affordable. In 2018, the Small Lot Subdivision Ordinance was amended to modify certain development standards for new construction, establishing a process to convert certain apartment homes to small lot homes, recognizing a set of Small Lot Map Standards, and creating an administrative review process for design review of small lot homes. An interdepartmental clarification memo on small lot subdivision regulations was issued in 2014.	The Small Lot Subdivisions program has been effective at producing for-sale units, but not below market rate units. Code amendments to the Small Lot Subdivision Ordinance in 2018 strengthened the design compatibility of new projects and facilitated conversions of existing properties as well as smaller projects. However, the focus on multiple-family areas sometimes results in the demolition of multifamily housing. Until SB 330 became effective in 2020, these RSO or lower-income units were not being replaced and fewer units could be built than demolished.	Revise. This program has exceeded the current objectives, which presents an opportunity to consider program improvements on issues such as affordability, displacement and replacement policies. Also continue to consider ways to promote small lot housing typology innovation, including allowing in a wider variety of zones.
4	DCP, HCIDLA	Barriers to Limited Equity Housing Cooperatives	Study barriers to the greater utilization of limited-equity cooperatives; Utilize limited equity co-ops as a tool to facilitate affordable homeownership	No progress was reported for this program.	This program has no specific tools for implementation, but there continues to be strong public support.	Revise to focus on viable implementation tactics. Revise to be inclusive of land trusts and other shared-equity models.
5	HCIDLA	Pre Development/Acquisition Financing for the Development of Affordable Housing	Facilitate predevelopment and/or acquisition financing for approximately 500 units annually.	On average the goal of 500 units annually during this housing cycle was exceeded. The total fell below the 500 unit goal three of the seven years, though during the other two the goal was met and exceeded. The ability to meet the goals is determined by funding availability.	This program was effective and should be retained.	Revise to pre-acquisition loans and consider revising metrics due to changes in funding availability,
6	HCIDLA	New Production of Affordable Housing	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.	Each year more than 500 units of affordable housing were added, two years more 1,000 units were added. Most years the percentage of units set aside for PSH was near or over 30%. Housing was constructed for seniors, families and the disabled.	This program was effective. This appears to be aligned with HCIDLA's annual goal for number of units Ready for Occupancy, for which actual numbers vary annually. With the Proposition HHH supportive housing program adding to the output previously only covered by the Managed Pipeline and Bond Unit, this number is expected to increase to @ 1,400 units per year, with approximately 40% of those units being supportive housing (SH). HCIDLA has moved over the past five years from primarily financing affordable housing for large families and seniors to focusing on supportive housing (SH). As more SH is financed, the result in subsequent years is that a higher percentage of the units ready for occupancy will be SH.	Revise to be specific to managed pipeline and add metric. Discuss whether or not population targeted is needed/realistic
7	HACLA	Project-Based Rental Assistance	1,074 (430 extremely low-income, 644 very low-income) households housed through project-based rental assistance vouchers.	HACLA maintained between 3,245 and 20,351 Project Based Section 8 units each year of this reporting period.	The reporting on this objective has been inconsistent, but the program remains effective.	Remove.
8	DCP, Mayor, HCIDLA	Land Use Program to Increase the Production of Affordable Housing	Increase the supply of affordable and mixed-income housing; Prepare draft ordinance Schedule 2014 - 2018	The city created multiple programs to increase the supply of affordable housing in exchange for increased development potential, including the Value Capture Ordinance, which clarifies and standardizes affordability requirements on certain entitlements that allow for greater density and floor area (Adopted 2018) and the Affordable Housing Linkage Fee, which creates a permanent source of local funding for the development of affordable housing and preservation. The ordinance places a linkage fee to both new residential and commercial development (Adopted 2018). Additionally, the Permanent Supportive Housing and Motel Conversation Ordinance increased PSH production with incentives (Adopted 2018). Measure JJJ, passed by the voters in 2016, created a new affordable housing and labor requirements for residential projects with 10 or more units that request a Zone Change. It also created the Transit Oriented Communities (TOC) Affordable Housing Incentive Program, which incentivizes mixed-income and affordable housing projects near transit (effective 2017).	This program was effective with the passage of Measure JJJ, the Affordable Housing Linkage Fee (AHLF) and several land use ordinances that have significantly increased the number of projects that include affordable housing in mixed-income residential projects. There continues to be additional opportunities to employ a "value capture" or density bonus approach to create more affordable housing.	Revise to reflect the pending Density Bonus update (which can incorporate elements of TOC), inclusionary housing study as well as the opportunity to revisit to provisions of Measure JJJ when it expires. Emphasize introduction of greater equity and anti-displacement measures in updates. The implementation of the Affordable Housing Linkage Fee will also be integrated as a new program.
9	HACLA, DCP	Facilitate Housing for Senior and Disabled Persons	Assist in the development of 250 senior units a year; Construct 1750 Elder Care units; Explore the creation of an affordability component to ElderCare Ordinance.	Progress for this objective was difficult to track. As reported several different, but related, topics like senior housing maintained by HACLA, edercare entitlement applications, and senior units were funded through the Affordable Housing Trust Fund. Over 270 affordable senior housing units were funded through the Affordable Housing Trust Fund in 2014 and a new set of guidelines and procedures were adopted by DCP to improve the application and approval process for ElderCare Facilities.	This program has not been effective, but reporting could be improved.	Revise. This program should include revised objectives for reporting.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
10	DoA	Housing Alternatives for Seniors	Find alternative housing solutions for 1,600 senior citizens	During this cycle the Department of Aging continued to contract with a non-profit organization to connect seniors with alternative housing solutions.	This program was effective, but because there is no reported metric for total number of seniors served it's difficult to evaluate progress.	Revise. The city will re-evaluate in light of the Age-Friendly Action Plan and determine how best to revise this program to evaluate success.
11	DoA, DCP, LADBS, HCIDLA, DOD	Innovative Housing Unit Design	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	The Purposeful Aging Los Angeles Initiative is a partnership between the city, county and non-profits including AARP that continues work to reach the goals of the Age Friendly Action Plan.	Efforts were made to facilitate innovative housing design that allows for aging in place. Through Mayor Garcetti's Executive Directive 17 a Purposeful Aging LA initiative was launched, convening a Purposeful Aging Task Force. The task force completed a Purposeful Aging Age-Friendly Action Plan, which will help to refine this program for the next housing element cycle. HCIDLA has contracted with IBI Group, Inc. to provide Pre-RFP Site Design Analysis for City-owned properties.	Revise. It is critical that the needs of older adults are prioritized in the City's land use and housing policies. This program will be re-evaluated in light of the Age Friendly Action Plan. A new metric will be included to measure success. Could be merged with program 10.
12	DCP	Adaptive Reuse	4,000 market rate and 100 affordable housing units	At least 1,400 adaptive reuse permits were issued during the period, likely falling short of goals.	This program has been effective, but there are many opportunities to build on the past success and further expand the reach of the program, as well as capture on-site affordability.	Revise to emphasize the opportunity to expand the Adaptive Reuse Ordinance to facilitate additional adaptive reuse opportunities as well as include affordability provisions.
13	LASAN, DCP, HCIDLA	Redevelopment of Brownfield Industrial and Commercial Sites	Environmental clean-up of at least five brownfield sites; Create opportunity for 100 units, including 10 very low- and 10 low-income units.	The City continues to make strides in addressing brownfield remediation through the Citywide Brownfields Program (the Program). From 2013 - 2021, the Program has completed 59 environmental assessments and 5 cleanups at brownfields. A few notable success stories include the opening of community gardens in Council District 15 and Council District 7. The Program assisted in the transformation by conducting environmental investigations to ensure that the brownfield sites were safe for reuse. The Program continues to make progress on the larger cleanup projects which can take several years to complete depending on level of contamination. For example, in 2019-2020, the Program secured \$1 million in EPA Cleanup Grant funding for the cleanup at Taylor Yard G2, a 42-acre brownfield (future open space and park).	The Program has been effective with limited funding sources. EPA grant funding has been the primary source of funding for the Program and there are over 5,000 recorded brownfields in the City with high concentration of brownfields in Environmental Justice communities. In order to address the need, the Program needs more funding. Additionally, to ensure efficiency, there needs to be more collaboration between the City departments.	Revise so this program further supports the connection between housing and brownfield remediation, particularly towards opportunities for large-scale housing development.
14	GSD, DCP	Public Facilities Zoned Land: Joint Use Opportunities	In partnership with LAUSD, Create opportunities for 50 very low and 50 low income units during the planning period.	LAUSD has developed two affordable housing projects in Los Angeles during the cycle, including a 68 unit project in Hollywood (Selma Community Workforce Housing Project) and a 26 unit project near USC (Norwood Learning Village). In 2020, the LAUSD Board recommended expanding the program to 10 sites (8 in the City) specifically for employee workforce housing, which is now permitted by the state per the Teacher Housing Act of 2016 and AB 3308 (2020). LAUSD and HACLA have also partnered to expand a pilot program to provide 50 rental vouchers to families in the Northeast San Fernando Valley out of HACLA's Section 8 Homeless Initiative. In August 2017, the Mayor's Office launched an online property database cataloging the City's real estate assets (Property Panel LA). City Planning made progress on developing zoning tools to incentive the re-use of land zoned as Public Facility (PF Zone), including in the TOC Program and PSH Ordinance, which both allow PF zoned sites to be used for residential use at the densities permitted on adjacent sites. The City Administrative Office (CAO) has continued to create and manage RFO/PP's to sell or develop city-owned sites for affordable housing, including at least two projects approved to develop PF land, totaling 247 proposed units. A proposal for a Los Angeles Municipal Development Corporation to coordinate efforts has been made by the CAO.	This program was effective but the amount of unused or underutilized land in the City presents tremendous opportunity to continue to expand these efforts in the next cycle. Increased land is available for housing at the City level, including surplus land from City agencies, as well as land from the old Community Redevelopment Agency. In addition, LAUSD has expressed a commitment to build significant affordable housing on their own land. To streamline the management of the real estate assets, a new nonprofit entity should be created.	Retain, expand to encompass important work by HCIDLA, HACLA and the CAO in managing citywide land assets. Support continued cooperation with City Planning to make needed zoning changes to support housing, as appropriate. Support the creation of a new nonprofit entity, the Los Angeles Municipal Development Corporation (LAMDC), to streamline the City's management of its real estate assets. Reflect recent commitments made by LAUSD.
15	CLA, HCIDLA, Mayor's Office, City Council, HACLA, DCP	Advocate for Housing Funds	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.	Efforts to advocate for state and federal funding of affordable housing have occurred during this cycle. The City created its first permanent source of local funding in 2018 with the passage of the Affordable Housing Linkage Fee (AHLF) Ordinance. Approximately \$35 million has been collected thus far. An AHLF expenditure plan has been approved by City Council.	This program has been effective with increased local coordination in state advocacy. Significant additional funding is necessary given the tremendous need, so additional work to identify more state, federal as well as local funding must remain a key focus. However, funding is not all that is needed from the state and federal governments.	Revise. This program could be split into two programs to indicate the difference between affordable housing funding and local sources of revenue to the affordable housing trust fund. The first program could focus on affordable housing funding, instructing the CLA and HCID to advocate broadly for funding for affordable housing at the state, federal and local level. The second could instruct the Department of City Planning and HCID to increase revenue streams for the Affordable Housing Trust Fund using tools like land use incentives.
16	HCIDLA, DCP, City Council, Mayor's Office	New Local Revenue to Increase the Production of Affordable Housing	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.	The city successfully created the multiple programs to increase the supply of affordable housing: -Value Capture Ordinance, which clarifies and standardizes affordability requirements on certain entitlements that allow for greater density and floor area (Adopted 2018). -Permanent Supportive Housing and Motel Conversion Ordinance increase PSH production with incentives (Adopted 2018) Affordable Housing Linkage Fee, which creates a permanent source of local funding for the development of affordable housing and preservation. The ordinance places a development impact fee (or on-site requirement) to most new residential and commercial development. (adopted 2018). Opportunities for modifying the fee as well as creating significant new sources of fees must remain an imperative given the need. -Transit Oriented Communities (TOC) incentivizes mixed-income and affordable housing projects near transit (effective 2017).	The city has effectively created a permanent source of funding for increasing the supply of affordable housing, but significantly more funding is needed to meet citywide need. The program name can be clarified to better differentiate from Program 8 but focusing more on continuing to develop local revenue sources to support affordable housing.	Revise. Change the program name to be made more distinct from program 8. Update to include new potential sources of additional local revenue, particularly those that support housing policies in other ways such as a vacancy tax, real estate transfer tax or further refinements to the linkage fee ordinance.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
17	DCP	Downtown TFAR Public Benefit Fee	\$20 million for affordable housing development. Evaluate whether changes are needed as part of the re-code-LA Unified Downtown Development Code (Program 66).	Delete and merge with existing Land Use Affordable Housing programs (#101).	While this program brought in funding for an array of public benefits downtown, the program has not met objectives with regard to funding and the creation of new affordable housing units downtown. The program is being revised with the update to the Downtown Community Plan, with the aim to prioritize the production of on-site affordable units directly in new construction. As such, a downtown specific program is not needed and the objectives can be merged with the more general land use affordable housing production program (#101).	Delete and merge with existing Land Use Affordable Housing program (#101).
18	DCP, LADOT	Innovative Parking Strategies	Incorporate parking recommendations into Community Plans, Specific Plans and Transit Neighborhood Plans, where appropriate.	Community Plans, Specific Plans and Transit Neighborhood Plans continue to consider and adopt innovative parking strategies. The Downtown Community Plan update is currently proposing to remove parking requirements in all mixed use areas of downtown town Los Angeles. The Boyle Heights Community Plan update completed a parking study in 2015, which will inform the plan update. The Re:Code LA effort is creating a wider menu of parking options that better fit the design intent of a project. A citywide update to the Transportation Demand Management (TDM) ordinance is underway and will allow for creative alternatives to traditional vehicle parking that will better serve the mobility needs of residents.	Program was effective, carry over to next update.	Retain, program was effective. LADOT supports expanding objectives of this program.
19	HCIDLA	Systematic Code Enforcement Program (SCEP) /Gateway to Green	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.	During this cycle SCEP inspected approximately 180,000 units each year, meeting this objective. Compliance was achieved within 120 days 95% of the time, at minimum. Contact for complaint inspections was initiated within three business days at least 80% of the time. Gateway to Green program was launched in 2014.	Program has been effective, should be carried over in next update.	Retain, but revise to include TIER frequency in this section
20	HCIDLA, LADBS	Foreclosure Registry	Maintain a database of contact information of all residential properties within the City of Los Angeles that are subject to Ordinance No. 181,185.	HCIDLA has registered 71,616 properties since 2010. HCIDLA continues its proactive inspection and monthly inspection responsibilities in compliance with the Foreclosure Registry Program Ordinance requirements with enhancements made to the Foreclosure Information Management System (FIMS). HCIDLA enhanced its foreclosure processes, which include the automation of the de-registration process on a weekly basis and enhanced the Online Foreclosure Registry portal to accommodate registrations by Notice of Default (NOD) document vs. APN. HCIDLA implemented its GeoRegistry system as a tool for City Departments to report blighted properties in the foreclosure process and to operate as a collaborative tool for City Departments to work to reduce blight in neighborhoods. HCIDLA collaborated with other City Departments (Building and Safety, Police, City Attorney Neighborhood Prosecutors Office, Bureau of Sanitation and Fire Department) toward the reduction of nuisance and blighted properties. Also, HCIDLA enhanced the customer service of the GeoRegistry portal with the geo-mapping of all foreclosed properties within City limits, and the filing of GeoRegistry complaints. LADBS performed 173 proactive inspections on REO single-family and vacant multi-family residential properties. The inspections were successful to determine if blight conditions existed on the properties and then to take appropriate enforcement action to abate those conditions.	This program has been effective.	Retain and include efforts to develop a dashboard (HCID) to show results and identify trends impacting neighborhoods. LADBS to provide inspection data as needed.
21	HCIDLA	Single Family Rehabilitation	384 extremely low, very low- and low-income units annually.	The Handworker Program provided services for an average of 316 clients during each calendar year of this reporting period, just under the objective. The clients serviced represented a balance of low, very low, extremely low income households.	This is a CDBG-funded program which has seen decreases in allocation over the past 5 years. Approximately 240-280 seniors and disabled households are assisted through the Handyworker Program annually. However the 2019-2020 program year has seen a decrease in units completed because there was a delay in receiving funds from HUD, the HW unit was going to be transferred to ACHP and the Program was paused, and the Program has had to pause again due to Covid-19. The actual completed units for PY 45 total to 114 as of 6/4/20. The reduction in performance in PY 45 will create an even bigger demand and longer wait times, especially for South LA where there are hundreds of people on a waitlist. The Handyworker Program must continue to support this high demand.	Retain, but consider new metrics to reflect funding levels
22	HACLA	Residential Rehabilitation of Public Housing	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.	During this cycle significant progress was made toward several affordable housing redevelopment projects, including: Jordan Downs, Rancho San Pedro and Rancho San Pedro Extension, Rose Hill Courts, and new Dana Strand. Construction on phase 1 of the Jordan Downs redevelopment, which includes 135 new units, is nearly complete. Additional properties were added for rehab efforts, such as Rancho San Pedro.	Reporting includes data on several public housing facilities. Objective should be expanded to capture this work in addition to Jordan Downs. Objective is still underway and should be continued in the next update.	Retain, but revise to reflect the goals and objectives of the Vision Plan.
23	HCIDLA	Foreclosure Eviction Moratorium	Determine the applicability of the moratorium on an annual basis and enforce registration requirement for foreclosed Los Angeles rental properties.	The Foreclosure Eviction Moratorium has been extended through 2020.	This program should be continued. However, if Council passes the Just Cause ordinance it would offer similar protections to all tenants, expanding the reach of this program. If Just Cause passes, we would not need a separate foreclosure moratorium.	Retain, with possible revisions to reflect a more ambitious Just Cause program.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
24	LADWP, HCDLA	Utility Maintenance Program	LADWP-referred cases: 30 DWP utility shut-offs prevented through issuance of payments: 130	Through this program an average of 96 utility shut-offs were prevented each year, each impacting several units.	This program should be continued and the objective should be clarified.	Retain.
25	DCP	Mobile Home Park Preservation	Assist 100 mobile park tenants; 250 market-rate mobile home park pads in residential areas preserved.	There has been no reporting on this program during this cycle.	Reporting on this program has been difficult, while the purpose remains important.	Remove and Merge. Mobile Homes subject to RSO receive renter protections and can be included under Program 42. Changes to facilitate the creation of more mobilehome parks, manufactured homes, tiny home trailers, small parks, etc. and other ways to expand these low-cost homes can be tied to Program 67 (innovative housing typologies).
26	HCDLA	Monitor and Preserve At-Risk Affordable Housing	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.	The At-Risk Tenant Outreach contractor, Coalition for Economic Survival, has continued to increase awareness among tenants. HCDLA has worked with property owners and HACLA to extend housing subsidies for at-risk properties. A comprehensive report back on preservation strategies is pending release as of 6/24/2020.	This program is effective and should be continued in the next cycle.	Retain.
27	DCP	Preservation of the Rental Housing Stock - Condominium Conversions and Demolitions	Propose Zoning Code amendment or Director's Interpretation.	Several reports on these important topics have led to policy changes during the planning period enhancing the preservation and affordable replacement of rental housing stock. Demolition and Ellis Act removals have generally increased along with new construction trends and have totaled about 8730 units in 2282 properties during the planning period (through July 2020). Overall, RSO and affordable housing replacement requirements have been significantly expanded during the planning period from an amendment to the RSO (see CF 15-0728) as well as state laws (AB 2222 and AB 2556, as well as SB 330). LACP staff reports now include some information on impacts on existing housing and any replacement requirements, although there may still be room for improvement. With regards to condo conversions, the frequency of conversions has slowed considerably without any code amendments being made during the period. A total of 96 units in 16 buildings have been approved for condo conversion during the planning period.	The program has been effective, particularly in replacing more demolished housing with affordable replacement units and new RSO units. However, the patchwork of state and local policies is has resulted in a confusing and slightly inconsistent approach depending on the type of project and whether an entitlement is being sought.	Revise this important program to reflect current and proposed strategies to prevent the loss of naturally affordable rental housing stock and provide tenants new protections when demolition or conversion is being proposed.
28	HCDLA	Preservation of Rent-Stabilized Housing Units	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.	During this cycle an average of 540 rent adjustment applications were approved, with an average investment of 27.5 million each year. This far exceeds the goal of 330 applications annually for \$13 million in property improvements. Numbers increased sharply in 2017 and 2018 as landlords undertook more earthquake retrofit programs to meet new state mandates.	This program is effective and should be continued in the next cycle, with more ambitious targets reflecting new seismic retrofit requirements. HICD answer - Continue program because rent adjustments for improvements and just and reasonable increases are legally required.	Revise. In recent years, adjustments to cover seismic retrofit expenses has been added to the program and should continue.
29	HCDLA, OCA	RSO Enforcement	Investigate and enforce 6,000 RSO violations annually; Refer 60 non-compliant cases to the City Attorney annually.	During this reporting period an average of 7,460 RSO complaints were investigated each year, well over the objective of 6,000. The number of total complaints rose sharply in 2017 and again in 2018. An average of 31 cases were referred to the City Attorney. This is below the anticipated objective of 60 cases a year. It should be noted that only cases that rent staff is not able to successful resolve are referred to the City Attorney, so this low number could be a reflect of the effectiveness of staff.	This program is effective and should be continued in the next cycle. Given the increase in complaints the city could consider a larger number for complaints investigated. Also consider ways to increase outreach and education about housing and tenant rights to marginalized communities.	Retain, but revise if a Just Cause Ordinance is passed
30	HACLA	Public Housing Annual Inspections	All public housing units inspected annually. All Section 8 units inspected annually.	All public housing and Section 8 units were inspected annually by HACLA.	This program is effective and should be continued in the next cycle.	Merge with programs 19, 31, 33
31	HCDLA	Healthy Homes and Lead-Safe Housing	Complete interventions in 52 extremely low-, 79 very low- and 131 low-income units annually.	This program ran for the past 3 years without Lead funding and was on "life-support" through a small amount of CDBG funding. Lead funding has been reinstated by HUD and goals need to be revisited.	This program should be maintained but the objective targets should be reconsidered.	Retain, but consider expanding health focus beyond lead remediation.
32	HACLA	Lead-Based Paint Evaluation and Abatement Program in Public Housing	Abate lead-based paint hazards in 280 units.	Reporting on this program has been inconsistent, but HACLA verifies that most of the lead abatement work is now completed.	This program was effective, but most of the lead abatement work has been completed.	Remove, or replace with a different objective on health and safety. Consider consolidating with program 20. Switch out lead for annual unit inspection.
33	HCDLA	Urgent Repair Program	Prevent the vacation of 4,500 market-rate apartment buildings due to life-safety Housing Code and the California Health and Safety Code violations.	Of the eight years in this housing cycle we have reported numbers for four years, totaling 2,060 cases reported and 1,487 cases resolved. This falls short of the 4,500 goal.	Reporting should be clarified to avoid missing data. We should retain this objective but revisit the objective.	Retain
34	HCDLA, DBS, OCA, DCP	Nuisance Abatement in Residential Buildings	Respond to and successfully resolve 30,000 nuisance complaints on residential properties annually.	The City's enforcement agencies continue to successfully resolve nuisance complaints on residential properties. LADBS responded to over 25,000 complaints on private property concerns related to building or zoning code violations. Over 95% of these complaints are resolved to restore code compliant properties.	Effective but need to clarify reporting to get the number of nuisance complaints reported and resolved annually. LADBS code enforcement activities are an effective function to abate or mitigate public safety and nuisance conditions on residential property.	Retain the code enforcement services and develop reporting ability to distinguish complaints on residential use property from other property uses.
35	HCDLA	Rent Escrow Account Program (REAP)	Enforce REAP as a vehicle to motivate property owners to maintain their properties and comply with health, safety and habitability standards.	Each year an average of 425 cases, representing approximately 1,800 units, were brought into compliance and removed from REAP.	Continue program and add an accounting metric, such as how many cases and units were removed from REAP and brought into compliance. Could also consider number of cases added to REAP.	Revise to adjust accounting metrics.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
36	HCIDLA	Rent Escrow Account Program (REAP) Rehabilitation Loan Pilot Program	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.	This program was never funded, so no progress was made.	Determine if this a viable program.	Remove if no funding
37	OCA	Housing Enforcement (Inter-Agency Slum Housing Task Force)	500 properties subjected to Task Force review and/or prosecution annually.	In 2014 and 2015, the City Attorney's Code Enforcement Section received a total of approximately 1,926 property-based referrals submitted by the Los Angeles Department of Building & Safety (LADBS), Housing & Community Investment Department (HCID), Los Angeles Fire Department (LAFD) and Department of Public Health (DPH). During the same period, Code Enforcement conducted 1,806 City Attorney Office Hearings (CAOHs) with property owners. Prosecutors filed 167 misdemeanor criminal complaints. This effort resulted in 7075 rental units having brought into compliance during this reporting period. There were no updates for the 2016-2018 years of reporting.	Effective, but this function is now captured under SCEP.	Merge with program 19- SCEP.
38	HCIDLA	Billing Information Management System	Maintain Billing Information Management System.	Reporting on this objective has been inconsistent, need to reexamine.	Data integrity continues to be refined and the department recently executed a contract with a third-party vendor.	Remove or revise to include information about the data for public access
39	HCIDLA	Due Process Hearing	Conduct 1,300 hearings.	Over the four years with reported data an average 1,810 hearings were conducted, exceeding the goal of 1,300 hearings annually.	Effective but need to clarify reporting requirements.	Retain, revise to include virtual and in-person hearings.
40	HCIDLA	Outreach and Education of Enforcement Programs	Conduct 14 informational workshops.	Each year HCID conducted robust outreach, holding workshops, answering a hotline, responding to emails, and serving constituents at the public counter.	Revise the metric in the objective, maybe to include calls, in person (counter) and in person (workshops) to resolve spotty reporting.	Retain
41	HCIDLA	Preservation of Affordable Housing	Preserve and/or extend the affordability of 500 units annually currently part of the City of Los Angeles affordable housing stock.	HCID employed multiple strategies to preserve affordable housing. Some of the more common included: financial assistance and debt restructuring, extension of covenants through the issuance of tax exempt bond financing, additional bond financing, and research into covenant expiration dates.	Consider removing the 500 units target, it's difficult to evaluate how to count units preserved for different reasons and periods of time. The goal of 500 units preserved annually is not an attainable goal without allocation of City resources to support Preservation initiatives.	Revise to reflect constraints on financing and be inclusive of major rehab
42	HCIDLA	Rent Stabilization Ordinance (RSO)	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.	The objective of this program was to process 400 landlord declarations of intent for no-fault evictions annually. This objective was exceeded in 2014 with 517 declarations of intent, and the number continued to elevate hitting 939 in 2016 and 1,367 in 2018. The number of tenant households receiving benefits was anticipated to be about 300, but ultimately averaged 890. The following amendments were made to the RSO during the planning period: Ordinance No. 184,080 (2016), regulating seismic retrofit cost pass throughs Ordinance No. 184,529, (2016), requiring registration of rents Ordinance No. 184,673 (2017), regulating tenant buy-out agreements Ordinance No. 184,822 (2017), amending rules for evictions and tenant relocation assistance Ordinance No. 184,873 (2017), strengthening the RSO Ellis eviction protections Ordinance No. 185,224, (2017), amending the RSO Ellis Provisions to eliminate relocation waivers and extend tenants' right to return to 10 years Data on mobile home registration spots is currently not available.	This program is effective and important, however, the objectives may need to be revised	Revise to include all units if a Just Cause ordinance is passed. Include reference to mobilehome residents as protected tenants.
43	HACLA	Housing Choice Voucher Program	Maintain 47,500 Section 8 vouchers for very low-income households.	Over the course of this cycle a stock of 47,500-50,850 housing choice vouchers were continuously maintained.	This program is effective, but need to expand objective to get some sense of utilization rates.	Retain, but expand objective to get some sense of utilization rates. Also consider merging with 44, 115 and 118 by adding objectives on voucher utilization for specific groups.
44	HACLA	Section 8 Vouchers for Disabled and Elderly Households	Continue to provide 375 vouchers.	During this reporting cycle HACLA maintained 375-504 units of housing specifically for the disabled.	The overall goal of this program was met, but the reporting on this program is confusing. The reporting focuses on HACLA units, while the objective is for vouchers.	Revise the objective to focus on HACLA units and other supportive programs to assist low income elderly and disabled individuals in securing housing.
45	HCIDLA	Neighborhood Stabilization Program—Foreclosed Properties	300 units acquired, rehabilitated, and resold/rented.	The Neighborhood Stabilization Program was in the process of winding down throughout this cycle, so no new projects were started.	This program was effective and completed its cycle. Must determine which program would be an appropriate replacement.	Revise/Merge to focus on foreclosure assistance program; addressing SF corporate ownership and house flipping.
46	DCP	Historic Preservation	Expand the number of HPOZs and HCMs; Study the provision of a historic rehabilitation grant program for low-income homeowners in HPOZs.	Approximately 24 new Historic Cultural Monuments were adopted each year (2013-2019). A total of 5 new Historic Preservation Overlay Zones were adopted during this reporting period.	This program was effective and several HPOZ's were adopted. No additional incentives were created at the City level but state law (SB 451) has added new historic preservation tax credits, for which the state is still developing final program regulations.	Revise to develop new objective standards to guide ministerial historic design reviews of accessory dwelling units (ADUs) and housing development projects subject to other state streamlining measure. Prioritize the initiation of proactive nominations of new Historic Cultural Monuments that reflect the histories of communities of color within Los Angeles.
47	DCP	Mills Act Implementation	50 homes annually	On average 38 homes recorded a new Mills Act contract each year (2013-2019). The Mills Act program has become more selective to ensure that only properties with significant public benefit are approved.	This program was effective, but needs to be revised and merged with broader historic preservation program.	Merge with Program 46 (Historic Preservation). Revise metric to reflect number of applications in addition to awarded contracts.

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
48	HCIDLA	Property Management Training Program (PMTTP)	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.	From 2014-2017 HCID participated in 12 Property Management Training Programs and in 2018 HCID participated in 9. Each year referrals were mailed to non-compliant property owners, average 875 letters mailed each year.	This program was effective and several training programs were conducted as related to its objective.	Retain.
49	HCIDLA, HACLA, DCP	Affordable Housing Monitoring	Annual reports on the status of the affordable housing inventory; Monitor and enforce compliance with affordability covenants; Identify affordability covenants in ZIMAS.	The Affordable Housing Inventory was monitored throughout this cycle. During CY 2015 the inventory increased dramatically, from 27,117 units to 43,090 because HCIDLA took over monitoring responsibilities for the CRA/LA housing assets. HACLA continues to participate in providing information on the affordable housing inventory.	This program was effective as affordable housing inventory has increased and database continues to be monitored closely by HCIDLA.	Retain.
50	HCIDLA, HACLA, DCP	Citywide Housing Production System (CHPS)	Maintain and continue to enhance the Citywide Housing Production System (CHPS).	Affordable housing units are being monitored and reported on through the Annual Progress Report (APR), the Open Data website as well as the HCIDLA website. The CHPS inventory was maintained with quarterly reporting during 2014, 2015 and 2016. CHPS website is a public website and has to be ADA compliant. Since the users are not using this website, it was turned off to save the costs associated with the ADA compliance conversion. In 2017 and 2018 City Planning began maintaining a Housing Development data dashboard that uses the Power BI software to show several of the most requested housing data topics, including housing development (Measure HHH), Ellis Act, RSO, Tenant Ability Program as well as call-for-project application data and asset management data.	Monitoring and reporting on the City's affordable housing remains important. While more information is available now, it remains challenging to effectively present the information in a useful way for the public.	Monitoring and reporting on the City's affordable housing remains important. While more information is available now, it remains challenging to effectively present the information in a useful way for the public.
51	HCIDLA	RSO Monitoring	Annual report on the status of the RSO inventory; 50 Ellis removal applications processed annually.	The program has been regulated by HCIDLA and RSO units and Ellis replacement units continue to be monitored and flagged.	This program has been effective but can be consolidate duplicated objective about monitoring RSO units and organize all objectives that pertain to tenant protects into one objective.	Revise and Merge with program 42.
52	DCP, HCIDLA	Housing Element Sites Inventory Update	Annual report on development of sites included in the inventory of Sites	No activity was reported annually. A comprehensive report on development of sites in the inventory will be conducted as part of this update cycle.	Not very effective in the past; However the inventory of sites has gotten even more important in Housing Element law and it remains important to monitor and analyze the sites being selection to improve the process in subsequent Housing Elements. Specific requirements for selected sites will require identification in ZIMAS along with a new Zoning Information sheet. The Program should also make clear what should be done annually with the APR and what should be done with the Housing Element update.	Revise to include identification of parcels that have been included in the Housing Element sites inventory on ZIMAS and continued tracking of their redevelopment to maintain adequate sites throughout the planning period.
53	DCP, HCIDLA, HACLA, LAHSA	Monitor and Report on Housing Production Goals	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.	The Department of City Planning issued several types of report on housing production and changes in rental housing stock. These included the Growth and Infrastructure Report (2014, 2015 and 2016-2017), Performance Metrics for the Mayor's Office (2014-2017) and quarterly Housing Progress Reports (2108). All of these reports were made available on the Department of City Planning Website. Back to Basics tracks HCIDLA's annual progress with stated housing production and preservation goals metrics.	Effective, but as the programs have evolved this is now repetitive of program 50 and should be merged.	Revise to focus on Housing Dashboard and similar programs to report progress, merging with program 50.
54	DCP, HCIDLA	Monitor and Update the Density Bonus Program	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.	The DCP participated in a report for the Mayor's Office (per Executive Directive 13) that documents the number and percentage of housing units produced as a result of land use incentives in 2016, 2017, 2018, 2019 and 2020. Additionally, the Department launched a quarterly housing progress report in July 2018 to provide data on housing units produced as a result of various land use incentive programs as they relate to overall housing development trends. In October 2018, the Mayor announced a new initiative to conduct an update of the City's Density Bonus program and Affordable Housing Incentives Guidelines. The Density Bonus program update has been funded and is set to launch in spring 2021. The enhanced monitoring and reporting during the planning period will greatly assist this important endeavor.	Effective but progress on an update to the program has been has been slower than anticipated. This important update is on track for a spring 2021 launch and a late 2022 adoption.	Retain. Focus on the pending update to the Density Bonus Ordinance, which will aim to increase the local beneficial aspects of this important state affordable housing incentive program. The Affordable Housing Incentive Guidelines will also be updated to better explain and communicate the new City's affordable housing incentives.
55	DCP, CLA, HCIDLA, LAHSA	Collaboration on Data Production and Collection	Additional data from Federal, State, regional and County agencies; Homeless Count with City of Los Angeles data	The DCP issued three Growth and Infrastructure Reports (2014, 2015, 2016-2017) that detailed population, housing, employment and development trends, including estimated growth based on a range of date sources for the City, state, regional and federal agencies. The Report was shared on the department website. In addition, DCP coordinated with agencies such as SCAG, Metro, CA Department of Finance (DOF) and HCID on the creation and publication of data that will aid the planning process. The DCP utilized data from sources from the DOF, Metro, SCAG, HCID, LAHSA, the US Census and others when developing plans. LAHSA completed and reported a count of homeless populations each year, with the exception of 2021 due to the Covid 19 Pandemic.	This program was effective, but recommend merging with other programs and also separating homeless count and demographics data. Homelessness is already captured in other programs.	Merge. Homelessness Count is captured in Program 128 and should be removed from this program. Demographics can be consolidated into program 58. Integrate coordination with SCAG and DOF into program 58.
56	DCP, CLA, OCA, ITA, Mayor's Office, HCIDLA	Census 2020	Census forms and methodologies that better reflect the City's needs.	The DCP and Mayors office coordinated on the Census 2020 process to ensure wide participation.	This program was effective but overlaps with other data monitoring and reporting Programs, resulting in some overlap.	Merge with other demographic programs (58).

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
57	DCP	Housing Needs Assessment by Community Plan Area	Housing Needs Assessment by Community Plan Area	The DCP undertook several community plan updates, each of which involved a local housing needs assessment. During this reporting period one plan was adopted in 2015 (Sylmar) and four plans were adopted in 2017-2018 (West Adams-Baldwin Hills, South Los Angeles, San Pedro, and Southeast Los Angeles). As of January 2021, an additional 16 plans are in process and have completed housing needs assessments (Hollywood, Boyle Heights, Central City, Central City North, North Hollywood-Valley Village, Sherman Oaks-Studio City-Toluca Take-Cahuenga Pass, Van Nuys-North Sherman Oaks, Canoga Park-Winnetka Woodland Hills- West Hills, Encino Tarzana, Reseda-West Van Nuys, Venice, Palms-Mar Vista-Del Rey, West LA, Westchester-Playa Del Rey, Harbor Gateway and Wilmington-Harbor City.)	This program has been effective, but there are opportunities to clarify and strengthen connections between local and citywide goals and policies, as well as the RHNA. This program on identifying needs should also be more closely linked with the implementation of community level housing programs (Program 101).	Revise to strengthen linkages between citywide housing goals and local planning efforts in order to better address housing needs. Clarify when/how local housing needs are to be identified and how to better align local considerations with citywide goals.
58	DCP	Database for Evaluating Housing Needs	Database of current socioeconomic and demographic data on DCP website; Periodic reports of socioeconomic and demographic data.	Throughout this cycle LACP coordinated with agencies such as SCAG, Metro, CA Department of Finance (DOF) and HCID on the creation and publication of data that will aid the planning process. The DCP utilized data from sources from the DOF, Metro, SCAG, HCID, LAHSA, the US Census and others when developing plans. In addition, LACP published a Growth and Infrastructure Report in 2014, 2015 and 2016-2017 that detailed population, housing, employment and development trends, including estimated growth since the 2010 census. LACP also worked to annually disaggregate data from Census ACS to reflect Community Plan Area boundaries.	This program was effective. City Planning maintained a web page for current demographic data, citywide and by Community Plan Area.	Revise to integrate some of the objectives currently in program 55.
59	HCIDLA, Mayor's Office, DCP, HACLA, LAHSA	Consolidated Plan	Complete 1 and 5-year plans	The City of Los Angeles receives 4 formula/entitlement grants annually and as a condition of receiving and administering these funds must develop a 5 year plan with annual action that report on the accomplishments/progress toward planned uses of the formula/entitlement grants. The Consolidated Plan was last updated in 2018 and annual progress reports were issued each year during this cycle.	This program is both effective, appropriate and required by the federal government.	Retain.
60	DCP, DBS, HCIDLA, HACLA	Expedited Residential Recovery	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.	No natural disasters occurred in 2014-2017. In 2018, the City Council received a report on expedited building permits and granting fee waivers for reconstruction due to damages from the La Tuna Canyon and Creek Wildfires. The City Council instructed the Department of Building and Safety to activate its newly created wildfires phone hotline program whenever there is a state of emergency, to answer specific questions relating to building permits for homes and buildings damaged by wildfire. In 2019, Saddleridge and Getty fires took place further	This program has been effective, but Los Angeles was fortunate to have relatively few large scale disasters.	Revise to evaluate if this is the most effective direction. The city should explore policy on expedited re-building in repeat loss areas. Instead this program could focus on the rapid development of temporary housing and assistance to rebuild or relocate for those who lose their homes.
61	DCP, DBS, HCIDLA	Expedite Affordable Housing Projects	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	During this cycle the Department of City Planning created the Priority Housing Project (PHP) program, which grants priority case processing for projects that meet specific thresholds for affordability. Time savings for PHP projects as compared non-PHP projects is as follows: 33% for City Planning Commission Cases, 37.5% of Director level cases, and 66% for Subdivision cases. Projects which qualify under ED13, ED24, or SB 330 (regardless if by-right or by entitlement) may utilize HSAP.	Difficult to measure effectiveness, need numbers for permit processing and number of months for PHP cases.	Retain. Expand to include other streamlining programs, like SB 35 and SB 1397 (by right development for RHNA sites with an affordability threshold).
62	DCP	Implement CEQA Streamlining Measures	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.	During this cycle the Department of City Planning released two Technical Bulletins (TBs) for CEQA streamlining. One focused on SCPE and one on SCEA. Both of these instructed staff of intake requirements, review requirements, and procedures to process these streamlining documents. City Planning provided training to staff on both the SCPE and SCEA through the Environmental Staff Advisory Committee meetings, and updates summarizing the procedures at our geographic team meetings. Published SCEAs were added to the City Planning website: https://planning.lacity.org/development-services/environmental-review/scea Finally, the department prioritized transit adjacent housing development through the Transit Neighborhood Plan program and Transit Oriented Community (TOC) program.	Effective.	Retain.
63	DCP, DPW	Preservation Barriers Assessment	Identify development standards that pose compliance difficulties for preservation projects; Adopt amendments to the Zoning Code to alleviate challenges	The Unapproved Dwelling Unit Ordinance was approved by City Council in 2017. The ordinance provides a pathway to legalizing existing unpermitted dwelling units in exchange for providing on-site affordable housing. The ordinance is designed to help preserve unpermitted housing units that may otherwise be required to be removed because of zoning code violations. In 2018, 53 cases were proposed with 167 units. 56 cases were approved in 2018, with 153 units legalized. The City also passed an ADU ordinance that encourage homeowners to legalize existing unpermitted units and revised the Small Lot Subdivision Ordinance to make it an effective tool to protect bungalow court housing.	This program was effective. However more can be done to continue to remove unnecessary barriers, expand outreach and assistance ...	Retain. Track barriers and consider updating the ADU ordinance to further remove barriers such as expanding allowance of ADU construction above two-car garages and.... Expand outreach to unrepresented owners, including through mailers...
64	DCP, LADBS, HCIDLA	Improvements to Entitlement Processing/ Department Realignment	Complete fee study of entitlement processing costs; Amend the Zoning Code to implement full cost recovery	In December 2016, the Department of City Planning completed a comprehensive fee study with a goal of achieving full cost recovery for project planning services. The study and final report indicated the City is recovering approximately 74% of the estimated full cost of providing most fee related services, where the annual revenue collected is less than the estimated fully burdened costs of providing those services. Based on the fee study findings, the Department recommended to City Council revising Los Angeles Municipal Code (LAMC) Section 19.01 through 19.10 to more accurately represent the cost of providing planning and land use services. An ordinance adopting new fees was adopted in March of 2018. Most project planning fees were increased to become much closer to full cost recovery. Some fees, such as the fee for an aggrieved party to appeal an entitlement, will continue to be subsidized.	Program is complete.	Remove, program completed.
65	DCP	Development and Design Standards	Include development and design standards in 10 Community Plans	All community plans adopted and drafted during this cycle include a focus on design. Some plans utilize community plan implementation overlays (CPIOs) to implement design standards, and some rely on the design regulations that are integrated into baseline zoning through the Re:Code LA project.	Effective.	Revise to also include the work of Re:Code and Urban Design Studio.

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
66	DCP	Zoning Code Revision	Adopt a brand new Zoning Code that establishes clear and predictable regulations.	During 2019, the Zoning Code revision project called re-code LA continued to make progress. As part of that effort the Process and Procedures Ordinance continued through the adoption process. The Processes and Procedures Ordinance centralizes information and workflows related to administrative provisions and project review processes in a new, more user-friendly Chapter of the City's Zoning Code.	This program is effective and continues to move forward.	Retain.
67	DCP	Amend the Zoning Code to Facilitate Non-Conventional Housing	Adopt amendments to the Zoning Code to accommodate innovative multifamily housing types.	The Mayor's Office continued to convened Housing Innovation Working Groups from 2016-2018, focusing on issues such as modular housing, container housing, tiny houses and supportive housing. In Spring 2018, the Planning and Land Use Management (PLUM) Committee of the City Council recommended an amendment to the City's proposed Accessory Dwelling Unit ordinance that would allow for Movable Tiny Homes to be permitted as a type of ADU. \$120 million of Proposition HHH financing was approved to be used for a Housing Innovation Challenge program to seek out non-traditional construction and financing techniques that either would lower project expenses and/or increase speed to completion of supportive housing developments. The program awarded funds to six projects that utilize modular or prefabricated construction methods, Opportunity Zone financing, and other social impact investments and design strategies.	This program has been effective in promoting housing innovation.	Revise to speak more broadly to all housing innovation. Also make specific mention of emerging innovative strategies, such as expanded adaptive reuse. Consider expanding to focus on protecting innovative forms of housing that do not comply with current zoning code, including mobile home developments, bungalow courts, etc (may overlap with program 63) as well as other codes (i.e., building code, fire code) and/or just the Municipal Code, as some of these efforts may be to clarify administrative documents or identify the correct approval agency (e.g., 3D printed homes).
68	DCP	Second Unit (Granny Flat) Process	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.	With the adoption of AB 2299 and SB 1069 (2016), the City drafted a new Accessory Dwelling Unit (ADU) ordinance to comply with the new State ADU law. The City Planning Commission approved a revised draft ordinance in November 2018 and the ordinance is currently under consideration by City Council. With the passage of the state law, ADU permits have significantly increased in recent years. The City issued approximately 117 ADU permit applications in 2016, compared to 2,326 permits in 2017 and 4,171 permits in 2018.	This program has been effective and completed.	Remove. Program has been completed.
69	DBS	Update the Los Angeles Building Code	Adopt the most recent version of the CBC when released.	The Los Angeles Building Code was updated in December 2019 to incorporate provisions of the 2019 California Building Code, which is based on the 2018 International Building Code. The building code is updated every three years.	Effective, but might not be necessary to include as a program.	Remove, or retain the city's work with regular implementation and updates to the Building Code.
70	DCP	Zoning and Neighborhood Implementation Tools for Mixed Use Development	1,000 housing units in mixed use developments; Identify targets in all Community Plans; Adopt ordinances if appropriate.	In 2018, two Community Plan Implementation Overlays (CPIO) were enacted, which included new by-right mixed-use zones along transit-rich commercial corridors. Work continued on the Transit Neighborhood Plans program, which is also creating new mixed-use zones to protect jobs and housing mix near key transit lines.	Effective, but requires additional discussion with community planners to summarize how new zoning in adopted community plans will promote mixed use.	Revise to remove # of units objective, difficult to report on consistently.
71	LADOT	Reduced "Trips" for Housing near Transit and/or with Affordable Housing Units	Increase the trip credits provided for affordable housing units.	Starting in January 2017, LADOT included updated trip generation rates for residential or mixed-use developments that include Affordable Housing Units based on the total number and type of dwelling units reserved as affordable. These trip generation rates are based on vehicle trip count data collected at affordable housing sites in the City of Los Angeles in 2016. The DOT also continued to implement guidelines that allow for trip credits of up to 25% for residential development that is located in close proximity to certain transit stops and up to 5% for developments with affordable housing units. Finally, the city transitioned trip generation CEQA thresholds from LOS to VMT during this cycle.	Effective	Retain and expand to a general trip reduction program. Incorporate TDM and VMT work, including the VMT nexus fee being explored in some community plan updates. Expand objective to include Congestion pricing pilot in ED 25 GND, being executed by METRO with support from LADOT. Expand objective to include exploring infrastructure that supports telecommuting, like broadband and wireless internet. Explore incentives for mobility infrastructure, such as EV charging, car share, bike share, bike parking.
72	DCP	Transit Oriented District Studies	Complete Transit Neighborhood Plans (TNPs) for 24 transit stations.	The draft Exposition Corridor Transit Neighborhood Plan continued through the adoption process in 2018 and is now pending final approval. Transit planning along the Orange Line continues, with two of the Orange Line station area plans being integrated into the ongoing Southwest Valley community plan update effort. Plans for three stations along the Purple Line extension went through the EIR scoping process during 2018. Finally, the Downtown Community Plan update includes planning for the existing transit stations and proposed new stations associated with the Regional Connector project.	Effective, the program is pending final approval.	Merge with program 73 and call out transit as a targeted growth area, revise to remove reference to number of stations.
73	DCP	Targeting Growth in Community Plan Areas	Identify targeted growth areas and incorporate appropriate land use designations in 10 Community Plans; Complete Transit Neighborhood Plans (TNPs) for 24 transit station.	Each of the community plans during this cycle included targeted growth area. Adopted community plans include: Sylmar, San Pedro, South LA and Southeast LA. All of the TNP's consider the study area as a targeted growth area.	Effective, the programs pending final approval and community plans continue to be developed.	Merge with program 72 to cover TNPs, integrate AFFH language into growth areas identification.
74	DCP	Housing Element Relationship to Land Use Entitlement and Long-Range Planning	Annual report to City Planning Commission.	Staff incorporated findings that address the Housing Element into project based determinations, but no formal reports were made to City Council.	Not effective, no reporting.	Merge with programs on Growth and Infrastructure Report and Housing Dashboard.
75	DCP, LADOT	Congestion Management Program Land Use Strategy	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.	In 2014 and 2015, the Department of City Planning submitted a Local Development report to Metro. In 2019, Metro, with the support of jurisdictions supporting the majority population in LA County, elected to be exempt from the Congestion Management Program (CMP), and the City is no longer obligated to submit Local Development Reports, or prepare CMP biennial Monitoring Reports. Opting out of the CMP allows the City to align with our VMT metric adopted per SB 743, and focus more on monitoring metrics that result in less reliance on drive alone trips from new development as opposed to focusing on correcting for delay at specific CMP intersections.	No longer relevant.	Remove.
76	DCP, LADOT	Jobs/Housing Balance Incentives: Residential Exemptions in Transportation Specific Plans	Add fee exemption for residential units to Transportation Specific Plans that govern employment centers.	The adopted Westside Mobility Plan, which among other things, expands fees to rental housing development to help pay for area transportation improvements, includes an exception for the provision of affordable housing units.	This program was not effective, the Westside mobility is actually doing the opposite of this program's objective.	Remove.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
77	DCP, HACLA, DONE, HRC	Education about Growth, Housing Need, Mixed Use and Mixed-Income Neighborhoods	50 training sessions/workshops; 100 participating neighborhood council members and community organization members annually.	<p>The Department of City Planning held 8 Planning 101 trainings in 2019. Trainings focused on specific planning topics, such as development review, the Community planning process, and environmental review. City Planning Neighborhood Liaisons also attended an average of six neighborhood council meetings a month. Liaisons provide Department legislative updates, including updates on any housing policies under development. Liaisons also coordinate presentations with Department staff working on Citywide housing ordinances and neighborhood planning efforts.</p> <p>DCP also broke new ground in terms of sharing entitlement application information with a new quarterly Housing Progress Report. The reports share data and insights related to efforts to produce more affordable housing. Reports have been shared on the Departments website since 2018.</p> <p>The City contracts with the Housing Rights Center (HRC) to conduct presentations and/or workshops different neighborhood councils as part of the Citywide Fair Housing Program.</p> <p>HACLA continued to work with Jordan Downs Community Advisory Committee and the WATTS neighborhood council to provide training and information regarding the redevelopment of Jordan Downs which is proposed to be a mixed use and mixed income neighborhood.</p>	Effective.	Revise objective to focus on LACP External Affairs work, including meetings and attended and publications.
78	HACLA	Services in Public Housing	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.	<p>HACLA continues to cooperates with the other City agencies, non-profits, community organizations and others to provide an array of services for public housing residents, including educational training, employment training (including job placement and job retention services) and recreational services.</p> <p>Specifically, HACLA operates the Watts/Los Angeles Worksource Center, which provides services to 1,500 customers annually, many of whom are public housing residents and section 8 participants.</p>	Effective.	Revise objective so as to consider a metric that is earlier to report.
79	DCP, LADBS	Entitlement Case Management and Expediting for Green Building Projects	Reduce plan check process time for 50 Tier 1 and 2 projects	Green projects are no longer expedited, though LADBS continues to enforce the requirements of the Los Angeles Green Building Code.	Not Effective.	Remove or revise to focus on meeting green building standard requirements.
80	LADWP	Financial Incentives to Conserve Water	Installation of high efficiency clothes washers in 5,000 households per year.	Between FY13-14 to FY19-20, the Department has rebated 38,831 clothes washers, providing an annual average of over 5,000 rebated devices per year. DWP continues to work on additional programs to help inform the public of available incentives/programs to help use water more efficiently.	This program should be retained given the remaining potential for additional water savings from high efficiency clothes washer and other additional rebates/incentives.	Retain program as is. Consider exploring incentive changes and additional advertisements to spread the word for the program.
81	LADWP, LASAN, DCP, DPW, LADOT	Stormwater Mitigation	Integrate on-site stormwater design guidelines into project review process.	The Low-Impact Development (LID) Ordinance, which effectively replaced the previous stormwater collection and mitigations program, became effective and applicable to most relevant projects in 2012. LADWP implemented the ordinance throughout this planning period.	Program has been effectively accomplished, but a program could reflect the continued implementation. LADOT also continues work on greenways.	Revised to reflect continued implementation of LID ordinance. Consider additional programs for OneWater and Greenway infiltration / GRASS network.
82	LADWP, SOCAL GAS	Incentives to Conserve Energy	50,000 low income households obtain more energy-efficient refrigerators; 2,000 households retire non-energy efficient refrigerators annually.	<p>The attic insulation measure offered in CRP is temporarily suspended. The program is evaluating the resources to fulfill the needs of the needs of the program to resume offering attic insulation to the program</p> <p>The EPM now offers a point of sale credit option to customers, eliminating the need for completing a rebate application. In addition, the EPM provides customers with the ability to customize a solar system for their home and to compare and choose offers from a list of local third-party vendors.</p> <p>Due to COVID-19, the RETIRE program has been suspended since March 2020.</p> <p>Plans for additional campaigns through RLEP are being evaluated.</p> <p>Partnership programs with SCG were discontinued as January 1, 2021. Plans for future partnerships are being evaluated. The partnership programs that impact program #82 are Energy Upgrade California Program, Multifamily Direct Therm Savings Program, Energy Upgrade California Home Upgrade Multifamily Retrofit Program, and the Energy Savings Assistance Program.</p> <p>As the situation around COVID-19 continues to evolve, LADWP is taking action to prioritize the health and safety of our customers and employees.</p>	<p>Effective.</p> <p>The CRP continues to be well participated.</p> <p>EPM is designed to simplify shopping for a product and streamline obtaining a rebate. The self-service design of the program allowed customers to continue benefiting from instant rebates through the pandemic restrictions.</p>	Retain, but consolidate with program 80 to make one program focuses on energy efficient appliances. Expand objective reporting to focus on all households, not just low income. Consider adding an objective for light bulbs.
83	LADWP	Encourage Energy Conservation through Pricing	10,000 residential customers on the TOU rate	There was a 38% increase in the time-of-use rate for LADWP electric customers and there continues to be growth into 2020. A separate meter is sometimes required for particular rate incentives.	Program will be retained to encourage customers to shift their energy use from high peak to base peak periods where the demand for energy is typically lower.	LADWP is continuing to promote Time of Use rates to residential customers through the LADWP website.
84	LADWP	Green Power for a Green LA	25,000 households choosing alternative energy sources.	<p>During the cycle LADWP continued to serve "Green Power" customers, who paid a small premium to use renewable energy.</p> <p>In March of 2017, LADWP announced that they had \$14.3 million in rebates available to subsidize the cost of installing a solar PV system for their customers. Their program is called the Solar Incentive Program (SIP).</p> <p>Currently LADWP's own generation mix includes 23% renewable.</p> <p>The Green Power Program purchasee 40,550 MWh of renewable energy for our Green Power customers in 2019. A portion of these costs were offset by LADWP's avoided generation costs. The program began in 1999 and through calendar year 2019, has provided over 1,284,653 MWh of renewable energy to our customers.</p>	Effective, but reporting includes several metrics.	Revise Objective to include: -Percent of renewable energy used by LADWP -Number of customers enrolled in a program to use renewable energy (currently through the "Green Power" program) -Programs to incentive the installation of solar panels -Other related efforts -Green House Gas (GHG) reductions as a metric.

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
85	DPW, LADWP, Mayor's Office	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. CDBG, SCAQMD, Private Donations, LADWP Funds	Million Trees LA was a major objective of a previous administration. The objective of distributing trees was implemented by the City Plants program in partnership with the LA Conservation Corps. In 2019, with the support of a grant from the California Department of Forestry and Fire Protection (CAL FIRE) Urban and Community Forestry Program and USDA Forest Service, the City of Los Angeles released a "First Step" Urban Forest Management Plan (UFMP) which assesses the current urban forest and its management, identifies industry sustainability standards, and outlines a framework for a forthcoming comprehensive Urban Forestry Management Plan.	Effective.	Revise to focus more broadly on urban forest enhancement.
86	DCP, LADWP	Building Design for Sustainability	Guidelines developed and updated; Integrate guidelines into all project reviews.	During 2018 the Urban Design Studio initiated work to revise the City's Citywide Design Guidelines to better integrate several key principals, including climate adapted design. Revised guidelines were adopted and implemented in 2019.	Effective.	Remove, achieved.
87	LADWP	Incentives to Encourage Green Building Solutions in Existing Buildings	Develop green building incentives program for existing buildings.	EETAP was discontinued in 2018. LADWP continues to pay incentives for projects approved prior to the programs end. Commercial customers can continue to participate in CPP for energy efficiency retrofits. Partnership programs with SCG were discontinued as January 1, 2021. Plans for future partnerships are being evaluated. The partnership programs that impact program #86 Residential: Energy Upgrade California Program, Multifamily Direct Therm Savings Program, Energy Upgrade California Home Upgrade Multifamily Retrofit Program, and the Energy Savings Assistance Program. As the situation around COVID-19 continues to evolve, LADWP is taking action to prioritize the health and safety of our customers and employees Programs assist small buildings (small business direct install), moderate size buildings (energy advantage) and large buildings (LABBC and EETAP, plus new construction projects).	Effective.	Retain.
88	LASAN	Recycle Construction Waste	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.	The Citywide Construction and Demolition (C&D) Waste Recycling Ordinance became effective January 2011. Requires that all mixed C&D waste generated within City limits be taken to City certified C&D waste processors (BOS is responsible).	Not Effective. Most of this program, aside from source separation, was achieved before this update cycle.	Remove.
89	DBS, LADWP, DCP, EAD	Sustainable Building Materials and Practices	Integrate guidelines into project review process; Develop and maintain an outreach website.	The LADBS and LADWP implements the sustainable building materials requirements of the Green Building Code. Guidelines regarding sustainable building materials are integrated into project reviews.	Not Effective, this is an established program.	Revise to demonstrate emerging work programs.
90	LASAN,	Recycling Collection in Residential Development	Provide on-site recycling bins and weekly pickup for all residential developments.	LA Sanitation continues to collect residential recycling for single family homes and small multi-family buildings. Discussions began that would lead to recycling on multiple family and commercial developments.	Effective.	Retain, integrate program to expand multi-family recycling.
91	LADWP	Home Energy Improvement Program	Provide free green assessments to property owners.	LADWP's Home Energy Improvement Program (HEIP) offers free energy efficient upgrades for residential customers and their families, designed to reduce their energy bills by making their homes more energy efficient. Through the program, an assessment of a customer's home is performed by an LADWP trained technician to identify the most appropriate and effective improvements available. The program builds upon the success of a grant-funded home weatherization program, which was instituted by LADWP for a limited period. HEIP assessments were performed throughout this cycle. Prior to the pandemic, 360 project assessments per month were given each year.	Effective.	Retain, consider revising objective.
92	DCP	Planning for Neighborhood Character	10 updated Community Plans; Implementation tools as appropriate.	The Baseline Mansionization and Hillside Ordinance was approved in 2016 to to preserve the unique character of our varied neighborhoods. New development standards were established for hillside and residential communities. These regulations will address the out-of-scale development in single-family zones throughout the City and the related construction impacts in our hillside areas. A subsequent revision to the Baseline Mansionization Ordinance was adopted in 2017. During this cycle the following Community Plans and related implementing ordinances were adopted: Sylmar, West Adams-Baldwin Hills-Leimert, South Los Angeles, Southeast Los Angeles and San Pedro. The following Community Plans are currently in process: Canoga Park-Winnetka-Woodland Hills-West Hills, Reseda-West Van Nuys, Encino-Tarzana, Hollywood, Boyle Heights, Central City, Central City North, Venice, Westchester-Playa del Rey, West Los Angeles, Sherman Oaks-Studio City-Toluca Lake-Cahuenga Pass, North Hollywood-Valley Village, Van Nuys-North Sherman Oaks, Harbor-Gateway, Wilmington-Harbor City.	Effective.	Merge with program 95 and revise metric. Consider integrating program 65 on design standards in Community Plans.
93	DCP, DONE	Community and Neighborhood Council Development Review	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	Duplicate case files and early notification were provided to Certified Neighborhood Councils (CNCs) for all proposed projects in their neighborhoods (through the Certified Neighborhood Council Notification Program and the Early Notification System). The Neighborhood Council Liaison position was significantly expanded from 1 to 3 positions by DCP in 2018 to provide community members with a direct point of contact for planning-related policies and issues.	Effective.	Retain, consider altering the objective

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
94	DCP	SurveyLA - The Los Angeles Historic Resources Survey	Complete citywide survey; Publish results.	<p>The SurveyLA project finished its surveying of Los Angeles community plan areas for historic and/or culturally significant resources in 2016, including completion of reports for Northeast Los Angeles, Central City and Central City West. It also completed a Field Survey Results Master Report in August 2016. The Report is intended for use as a cover document for all CPA reports and provides detailed information about SurveyLA methodology and further defines terms used in the reports.</p> <p>Significant progress was made in publishing narratives of the Los Angeles' citywide historic context statement. The citywide context was developed as part of SurveyLA and includes nine contexts and over 200 themes and subthemes that served as the evaluation framework for SurveyLA and is now in use for other surveys conducted by both City departments and outside agencies. Context themes are published online (at: http://preservation.lacity.org/survey/historic-context) as they become available.</p> <p>The Office of Historic Resources continued to work in partnership with the Getty Conservation Institute to add 100% of digital SurveyLA data to HistoricPlacesLA, Los Angeles Historic Resources Inventory. Work to upgrade the system software (Arches) to version 4 will commence in 2019.</p>	Effective.	Revise to shift focus from completing Survey LA to publishing the results and determining how best to implement the findings.
95	DCP	Neighborhood Preservation - Downzoning	Rezoning appropriate areas in 10 Community Plans.	16 Community Plan were in process at the end of this cycle. Each update effort includes an inventory of housing stock and an evaluation of which multi-family areas are vulnerable to displacement. Several tools, including downzoning, are being considered to protect this housing stock.	Effective, recommend focusing on the rezoning involved in community plan updates.	Revise and merge with general program under 92 and consolidate zoning designations.
96	DCP	Urban Design Studio	Maintain Urban Design Studio as a division within the DCP; Maintain the Professional Volunteer Program (PVP).	<p>The DCP's Urban Design Studio was maintained and expanded throughout 2018 to include review and advice on residential projects regarding overall project design and sustainable alternatives for public right of way improvements associated with residential projects. In 2018, the DCP expanded the services of the Professional Volunteer Program (PVP) to provide design review services to additional projects.</p> <p>Additionally, the Urban Design Studio adopted a new set of Citywide Design Guidelines during this cycle.</p>	Effective and stable program.	Retain.
97	DCP	Landscape Design	Integrate Landscape Ordinance and Low Impact Development; Ordinance into project review process.	The City continued to capture, treat and infiltrate stormwater and urban runoff by utilizing the recently adopted Low Impact Development Ordinance, as well as additional water conservation measures.	Effective and stable program.	Retain, or integrate into a broader program on code implementation. Consider consolidating with program 81, Stormwater Mitigation.
98	DCP, HCIDLA	Density Bonus	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.	Discretionary cases continue to be filed for proposed units falling under market rate, ELI, VLI, LI, and moderate income categories.	Effective. Although, it may be helpful to clarify this program's relationship with TOC and reporting metrics (permitted units vs filed units).	Revise to improve reporting metric and updated DB provisions in accordance with current status of DB law. Shift focus to Density Bonus update.
99	DCP, HCIDLA	Downtown Affordable Housing Bonus	300 moderate, 225 low, and 225 very low income affordable units; Study whether program is meeting objectives and ways to make improvements.	<p>Market rate projects continued to take advantage of the provisions of the program. However, very few developers are believed to have received the affordable housing bonus. In 2016 four projects were proposed with a total of 19 units set aside.</p> <p>Affordable housing in the Downtown community plan area will be further incentivized through a revised community benefit system in the updated plan.</p>	Not Effective. Reporting on this program has been unclear.	Revise to improve reporting objective.
100	DCP, HCIDLA	Affordable Housing in the Coastal Zone (Mello Act Implementation)	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	Work continues to progress toward a public review draft of a permanent ordinance implementing the Mello Act in the Coastal Zone portions of the City of Los Angeles. A draft ordinance was released in 2019.	Amendment to the Zoning Code, Affordable Housing Incentive Guidelines and the Adoption of the Mello Ordinance satisfies the inclusionary and replacement housing needs in the Coastal Zone.	Retain.
101	DCP	Community Level Affordable Housing Programs	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.	<p>In June 2017, the City Planning Commission (CPC) unanimously recommended approval of the updated South and Southeast Los Angeles Community Plans. A key element of the Plans are the Community Plan Implementation Overlays (CPIOs)- a zoning tool that implements many of the Plans' goals and policies including incentivizing affordable and mixed-income housing around the area's 30 bus and rail stations.</p> <p>The City of Los Angeles approved the Cornfield Arroyo Seco Specific Plan (CASP) on July 2, 2014. One key element of the CASP is the provision of Bonus Floor Area and/or Transfer Floor Area for projects that provide affordable housing units. During 2018 City Council approved a motion directing the Department of City Planning to study the Cornfield Arroyo Seco Specific Plan and make recommendations of revisions that will better incentivize the development of affordable housing. This study is currently underway.</p> <p>Transit Neighborhood Plans along the Expo Line Phase 2 also include affordable housing programs.</p> <p>The Boyle Heights and Downtown Community Plan updates each include affordable housing programs.</p>	Effective.	Revise metrics to allow for monitoring of policy changes and future implementation.
102	DCP, DOD	Reasonable Accommodation	Train City Planning Department staff on processing Reasonable Accommodation requests; Produce and disseminate materials regarding Reasonable Accommodation process; Improve forms and outreach.	<p>DOD continued to provide sign language interpreter services and Communication Access Realtime Translation (CART) reasonable accommodation requests.</p> <p>In addition to the above, DOD provided ADA training and processed requests to provide ADA equipment.</p>	Not Effective. Need to better understand and build out reasonable accommodation entitlements.	Revise. Reporting does not meet with program. Split this into Reasonable Accommodation as a specific entitlement provisions of the zoning code, and reasonable accommodation of people with disabilities trying to access city government (ie sign language, ada at meetings, etc...).

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Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
103	OCA	Office of the City Attorney Dispute Resolution Program (DRP)	Refer and resolve 20 housing-related disputes.	The DRP continues providing comprehensive dispute resolution services including information, referral, conciliation, mediation, facilitation and consultation services. The DRP reviews Rent Stabilization Ordinance (RSO) case files, contacts the parties (landlord and tenant) involved in the dispute, and invites them to resolve their conflict through mediated dialogue in lieu of prosecution.	Effective.	Retain, consider revising objective.
104	HCIDLA	Citywide Fair Housing Program	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	On average, HRC received 8,046 general housing inquiries. 182 fair housing investigations were resolved. This is a subset of investigations that were undertaken. 56 fair housing training sessions conducted. 21 new fair housing testers trained. Some of these numbers are slightly below the targeted objective. This is likely because the reporting for some years did not include the full calendar year, featuring instead 8 month periods in 2015 and 2017. The Lending Hotline remain active throughout the reporting period, fielding calls about mortgage foreclosures, fraud, high cost loans, mortgage rates, and other types of lending questions.	Effective, determine why it's sometimes challenging to report on the full calendar year. Consider expanding to include SB 329 anti-discrimination protections	Retain and continue as a 3rd party contractor. Increase focus on source-of-income discrimination
105	HACLA, HCID	Housing Information	Establish a consolidated housing information database on the City's website; Update available Section 8 Voucher units online.	The City's housing agencies continue to forward information on affordable housing projects to socialserve.com housing locator service. HACLA has also partnered with www.Gosection8.com, to provide rental listing service. Listings are available to voucher holders seeking residential dwellings in the private market (see http://haccla.gosection8.com/). The City also participates in making information available for the Housing.LACounty.gov website, including the launch in 2018 of a new database for landlords who have units available for housing voucher holders.	Effective, but it seems there is no longer a need for an LA City Portal. Information is better served through other websites, real estate websites for private homes and gosection8 for section 8.	Merge with Program 44, which deals with providing the vouchers, consider including advertising units available to voucher holders in that program.
106	HCIDLA	RSO Tenant/Landlord Outreach and Education Program	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.	In 2015 RSO property status started to be listed on ZIMAS. In 2017, a new mobile text application to research RSO status of properties was developed. In 2018, RSO Outreach & Education efforts were expanded with Phase II of the Home for LA Renters campaign which focused on RSO transit-oriented advertisements on public transit sites including bus shelters, DASH and Metro buses, Metro Subway stations. RSO materials were expanded to include Korean. Banners & posters were posted at over 100 City offices and facilities including libraries, Recreation Centers, HCIDLA offices and Family Source Centers. Throughout this reporting period an average of 231 public presentations and meetings were held each year. Staff also continued to assist individuals with questions over the Rent/Code hotline and in person.	Effective, but update program and objectives to emphasize outreach to tenants	Retain, expand to include the development of an online workshop program
107	HCIDLA	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.; Complete the AI; Identify and implement action items	In 2015 HUD Published its AFFH final rule for jurisdictions and public housing authorities. In 2016 HCIDLA and the Housing Authority of the City of Los Angeles (HACLA) agreed to collaborate on submitting a joint AFH Plan to HUD in June 2017. HCIDLA carried out the City's procurement process and released an RFP to solicit responses from qualified applicants to assist in the development of the City's first AFH. A contractor was selected in August 2017 and an orientation meeting between HCIDLA, HACLA and the contractor was held after receiving approval from City Council and Mayor to execute a contract. During the early portion 2017, with assistance from its AFH contractor, the City developed a resident and stakeholder survey for Los Angeles residents and service providers to complete and provide answers to their fair housing experiences and concerns. More than 6,000 City resident surveys were completed by City of L.A. residents. In addition, staff from HCIDLA and HACLA collaborated with CDC and HACOLA in hosting focus groups under four different topic areas totaling 12 meetings. The City posted the draft AFH Plan for a 45-day public comment period. In addition, a two-hour public forum was held in the evening to present the key objectives and status of the AFH, as well as solicit verbal and written comments from attendees. Three months after the City submitted its final AFH Plan to HUD in fall 2017, HUD published a new rule suspending the submission of AFHs until after October 2020. This suspension includes HUD's discontinuance of reviewing AFHs that were under review at that time, HUD ceased any rendering of acceptance, deemed acceptance, or non-acceptance determination. As a result, the City of L.A.'s AFH did not receive any determination from HUD, however, many of the key goals and strategies that were set by the City's AFH progressed forward by being incorporated into the City's Five-Year 2018-2023 Consolidated Plan. In addition, the AFFH research will be incorporated into this update of the Housing Element.	The Fair Housing Research Program was effective since the objective was to assess housing discrimination in the City, this premise aligns with the City's intent to provide fair access to everyone who needs housing and increase affordable housing options in general.	Revise - The program should be modified for the next Housing Element to reflect the passage of state law, AB 686, which created new requirements for all state and local agencies to ensure that local laws, programs and activities affirmatively further fair housing (AFFH). As such, the state law supports and requires cities like Los Angeles to carry out a more robust and strategic plan to AFFH by drafting an Assessment of Fair Housing (AFH) Plan, not the previous HUD required Analysis of Impediments to Fair Housing Choice (AI) study.
108	DoA	Housing Legal Services for Seniors	Assist 200 seniors with legal advice each year.	Citywide legal services are available at 16 Multipurpose Senior Centers (MPC) to assist seniors in various legal issues including housing related laws, landlord/tenant disputes, government benefits, nursing home law and powers of attorney, but detailed annual reporting was not available.	Effective.	Retain, clarify reporting.
109	HCIDLA	Domestic Violence Shelter Program	Provide 1,500 individuals with access to public services annually; Maintain 580 shelter and transitional beds annually for domestic violence victims.	Each year an average of 1,410 people were assisted through the City's Domestic Violence Shelter Operations Program. The City of Los Angeles procures this service and partners with nonprofit services providers to ensure that survivors can access shelter and services in a client-based, confidential manner.	Effective.	Retain.
110	HCIDLA	HOPWA Emergency Shelter and Transitional Housing Program	1,589-2,162 housing subsidies per year.	Each year an average of 1,100 people were provided with housing subsidies through the HOPWA program. The City of Los Angeles procures this service and partners with nonprofit services providers to ensure that persons living with HIV/AIDS have access to information and services in a client-based, confidential and holistic manner.	Effective.	Merge with other HOPWA programs (105, 110, 117, 126 and 136).

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111	LAHSA	Emergency Shelter and Transitional Housing Facilities	483 existing emergency shelter beds funded annually, 1,740 existing transitional housing beds funded annually.	During this reporting period an average of 3,467 emergency shelter beds and 2654 transitional shelter beds were funded annually. 2016 marked the beginning of a trend away from transitional housing as an effective intervention for all homeless populations with the exception of transition age youth. A greater emphasis was placed on the Housing First model in which the priority is to rapidly match persons with permanent housing resources and place them in PH as quickly as possible.	This program was effective.	Revise objective numbers.
112	LAHSA	Overnight Shelter (Winter Shelter and Year-Round Shelter)	871 temporary shelter beds year round; 1,335 temporary winter shelter beds.	Due to COVID-19 response, LAHSA is delayed in reporting for this period. However, the overall progress of the program has continued to service persons in need to overnight beds throughout the year as well as weather activated/augmented beds.	This program has been effective.	Revise to clarify differences between program 112 and 111.
113	HCIDLA, LAHSA, Mayor's Office	New Resources for Rental Assistance	Increase the funding base for rental assistance for homeless households and households at high risk of homelessness.	Ballot Measures H and HHH were passed in November 2016 providing significant new resources for rental assistance. More recently, the Mayor's Innovation Team launched the LA ADU Accelerator Program to provide financial incentives to homeowners who rent an Accessory Dwelling Unit (ADU) to residents in need. The pilot program, funded by a grant from Bloomberg Philanthropies with a financial match from the City, is open to homeowners with an existing ADU or to those who build one new. The program focuses on serving vulnerable seniors and continue to offer subsidies to supplement the affordable rents.	Overall, the program has been effective though there are inconsistencies between the program and the objective making it challenging to measure its performance. Rental assistance remains a critical issue but is subject to funding.	There are inconsistencies between the program and the objective. Work with LAHSA to create a revised program that reflects current and future work efforts. Create an additional program to address rental assistance shortage and homelessness prevention.
114	LAHSA, HCIDLA	Family Solutions System	Initiated seven regional Family Solution Systems throughout the Los Angeles CoC; Serve approximately 1,200 homeless and at-risk persons per year.	The Homeless Family Solution System (HFSS) aligned with the Coordinated Entry System for Adults and Youth and renamed itself to Coordinated Entry System (CES) for Families. CES for Families is designed to utilize both centralized and decentralized access points to quickly identify and move families experiencing homelessness into more stable housing situations. The Family Solution Centers (FSC) operate as the front door to the homeless system serving families in LA County. Each FSC utilizes a standardized screening, triage, and assessment process to help connect families to the housing intervention that best meets their needs.	Effective.	Retain, but consider simplifying acronyms to reduce confusion between different program names and acronyms.
115	HCIDLA, HACLA, LAHSA	Veterans Affairs Supportive Housing (VASH)	Maintain 1,000 housing vouchers for formerly homeless Veterans.	During this cycle HACLA maintained an allocation of 4,195 HUD VASH vouchers on average per year. LAHSA assists the VA along with several other partners in providing HMIS data to ensure full capture of utilization and effect of VASH vouchers in reducing veteran homelessness, including the support of incentives to encourage landlords to accept vouchers. LAHSA supports the dashboard tracking system which tracks performance for veteran housing services with VASH placements and performance included in that data. Increased data sharing and transparency will allow LA to better track trends and needs and overcome barriers by making systematic changes. LAHSA has worked with the VA to integrate VASH resources into CES, starting with project-specific pilots that match vacancies in permanent supportive housing to Veterans experiencing homelessness countywide.	Effective.	Revise reporting objective to 3,000.
116	LAHSA, HCIDLA	Job Training and Placement for Homeless Individuals	Provide educational/vocational training and employment placement/retention services to 1000 homeless persons annually.	LAHSA subcontractors who provide rapid re-housing services are required to support participants with obtaining employment services. In 2018 12% of rapid re-housing participants saw an income increase through either benefits increases or employment. LAHSA subcontractors have entered into MOU's with the LA R.J.S.E. program workforce program to link 50 program participants to supported employment opportunities, with the goal of increasing program participation in future years. Los Angeles County has convened a countywide taskforce to examine job training and placement programs for persons experiencing homelessness and to come up with strategies to increase future resources and outcomes.	Effective, but difficult to report on.	Revise to improve reporting metric.
117	HCIDLA	HOPWA Supportive Services for Persons Living with HIV/AIDS	Provide between 4,618-6,613 clients with supportive services annually.	During this cycle the HOPWA program provided supportive services to an average of 3,931 average clients via various programs per year.	Effective, but reporting could be consolidated.	Merge HOPWA programs (105, 110, 117, 126 and 136).
118	HACLA	Rental Assistance for Homeless Households	Maintain 4,000 Housing Choice Vouchers to homeless individuals or households	he Housing Authority of the City of Los Angeles (HACLA) has committed permanent supportive housing (PSH) assistance to almost 19,000 households of formerly homeless and chronically homeless individuals and families through the following rental assistance subsidy programs: Homeless Program (4111 vouchers), Tenant-Based Supportive Housing Program (800 vouchers), Permanent Supportive Housing Project-Based Voucher Program (3269 units), HUD-VASH Program (4615), Homeless Veterans Initiative (500), Continuum of Care (Shelter Plus Care) Program (4382 vouchers), Moderate Rehabilitation Single Room Occupancy (SRO) Program (1107 units). HACLA has a Waiting List Limited Preference for homeless and chronically homeless. The voucher allocation is approximately 4,911 tenant-based vouchers.	Effective, but reporting could be consolidated.	Merge. The reporting for this program is covered in other programs, namely the programs on rehousing the homeless and programs on the allocation of Section 8 vouchers.
119	HACLA, LAHSA	Rental Assistance for Homeless Households with Disabilities	Maintain housing for 2,400 homeless households with disabilities annually.	HACLA has approximately 3,500 units of supportive housing allocated for the homeless with debilitating conditions.	Effective, but could be consolidated with PSH supportive housing reporting.	Merge with other programs on units maintained by HACLA. Remove LAHSA.
120	HCIDLA	HOPWA Housing Development for Persons Living with HIV/AIDS	Financing commitment to, at minimum, 10 units per year dedicated to serving persons living with HIV/AIDS and their families.	The HOPWA program continued to provide services (program 117) but was unable to provide a financing commitment for units.	Not Effective.	Merge HOPWA programs (105, 110, 117, 126 and 136).

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
121	LAHSA, HCIDLA, HACLA, Mayor's Office,	Resources for Housing Serving the Mentally Ill	Pursue funding towards permanent housing units for homeless mentally ill annually.	The Los Angeles County Department of Health Services (DHS), in collaboration with other governmental partners and the Conrad N. Hilton Foundation, launched a new supportive housing rental subsidy program called the Flexible Housing Subsidy Pool (FHSP). As of fiscal year 2017, over \$40 million has been invited in the FHSP. Funding is expected to provide housing subsidies for at least 2,400 persons, who will be linked with wraparound, intensive case management services to support them in their transition to permanent housing and to achieve long-term housing stability.	This program is difficult to report on because funding is often shared between multiple types of PSH. The HHH Unit was created to oversee the development of supportive housing under the Proposition HHH initiative. The mentally ill population is one among many served by the construction of HHH units. The CAO oversees other elements of the Comprehensive Homeless Strategy in the City, including work with LAHSA to maintain services for this population.	Revise to improve reporting metric.
122	LAHSA	Permanent Supportive Housing For Homeless Persons	Maintain 1,477 permanent supportive housing units for homeless households annually.	On average 9,545 beds in 7,150 units of Permanent Supportive Housing were supported each year. It is unclear if these beds were set aside for homeless individuals.	PSH is effective, but the reporting on this program is confusing.	Merge with all PSH programs, it's likely difficult to report on which were set aside for homeless populations. Also clarify if reporting on the of beds/units maintained or # built.
123	County of Los Angeles Department of Health Services	Access to Housing for Health Program (AHH)	Assist approximately 70 persons per year.	The County DMH runs the Countywide Housing, Employment and Education Resource Development (CHEERD) Division provides a range of housing services and resources for homeless consumers that includes housing subsidies through the Section 8 Housing Choice Voucher Program and Shelter Plus Care Program; financial assistance for rental assistance, household goods and eviction prevention through the Countywide Housing Assistance Program; and temporary shelter through the Specialized Shelter Bed Program. In addition, the CHEERD Division provides capital development funding and operating subsidies for the creation of new permanent supportive housing throughout Los Angeles County.	Not effective to report on a county program.	Remove.
124	LAHSA, Mayor's Office, HCIDLA	Homeless Housing and Services Coordination	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.	<p>The Los Angeles Continuum of Care (LA CoC) Coordinating Council plays a big role in Homeless Housing and Services Coordination. This Council is comprised of representatives from all 8 Service Planning Areas (SPAs) in the LA CoC. During this cycle the group met monthly with attendees from service providers, City and County government departments and other stakeholders. In addition, there were three CoC Quarterly SPA meetings. On average, there were 24 attendees per meeting in each SPA. Finally, LAHSA has been an active participant in meetings hosted by the City and County of Los Angeles strategic planning efforts to address homelessness</p> <p>In February 2016, the City and County of Los Angeles took a historic joint effort to address homelessness regionally. The approval and adoption of the Los Angeles County Recommended Strategies to Combat Homelessness and the Los Angeles City Comprehensive Homeless Strategy served as a focused starting point for a coordinated effort to address the growing issue of homelessness in Los Angeles.</p> <p>In 2018 The Mayor set up a Unified Homelessness Response Center in the City's Emergency Operations Center, putting all critical City Departments (along with partners like the Los Angeles Homeless Services Authority and Metro) at the same table to respond to the crisis together — proactively and in real-time — with services and engagement with the goal of bringing people indoors.</p> <p>Throughout this cycle there were regular Coordinating Council meetings and Special meetings hosted and facilitated by LAHSA. During each meeting, there was at least one SPA Representative present or on the phone to represent each SPA in Los Angeles, as well as other attendees including City and County government, and LAHSA representatives</p> <p>"The Los Angeles Continuum of Care (LA CoC) Coordinating Council plays a big role in Homeless Housing and Services Coordination. This Council is comprised of representatives from all 8 Service Planning Areas (SPAs) in the LA CoC. During this cycle the group met monthly with attendees from service providers, City and County government departments and other stakeholders. In addition, there were three CoC Quarterly SPA meetings. On average, there were 24 attendees per meeting in each SPA. Finally, LAHSA has been an active participant in meetings hosted by the City and County of Los Angeles strategic planning efforts to address homelessness.</p> <p>In February 2016, the City and County of Los Angeles took a historic joint effort to address homelessness regionally. The approval and adoption of the Los Angeles County Recommended Strategies to Combat Homelessness and the Los Angeles City Comprehensive Homeless Strategy served as a focused starting point for a coordinated effort to address the growing issue of homelessness in Los Angeles.</p> <p>In 2018, the Mayor set up a Unified Homelessness Response Center in the City's Emergency Operations Center, putting all critical City Departments (along with partners like the Los Angeles Homeless Services Authority and Metro) at the same table to respond to the crisis together — proactively and in real-time — with services and engagement with the goal of bringing people indoors.</p> <p>Throughout this cycle there were regular Coordinating Council meetings and Special meetings hosted and facilitated by LAHSA. During each meeting, there was at least one SPA Representative present or on the phone to represent each SPA in Los Angeles, as well as other attendees including City and County government, and LAHSA representatives.</p>	This program is effective, appropriate, and required by the local and federal government. The City of Los Angeles, as a partner in a joint powers authority created to address homelessness, receives formula/entitlement grant funds annually and as a condition of receiving and administering these funds must plan and coordinate with LAHSA.	Retain, consider moving the reporting objectives to 125, so this program focuses on coordination and the 125 focuses on reporting. Currently reporting gets lost in this program.

Appendix 5.1 - Evaluation of Programs

Program Number	Lead / Reporting Department(s)	Program Title	Objective	Progress	Effectiveness	Appropriateness / Next Steps
125	Mayor's Office, LAHSA	Access New Resources and Services for the Homeless	Periodic reports on legislative and budgetary initiatives.	In late 2014 the City Council bundled a number of housing related motions requesting reports on policy initiatives to address affordable housing into one unified motion. In 2015 the City Council voted to commit \$12.4 million for emergency relief to get homeless people off the streets before the anticipated El Niño winter storms. This includes \$10 million in short-term rent subsidies for veterans and other homeless people, and \$1.7 million for emergency shelter beds. It marks the first time in city history that general fund dollars have been used for homeless aid. In addition, the City made an initial investment of \$2.9M in F/Y 15-16 to scale up the Coordinated Entry System by increasing outreach workers to find homeless residents and place into a housing placement pipeline. This funding also supported CES administrative staff positions. Mayor Garcetti's 2018-19 budget includes \$431 million dollars to take on the crisis, including a \$20 million Crisis and Bridge Housing Fund that is the crux of his A Bridge Home plan. Mayor Garcetti also pushed for state funding to help accelerate the work of ending the homelessness crisis. The successful effort resulted in an additional \$166 million in state funding to Los Angeles for homeless services and housing.	Effective, though the reporting is often different from the program objective.	Retain, consider absorbing reporting requirements from 124 but expand to include state and federal coordination and monitoring of funding/legislation.
126	HCIDLA	Housing and Services Planning for Persons Living with HIV/AIDS	Regularly updated plan for the use of HOPWA grant funds.	This program is still in progress.	Effective, but repetitive of other HOPWA programs.	Merge with HOPWA programs (105, 110, 117, 126 and 136).
127	LAHSA, Mayor's Office	City Homeless Coordinator	Periodic reports on homeless housing and service delivery and recommendations for improvement.	During this Cycle Mayor Garcetti appointed Meg Barclay as the City Homelessness Coordinator and Monthly Homelessness Cabinet meetings were held each month. Much of the reporting was focused on the Homelessness Count from program 128.	Effective, but repetitive of program 128.	Merge with programs 128 and 137.
128	LAHSA	Biennial Homeless Count	Biennial count and survey of sheltered and unsheltered homeless persons residing in the Los Angeles CoC area.	In 2017 the homeless count transitioned from a bi-annual to annual program. The total number of homeless individuals in the City of Los Angeles has fluctuated during this cycle. In 2016 the number increased 11%, in 2017 it increased 20%, in 2018 it decreased 6%.	Effective.	Retain, but consolidate with 127 and 137, so the objectives include completing the count, making recommendations based on the count, and using the count as a way to educate the public through reporting and volunteer engagement.
129	LAHSA	Homeless Management Information Systems (HMIS) Data Collection	All providers receiving City funding shall participate in HMIS.	LAHSA on a yearly basis updates the Housing and Services Inventory that gets submitted to HUD. LAHSA launched a new HMIS in the Spring of 2017, promoting the benefits of the user-friendly interface, its automated features, and reporting capabilities via HMIS User Forums to encourage HMIS participation among homeless service providers. As a result, the HMIS bed coverage rate has increased to 64% as of June 2018. In response to the unprecedented growth of partners participating in HMIS, LAHSA has taken on a number of initiatives to provide tools and resources to help providers with data collection, analysis and reporting. LAHSA also recently expanded HMIS participation to non-traditional homeless partners to foster care coordination which helps obtain a comprehensive report on available resources in the Los Angeles Continuum. LAHSA is collaborating with internal and external partners on HMIS customizations to improve data collection in the context of coordinated entry and homeless street outreach.	This program was effective.	Retain, add bed coverage rate as a reporting objective.
130	EMD, EOO, DRP, HCIDLA	Temporary Housing Facilities for Disaster Response	120 sites available throughout the City within 24 hours of a natural disaster.	Los Angeles did not experience a major disaster event that required temporary housing until the COVID pandemic in 2020. During the COVID-19 pandemic, which is a public health disaster, the City quickly created shelters - not temporary housing - for vulnerable homeless residents at City recreation centers and is participating in the State's Project Room Key program established for the same purpose. This is shelter, not temporary housing, but is serving an important purpose and also providing 'lessons learned' and best practices for future disasters.	This program was effective, however it requires an update on COVID strategy Project roomkey, etc.	Retain, consider revising objective. This program should be maintained, perhaps without specific numbers. The City of Los Angeles, working with LAHSA and the State, should analyze Covid 19 emergency shelter operations to identify lessons learned, best practices, mistakes to avoid in the future, and more. How to staff, how to keep everyone safe, the entire effort has been a huge lift and should influence future planning and practice.
131	EMD, EOO, HCIDLA, All	Outreach and Training for Emergency Preparedness and Response	4 fairs during Emergency Preparedness Month annually; 2 Neighborhood Preparedness Ambassadors Trainings annually; Outreach to neighborhood and community groups as requested.	There were efforts to coordinate Regional Disaster Housing Planning activities during the early years of this Housing Element cycle, but reporting on this objective has not been consistent in recent years.	This program has not been reported on consistently and is likely ineffective.	Revise to focus on outreach activities of EMD.
132	DCP	Zoning and Development Standards for Homeless Housing	Adopt amendment to zoning code to facilitate by-right siting of shelter and transitional housing facilities.	The Emergency Homeless Shelter Ordinance was adopted in March 2016, making it easier to site and develop homeless housing during a state of emergency. The Ordinance was amended in 2017 to further expedite the establishment of emergency shelters and make the process to declare a shelter crisis easier. In 2018 The City Council adopted two new zoning code amendments on that will facilitate by-right siting of supportive housing and transitional housing. The Permanent Supportive Housing Ordinance built on State Density Bonus law to establish a new administrative clearance process for qualifying projects. The Interim Motel Conversion Ordinance created a by-right approval process that allows existing motels and hotels to be retrofitted and used for supportive housing and transitional housing, so long as a contract is in place with a local public agency to provide the supportive and/or transitional housing.	Effective	Retain.
133	DCP	Zoning for Health Facilities	Adopt amendment to Zoning Code to remove restrictions on locations of public health and treatment program facilities.	In 2014 City Council formed an Ad Hoc committee on Community Care Facilities, but the committee stopped meeting before an ordinance could be passed.	Not effective.	Remove, but incorporate language about promoting community care facilities in other land use objectives.

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134	LAHSA	Assistance for Homeless Persons in Accessing Housing and Services	Continue funding 1 organization to reach 300 or more homeless individuals; Explore expanding outreach funding to community based organizations within the City.	LAHSA continues to serve as the largest single outreach and engagement program in the City and County of Los Angeles. The focus of the HET is to engage people experiencing homelessness and connect them to the services needed to obtain and maintain permanent housing. To accomplish this, the HET continues to work closely with the Departments of Mental Health (DMH), Health Services (DHS), Public Health (DPH), and Public Social Services (DPSS). In 2018, LAHSA's HET also expanded its partnership with LAPD and LASAN, called the HOPE project, through the addition of one new team whose focus area is the LA River and its immediate surroundings. HOPE is a collaborative effort between the three departments to expand outreach to the homeless residents of the City of Los Angeles. While the program continues to service homeless residents in LA, there is a need to clarify the objective.	While this program has been effective, there are challenges with reporting and the objective and its metrics require clarification.	Revise objective to solidify metrics for reporting.
135	DOD	Computerized Information Center/Information & Referrals for Persons with Disabilities	Assist 150 or more clients seeking homeless services and housing resource referrals annually.	The Computerized Information and Referral Center continued to provide direct referrals to the City Attorney's Dispute Resolution Program (DRP) for landlord/tenant disputes. The Majority of CIC housing disputes were referred to the Eviction Center and to the Housing Rights Center due to the immediate crisis and time. In addition to the above, DOD provided ADA training, Fair Housing and ADA equipment to participants throughout this cycle.	Effective, but referrals seemed to focus on both dispute resolution and homelessness services.	Revise to capture DOD referrals to dispute resolution in addition to homelessness services.
136	HCIDLA	HOPWA Centralized Countywide Housing Information Services Clearinghouse	Assist between 25,140-36,000 clients seeking HIV/AIDS housing information annually.	The HOPWA program provided an average of 43,556 people with housing information and referrals each year.	This program has been effective but should be consolidated with other HOPWA programs.	Merge with other HOPWA programs.
137	LAHSA	Neighborhood Awareness of Special Needs Housing	Establish outreach curriculum; Pursue funding for training program.	LAHSA continues to host the Community Information Sessions whose purpose is to educate and inform members of the community on homeless related issues. Through presentations and question and answer breakout sessions, community members are encouraged to ask questions and learn more about the state of homelessness in Los Angeles. Community Information Sessions are held in each of the 8 Service Planning Areas, bi-annually during the months of April and September, typically run for an hour and a half, and are held at centrally located locations during evening hours or on the weekend so that community members can attend. In 2018, LAHSA partnered with Everyone In and Homeful LA from for the Weekend to End Homelessness to conduct 22 events throughout the County of Los Angeles to help educate the community on the issue of homelessness, local volunteer opportunities, and taking tours of permanent supportive housing programs/shelters in their community. This event will be held annually in August.	This program is effective and should be continued.	Retain
138	DCP, LAHSA	Homeless Needs Outreach	Disseminate information about the housing needs of special needs populations to 2,000 people.	Through our Community Plan update program the Department of City Planning works to identify the housing needs of special needs populations. During this cycle this was especially relevant to the Downtown Community Plan update, which evaluated the needs of the Skid Row community and continues to integrate those needs into the wider community plan update effort.	This program has been effective, but could be consolidated with other Community Planning programs. LAHSA should be removed as a reporting agency.	Merge with other programs on community plan updates.
139	LAHSA	Technical Assistance to Homeless Housing Providers	Technical assistance provided to 20 providers annually	Throughout the reporting cycle LAHSA provided technical assistance to emergency, transitional and permanent housing providers. In 2016, LAHSA formed a Capacity Building and Technical Assistance Working Group to address the growing demand for technical assistance among homeless service providers. In 2018, LAHSA's Data Management Department provided training on Contract Performance Reports (CPR) and developed program-specific and reporting tutorial videos for Emergency Shelter, Transitional Housing, and Permanent Supportive Housing programs to improve data collection and quality in HMIS. LAHSA continues to lead the Centralized Training Academy, a countywide training and education resource that provides consistent access to training opportunities in a number of areas relevant to staff working in the homeless services industry. LAHSA also continues to engage local technical assistance providers for support with leading the annual CoC Program NOFA competition, program analysis and development, and policy development.	This program is effective, though reporting usually focused on programs instead of number of providers changed.	Retain, consider revising objective.