

City of Los Angeles

HOUSING + COMMUNITY INVESTMENT DEPARTMENT



2018-2021 STRATEGIC PLAN

Making a
difference
in our
communities





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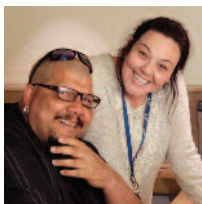
MISSION

Promoting a livable and prosperous Los Angeles through community engagement, the development and preservation of decent, safe, and affordable housing, neighborhood investment, and social services.



VISION

The champion for a Los Angeles free of poverty, homelessness, and substandard housing.



VALUES

Customer-focused

Fair and Equitable

Diverse and inclusive communities

Solution-oriented, innovative and forward thinking

Integrity and Transparency





strategic goal one

Strategic Goal One

ENHANCE ROLE IN REDUCING HOMELESSNESS

The 2018 Homeless Count revealed a 3% overall decrease in the number of homeless people in Los Angeles County (County). Results also show record numbers of persons placed in housing, as well as significant drops in chronic and veteran homelessness. While we have begun to see progress, the City of Los Angeles (City) and County efforts are required to further reduce homelessness. The Los Angeles Housing + Community Investment Department (HCIDLA) is committed to working in partnership with the Mayor's Office, City Council, and other City stakeholders to achieve the outcomes as outlined in the City's Comprehensive Homeless Strategy.

“What we're seeing in Los Angeles right now is unprecedented momentum and collaboration around the urgent need to address our homelessness crisis.”






-Mayor Eric Garcetti

OBJECTIVE 1

IMPLEMENT HOMELESS PREVENTION STRATEGIES

HCIDLA is committed to advocating for new policies and programs aimed at alleviating the City's homelessness crisis.

Through the Housing Opportunities for Persons with HIV/AIDS (HOPWA) program, Family Source System (FSS) and Domestic Violence/Human Trafficking Shelter Operations (DVSO) program, HCIDLA seeks to positively reduce homelessness and spearhead homeless prevention efforts through its social service delivery systems.

-  **Milestone 1** Standardize and enhance the relationship with the City's FamilySource Centers and the Los Angeles Homeless Services Authority (LAHSA) Family Solution Centers to align services and leverage resources in order to more efficiently identify and assist families who are vulnerable to homelessness. **July 2019**
-  **Milestone 2** Build the capacity of HCIDLA social service delivery systems and engage City Commissions in promoting the understanding of the City's priorities to alleviate homelessness. Convene service providers and experts in the field to discuss priorities, leverage partnerships, and evaluate the efficacy and opportunities for expansion within HCIDLA's social service delivery systems. **May 2019**
-  **Milestone 3** Evaluate and update HOPWA's Short-term Rental, Mortgage and Utility Assistance policies to align with current rents, utility rates and other cost-of-living expenses. **April 2019**
-  **Milestone 4** Implement a Domestic Violence Housing Navigation Program within the City-funded shelters to improve placement into permanent housing. **July 2019**
-  **Milestone 5** Implement a robust data-tracking and case management system that aligns with LAHSA's Homeless Management Information System (HMIS) to minimize displacement of low-income families and to better support families who have exited shelter. **April 2019**

**strategic
goal one**

ENHANCE ROLE IN
REDUCING
HOMELESSNESS

strategic goal one

ENHANCE ROLE IN
REDUCING
HOMELESSNESS

Proposition HHH

The Proposition HHH Permanent Supportive Housing Loan Program (Prop HHH) is designed to develop affordable service enriched housing for homeless individuals and those at risk of homelessness throughout the city. Currently there are nearly 32,000 homeless individuals in the city of Los Angeles, with an insufficient amount of units to house them. In 2016, Los Angeles voters overwhelmingly voted to make \$1.2 billion available to meet this crisis. The program emphasis is on reducing homelessness by creating safe and affordable housing units throughout the city, and increasing accessibility to a variety of necessary services and treatment programs. To accomplish this, Prop HHH dollars are leveraged with additional funding for services from the County of Los Angeles under their Measure H funded programs, and with Section 8 rental assistance from the Housing Authority of the City of Los Angeles (HACLA).

OBJECTIVE 2

ACCELERATE THE BROAD AND FULL DEPLOYMENT OF PROPOSITION HHH FUNDING FOR NEW SUPPORTIVE HOUSING ACROSS THE CITY

HCIDLA uses Proposition HHH funds to provide below-market loans to developers for the construction of supportive housing. HHH funds are in turn leveraged with service programming dollars from the County and rental subsidies from HACLA to ensure that homeless persons receive the resources needed to stabilize and improve their lives.

Milestone



Ensure rapid funding and development of Supportive Housing units in the city through the issuance of three Calls for Projects (CFP) per year.

December 2018

Ongoing/Annually

Milestone



Update HHH Regulations annually to address on-going changes to the development environment and City's priorities.

Ongoing/Annually

Milestone



Encourage geographic distribution consistent with the City's Assessment of Fair Housing Plan and the housing needs of individual neighborhoods across the city.

Ongoing/Annually

Milestone

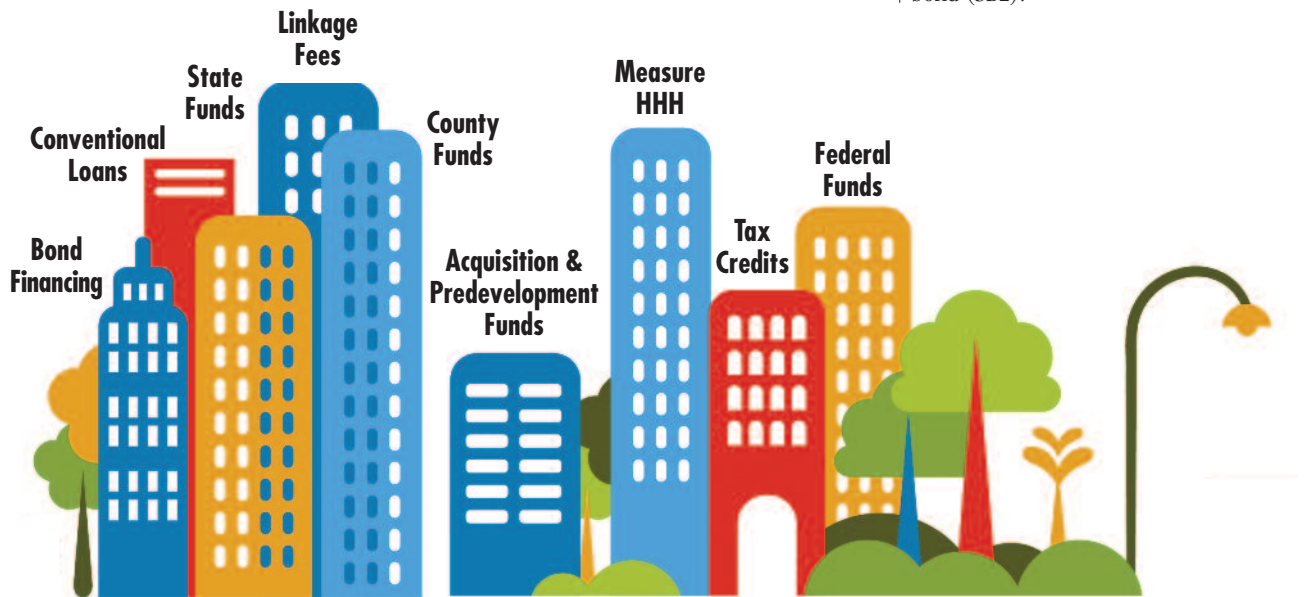


Pursue and leverage non-City development funding opportunities in order to maximize the number of Supportive Housing units built citywide.

July 2019: State of California No Place Like Home (NPLH) program implementation;

July 2020: Other funding programs supported by the proposed new state bond (SB2).

TYPICAL HOUSING DEVELOPMENT FUNDING SOURCES



strategic goal one

ENHANCE ROLE IN REDUCING HOMELESSNESS



strategic
goal two

Strategic Goal Two

INCREASE AFFORDABLE AND WORKFORCE HOUSING STOCK

The lack of affordable housing in Los Angeles has created a crisis for many moderate and low wage earning individuals and families. Recent studies indicate that the shortage of affordable housing in the County of Los Angeles exceeds 550,000 units. To quickly address the shortfall in the city, HCIDLA is responding to the need for more affordable and workforce housing with an emphasis on innovative approaches.

OBJECTIVE 1

MAXIMIZE THE IMPACT OF CITY RESOURCES FOR THE CREATION OF AFFORDABLE HOUSING

HCIDLA employs both proven and new financing structures using public and private development funding resources to support the construction of affordable housing. Through the Managed Pipeline process, multi-family affordable housing projects are provided gap financing that help leverage other public and private resources.

▲ **Milestone 1** Launch a Universal Online Funding Application in partnership with the County of Los Angeles Community Development Commission (LACDC) and the Housing Authority of the City of Los Angeles (HACLA) to simplify the process for our development partners. **December 2018**

▲ **Milestone 2** Advocate for and secure new sources of funding to increase affordable housing production. **Ongoing**

OBJECTIVE 2

INCREASE THE OVERALL SUPPLY OF AFFORDABLE HOUSING WITH LIFE-IMPROVING SERVICES FOR HOMELESS PERSONS VIA THE HHH PROGRAM

HHH Loan Funds are coupled with County service dollars and federal rental subsidies to provide financing for supportive housing. Design and construction of this housing is carried out by experienced teams of private development entities familiar with the legal requirements and the needs of the people the housing plans to serve.

▲ **Milestone 1** Creatively utilize HHH funding to finance Supportive Housing units to alleviate homelessness. **Ongoing**

▲ **Milestone 2** Encourage the participation of quality contractors by making our construction-related processes more efficient and user-friendly. **Ongoing**

strategic goal two

INCREASE AFFORDABLE AND WORKFORCE HOUSING STOCK

OBJECTIVE 3

EFFECTIVELY INVEST NEW AFFORDABLE HOUSING LINKAGE FEE (AHLF) REVENUE TO ADDRESS A WIDE RANGE OF HOUSING NEEDS IN THE CITY

Linkage Fee funding will both augment existing housing programs as well as fund new programs serving housing needs previously unaddressed in the city.

▲ **Milestone 1** Recapitalize housing development programs like the Affordable Housing Managed Pipeline (AHMP) to create additional affordable units. **December 2019**

▲ **Milestone 2** Design and implement all linkage fee-supported programs to ensure timely deployment of linkage fee funds in support of new affordable housing development and homeownership programs. **December 2019**

▲ **Milestone 3** Engage stakeholders to continue exploring new and innovative uses of AHLF to address the city's housing needs. **Ongoing**

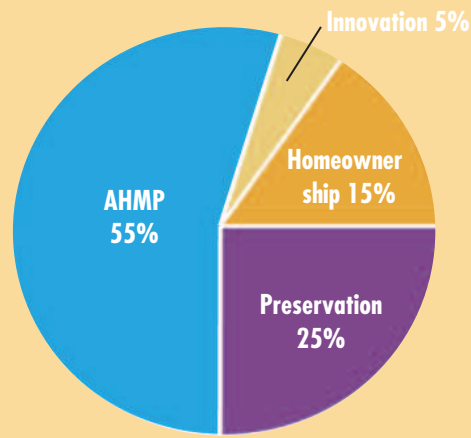
strategic goal two

INCREASE AFFORDABLE AND WORKFORCE HOUSING STOCK

Linkage Fee

In December 2017, the City Council and Mayor approved the creation of an Affordable Housing Linkage Fee, to be charged on a range of development projects. The fee will be phased in over 18 months beginning on June 18, 2018, with related programs to begin activity over the course of the following 24 months. The preliminary expenditure plan calls for funding programs focused on: 1) new rental housing construction; 2) affordable housing preservation; 3) first-time homebuyer opportunities; and 4) new innovative programs. These programs will address the wide variety of affordable housing needs of Angelenos across the city.

PROPOSED BREAKDOWN OF EACH LINKAGE FEE



OBJECTIVE 4

DEVELOP AND IMPLEMENT A HOUSING FINANCE AGENCY (HFA) TO PROVIDE A RANGE OF NEW INVESTOR-SUPPORTED HOUSING DEVELOPMENT FINANCING OPTIONS

Seeking to expand the city's housing stock by establishing new and more self-sufficient financing methods, HCIDLA is pursuing the creation of a Housing Finance Agency modeled on the New York City Housing Development Corporation, which has been successful in generating direct subsidies for housing construction through the issuance of bonds, securities and other investor-driven financing instruments. By accessing the national public finance markets, the City will be able to leverage its housing dollars even further for the development of new affordable housing.

- Milestone 1** Complete an implementation plan for the HFA. **December 2018**
- Milestone 2** Create the HFA via legislative enactment. **March 2019**
- Milestone 3** Secure funding and make initial project commitments under its project financing programs. **July 2019; December 2019**

HOUSING FINANCE AGENCY (HFA):



ACCESSING THE CAPITAL MARKETS FOR AFFORDABLE HOUSING

Public agencies interested in supporting the development of affordable housing most often employ a simple subordinate loan and/or rental subsidy approach to financing such projects. However, many states and a few larger localities augment these activities by accessing the national public finance markets through a semi-independent Housing Finance Agency (HFA). Through the issuance of bonds and securities guaranteed by their dedicated funding resources, an HFA is able to attract additional investor capital for the creation of affordable housing. Given its housing needs and the amount of housing finance activity it facilitates on an annual basis, it was determined that Los Angeles can create a local HFA that could annually provide millions of additional dollars to the effort to meet Los Angeles housing challenges. HCIDLA anticipates to bring forward an implementation plan for this proposal before the end of 2018.

OBJECTIVE 5

ENCOURAGE NEW AND INNOVATIVE METHODS FOR REDUCING DEVELOPMENT COSTS AND SHORTENING THE CONSTRUCTION TIME FOR NEW HOUSING

New construction methods, like off-site pre-fabrication and/or use of recyclable materials, are seen as ways to reduce the escalating costs of housing development. HCIDLA wants to encourage the use of these and other methods, where feasible, to help more units get built quicker and more economically using its limited funding resources.

-  **Milestone 1** Promote new building construction techniques, building design, and building types throughout the housing development programs. **July 2018**
-  **Milestone 2** Create an Affordable Housing Linkage Fee funded Innovation Demonstration Program under which new and creative ideas will be tested. **July 2018**

strategic goal two

INCREASE AFFORDABLE AND WORKFORCE HOUSING STOCK

strategic
goal three



Strategic Goal Three

ENSURE PRESERVATION OF EXISTING AFFORDABLE HOUSING



With ever-increasing gentrification pressures on neighborhoods throughout the city, HCIDLA has prioritized its efforts to preserve low-income serving housing utilizing various methods, strategies and new funding sources.

Based on in-depth research and discussion with other jurisdictions on best practices, a strategy has been developed to add, restructure, preserve and/or extend affordable housing covenants.

OBJECTIVE 1

PRESERVE LOW-COST RENTAL HOUSING IN GENTRIFYING NEIGHBORHOODS

The severity and alarming pace of gentrifying neighborhoods resulting, in part, from the loss of unsubsidized affordable housing, commonly referred to as Naturally Occurring Affordable Housing (NOAH), requires the City to develop alternative, targeted, and innovative financing strategies. These strategies will result in the rehabilitation of properties, stabilize communities, and ensure affordable housing with long-term rent restrictions.

-  **Milestone 1** Develop and implement the NOAH Loan Program to support the preservation of low-income serving rental housing. **July 2019**
-  **Milestone 2** Develop and implement the University of Southern California (USC) Area Loan Program to support low-income housing preservation in the USC-adjacent neighborhood. **July 2019**

USC Specific Plan

The City and the University of Southern California (USC) entered into a Development Agreement that provided the City with funding to create, preserve and rehabilitate affordable housing within a specific area around the USC campus. The Agreement was crafted in response to USC's 5,230,000 square foot University Village development adjacent to the school campus, and the gentrifying impact it would have in the immediate surrounding area.

strategic goal three

ENSURE PRESERVATION OF EXISTING AFFORDABLE HOUSING

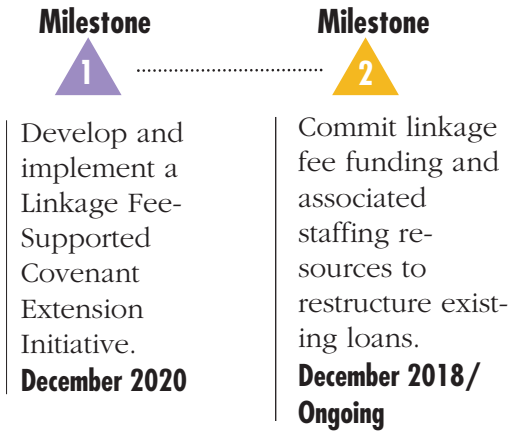
strategic goal three

ENSURE PRESERVATION OF EXISTING AFFORDABLE HOUSING

OBJECTIVE 2

INCENTIVIZE OWNERS TO EXTEND THEIR EXISTING RESTRICTED RENTAL COVENANTS TO ENSURE THE LONG-TERM AVAILABILITY OF AFFORDABLE HOUSING

Technical assistance, flexible funding, and/or operating cost saving-measures can be used to encourage property owners to extend their affordability covenants, providing longer term rent protections for the low-income residents.



OBJECTIVE 3

HELP REFINANCE AND IMPROVE EXISTING AFFORDABLE HOUSING TO ENSURE HIGH-QUALITY AND LONG-TERM AVAILABILITY VIA HCIDLA'S DEVELOPMENT PROGRAMS

Where existing affordable housing developments require refinancing and rehabilitation, HCIDLA will use a variety of resources to support plans of the existing owners or mission-driven developers interested in purchasing and improving these properties, extending their useful life as quality affordable housing.


- Milestone 1** Develop and implement a Housing Finance Agency and a Linkage Fee-supported Single Room Occupancy (SRO) Preservation Initiative, intended to provide additional funding for existing and new preservation programs. **December 2020**

OBJECTIVE 4

DEPLOY NON-FINANCIAL TOOLS TO ENCOURAGE OWNERS TO EXTEND RESTRICTED RENT COVENANTS

Technical assistance, agency-to-agency advocacy, tenant education, and other non-monetary strategies may be effective in convincing housing owners to maintain and extend their affordable housing covenants.

 **Milestone 1** Update Owner Technical Assistance & Tenant Advocacy Program policies and procedures. **July 2019**

 **Milestone 2** Explore opportunities to leverage new state legal tools to encourage owners to preserve their affordable properties or support preservation sales. **July 2019**

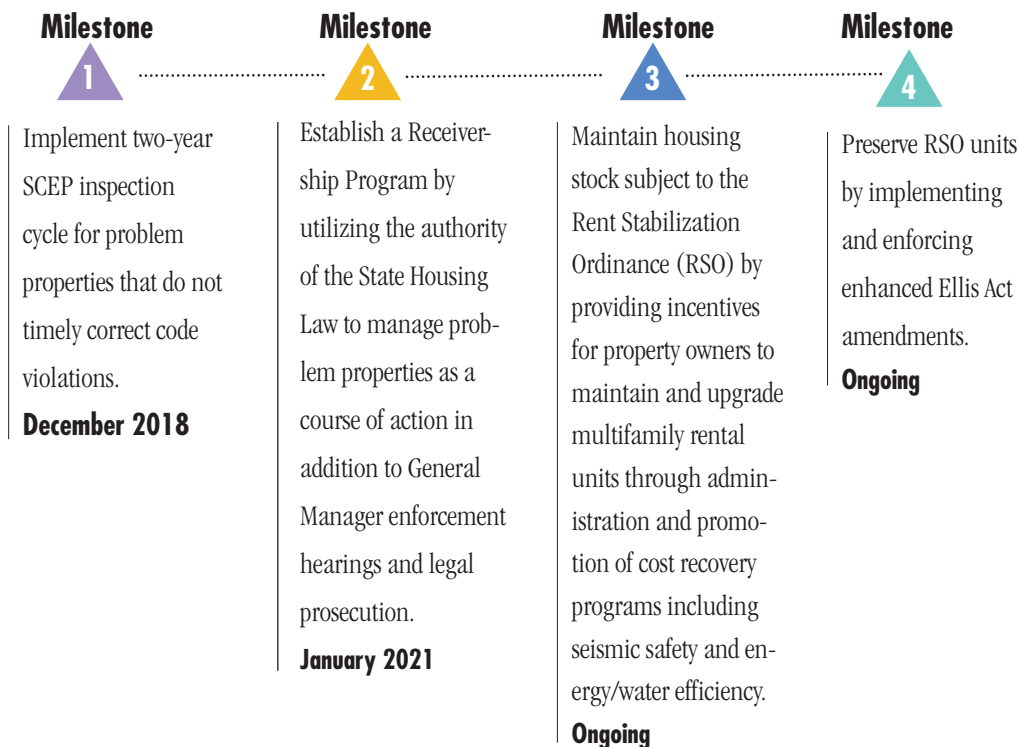
OBJECTIVE 5

PRESERVE AND ENHANCE SAFE AND LIVABLE MULTIFAMILY RENTAL HOUSING

The Systematic Code Enforcement Program's (SCEP) mission is to ensure safe and healthy living conditions for all residents of multifamily rental housing. SCEP can enhance its mission by utilizing the additional code enforcement remedies that are available under the City's Housing Regulations (two-year inspection cycle) and the State Housing Law (receivership).

strategic goal three

ENSURE PRESERVATION OF EXISTING AFFORDABLE HOUSING



Strategic Goal Four

ACCELERATE NEIGHBORHOOD IMPROVEMENT INVESTMENT



Having a safe and accessible infrastructure is essential to community stability and quality of life. One of the challenges in Los Angeles is its aging infrastructure. Under the Community Development Block Grant (CDBG) Program, funds may be used to acquire, renovate, and rehabilitate publicly-owned facilities, streets, parks, playgrounds, and buildings owned by non-profits that are open to the general public. Improving and streamlining overall project implementation and strategic project selection would allow greater revitalization of neighborhoods.

HCIDLA has identified the following objectives to continue advancing neighborhood improvement investments that are aligned with the Consolidated Plan (Con Plan) goals.

Consolidated Plan



HCIDLA is making a difference in low income communities. The City receives block grant funding from the U.S. Department of Housing & Urban Development (HUD) for four distinct programs – The Community Development Block Grant (CDBG), the Home Investment Partnerships (HOME) Program, the Housing Opportunities for People with HIV/AIDS (HOPWA) Program, and the Emergency Solutions Grant (ESG). As the Citywide Administrator for the Consolidated Plan, HCIDLA coordinates with other City departments receiving federal grant funds, the Mayor’s Office, Council Offices and community stakeholders to develop a five year and annual expenditure plan to match these resources to the community’s needs. These grants support communities by financing and developing affordable housing, providing social services to families in poverty through our FamilySource Centers, creating or improving neighborhood amenities such as parks, recreation centers, senior centers and other non-profit service providers, supporting economic development and the creation of good, local jobs, funding domestic violence and human trafficking shelters, providing rental assistance and services for people with HIV/AIDS, and funding shelters and supportive services to people experiencing homelessness. These grants are provided to the City on a formula basis and have strict expenditure and reporting requirements.

strategic
goal four

OBJECTIVE 1

IMPLEMENT CITY COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) EXPENDITURE POLICY AND GUIDELINES



HCIDLA is leading efforts to update the policy to reflect lessons learned in managing the CDBG funds, including process improvements. The revised policy should clarify and describe how CDBG funds will be allocated within the annual Consolidated Planning process and how CDBG savings will be recaptured and reinvested in a program year.

-  **Milestone 1** Establish interdepartmental workgroup to assess community impact of CDBG funds and identify effective and impactful best practices. **September 2018**
-  **Milestone 2** Finalize CDBG Expenditure Policy for Mayor and Council approval. **December 2018**

OBJECTIVE 2

IMPLEMENT NEIGHBORHOOD IMPROVEMENT PROJECT READINESS APPLICATION RATING SYSTEM



As part of the updated CDBG Expenditure Policy and Guidelines, a rating system will be implemented to establish a scoring threshold for neighborhood improvement projects to be considered for funding. Neighborhood investment projects that meet the threshold requirement will be recommended to receive funding for the coming program year or placed in the pipeline for funding in a future year, depending upon project readiness and funding availability.

-  **Milestone 1** Implement a new expenditure policy rating system to evaluate Neighborhood Improvement applications. **January 2019**
-  **Milestone 2** Provide recommendations to the Mayor and City Council utilizing the new rating system on projects that meet national objectives and are ready to immediately begin construction the year the project is funded. **February 2019**

OBJECTIVE 3

DEVELOP A PIPELINE OF QUALIFIED NEIGHBORHOOD IMPROVEMENT PROJECTS

Capital projects that meet the scoring threshold requirement will receive conditional funding commitments early in the Con Plan process, allowing applicants to plan ahead.

-  **Milestone 1** Work with stakeholders to determine the best approach to using a managed pipeline for various types of projects which can be funded in stages or phases. **March 2019**
-  **Milestone 2** Provide recommendations to the Mayor and Council on projects receiving multi-year funding. **November 2019**

strategic goal four

ACCELERATE NEIGHBORHOOD IMPROVEMENT INVESTMENT

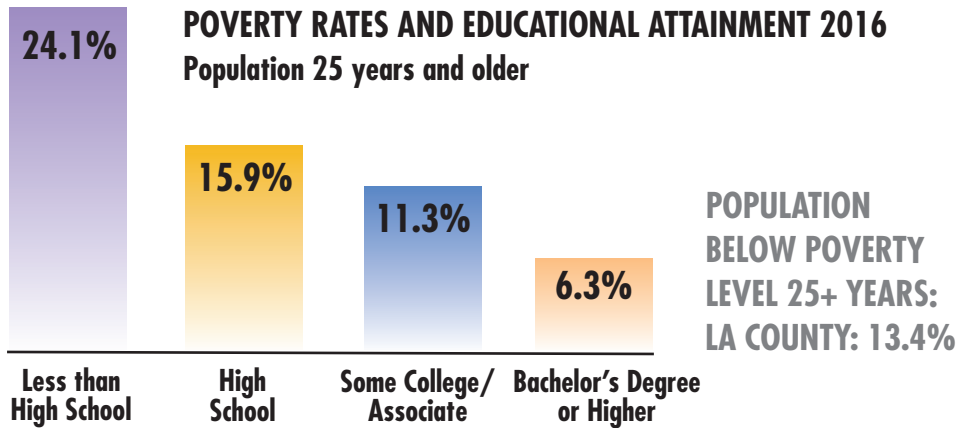


strategic
goal five

Strategic Goal Five

PROMOTE THE EDUCATIONAL AND ECONOMIC EMPOWERMENT OF RESIDENTS

The future of Los Angeles depends heavily on the educational attainment of its residents, especially amongst youth. Today, 19% of the region’s population 25 years or older have earned a bachelor’s degree, 26% have some college or an associate’s degree, and 24% of the population lack a high school diploma or equivalent. Further, with large income disparity in Los Angeles, it is easy to recognize how many in Los Angeles are “income poor”; however, what is less known is the real danger – how many families are “liquid asset poor” or “asset poor.” In order to better advance the overall education of our youth and economic well-being of low-income residents, HCIDLA will accelerate its efforts to ensure services are driving the greatest impact and responsive to the needs of LA’s low-income residents.



Almost one-fourth of adults over the age of 25 are below the poverty level in the Los Angeles County. Those with a bachelor's degree or higher experience substantially lower poverty rates of 6.3 percent.

Source: Economic Update for Los Angeles County, Institute for Applied Economics, Los Angeles Economic Development Corporation. Oct. 2017

OBJECTIVE 1

IMPROVE THE FINANCIAL CAPABILITY OF INDIVIDUALS AND FAMILIES SERVED THROUGH HCIDLA'S SOCIAL SERVICE DELIVERY SYSTEMS

HCIDLA will expand access to financial capability strategies through financial education and coaching, building and repairing credit, accessing federal and state tax credits, improving access to safe, affordable financial service or investment products, and promoting savings and asset building.

strategic goal five
PROMOTE THE EDUCATIONAL AND ECONOMIC EMPOWERMENT OF RESIDENTS



strategic goal five

PROMOTE THE EDUCATIONAL AND ECONOMIC EMPOWERMENT OF RESIDENTS

OBJECTIVE 2

INCREASE THE NUMBER OF YOUTH WHO PURSUE A POST-SECONDARY EDUCATION

The City of Los Angeles and the Los Angeles Unified School District (LAUSD) have developed an unprecedented partnership to address the barriers to student learning in low-income communities. This partnership will expand the FSC academic programs through an integrated approach that focuses on high school graduation, enrollment in post-secondary education, and family support services.

- ▲ **Milestone 1** Develop partnership with local colleges and leverage partnership with LAUSD to increase the number of youth who enroll in post-secondary education. **June 2019**
- ▲ **Milestone 2** Launch a “Parent Promise” program that will train FSC parents on college entrance requirements, explain systems of higher education, and encourage active parent engagement at schools and communities across Los Angeles. **July 2019**

OBJECTIVE 3

CONNECT LOW-INCOME RESIDENTS TO ECONOMIC EMPOWERMENT OPPORTUNITIES

HCIDLA will focus on increasing services for vulnerable populations such as English Language Learners, Individuals Experiencing Homelessness, Domestic Violence and Human Trafficking Survivors, Transgender Individuals, Individuals with Disabilities, and Individuals diagnosed with HIV/AIDS. These sub-groups represent a disproportionate percentage of people living under extreme poverty. Addressing systemic inequality and economic disparity are crucial to enabling vulnerable populations to transform their lives and the lives of their families and communities.

- ▲ **Milestone 1** Develop partnerships with workforce development agencies to leverage programs and resources for clients to enroll in training programs that connect them to high-growth, high-paid employment opportunities. **June 2019**
- ▲ **Milestone 2** Work with a broad range of partners to connect vulnerable populations to affordable housing opportunities, access to public benefits, and entrepreneurship/social enterprise programs. **July 2019**
- ▲ **Milestone 3** Work with the City Council, the Mayor, and HCIDLA Commissions to identify policy recommendations that support the elimination of barriers to housing and improve access to social services. **July 2019**
- ▲ **Milestone 4** Partner with a research institution to identify innovative strategies and methods that enhance the FamilySource System as well as determine if HCIDLA is effectively delivering interventions and system support that respond to the needs of the families we serve. **January 2020**



Strategic Goal Six

EXPAND ACCESS TO AFFORDABLE HOUSING FOR VULNERABLE POPULATIONS

strategic
goal six

HCIDLA fosters diverse and inclusive communities by designing its affordable housing and social service programs to serve the unique and specific needs of its most vulnerable residents.

In 2016, 16.6% of Los Angeles County's population lived in poverty. However, poverty does not affect all demographics equally. Blacks, Hispanics and Native Americans experience a far greater rate of poverty ranging from 22.3 to 23.9%. Women, particularly single women with children, are also adversely impacted. Overall, 25.3% of children in Los Angeles live in poverty. Other vulnerable populations who experience high rates of poverty include seniors, adults with disabilities, victims of domestic violence or human trafficking and transgender individuals. This data demonstrates that our solutions toward combating poverty, particularly providing affordable housing, must be focused on addressing the unique and specific needs of the people it will serve. With fairness and equity as core values, HCIDLA is committed to improving the accessibility of affordable housing to people with disabilities, finding creative ways to allow seniors to independently age in place, and conscientiously removing obstacles that prevent domestic violence and human trafficking victims as well as transgender individuals from seeking assistance and securing a safe place to live.

Source for statistics: Poverty USA


strategic goal six

EXPAND ACCESS TO AFFORDABLE HOUSING FOR VULNERABLE POPULATIONS


OBJECTIVE 1


ENSURE CITY-SPONSORED AFFORDABLE HOUSING PROGRAMS ARE ACCESSIBLE TO PERSONS WITH DISABILITIES

The City has launched an innovative program to ensure that all City sponsored housing is physically and programmatically accessible to people with disabilities. The Accessible Housing Program (AcHP) will ensure that every new affordable housing development has a greater number of accessible units and tenants with disabilities are placed in those units.

 **Milestone 1** Train owners and property managers of City sponsored affordable housing developments on Fair Housing for people with disabilities. **Ongoing**

Milestone 2 Retrofit existing multifamily housing developments to ensure accessibility. **Ongoing**


 **Milestone 3** Visit City sponsored housing developments and verify compliance with City accessibility policies. **January 2019/ Ongoing**


 **Milestone 4** Develop a Housing Registry Website to assist people with disabilities or other special needs to find affordable housing that meets their requirements. **June 2019**

OBJECTIVE 2

DEVELOP A SHARED HOUSING STRATEGY FOR SENIORS

Mayor Eric Garcetti's Executive Directive 17 provides a framework for City Departments to implement a multi-year initiative to improve the lives of older adults in Los Angeles by making City services accessible to and inclusive of older constituents with varying needs and capacities. By 2030, the older adult population in the Los Angeles region is expected to almost double. This is an opportunity to make Los Angeles a model city for age-friendliness that adapts its services to meet the needs of the fast growing population of seniors.

 **Milestone 1** Analyze best practices and different technological, community, or intra-agency options available to encourage and facilitate shared housing among seniors and with the millennial generation, who have some overlapping housing needs. **June 2019**

 **Milestone 2** In collaboration with other pertinent City departments and entities, including but not limited to the Department of Aging (DOA) and the Los Angeles Homeless Services Authority (LAHSA), develop a shared housing strategy, specific to linking seniors with shared housing services. **June 2020**

OBJECTIVE 3

IMPROVE COORDINATION AND HOUSING PLACEMENT FOR DOMESTIC VIOLENCE AND HUMAN TRAFFICKING SURVIVORS AND TRANSGENDER INDIVIDUALS

The number of people without a place to call home has reached exorbitant levels in communities across Los Angeles. In the past decade, women have become more present than ever on our streets. According to the 2017 Point in Time Homeless Count, close to 35% of all unsheltered women reported domestic violence as their immediate cause to homelessness. In Los Angeles, 28% of the female homeless population has a history of sex trafficking, compared to 6% of unsheltered men. Transgender individuals also represent a growing number of the homeless population. All three sub-groups have unique needs and significant barriers in accessing stable housing when transitioning out of temporary shelter.



strategic goal six

EXPAND ACCESS TO AFFORDABLE HOUSING FOR VULNERABLE POPULATIONS

strategic goal six

EXPAND ACCESS TO AFFORDABLE HOUSING FOR VULNERABLE POPULATIONS

ACCESSIBLE HOUSING

HCIDLA is making a difference in the lives of very low, low and moderate income people with disabilities. In late 2016, HCIDLA launched the Accessible Housing Program (AHP), a model program designed to ensure that all affordable housing built with City funding is accessible to people with mobility and sensory (hearing and vision) disabilities. HCIDLA has committed to ensuring that at least 4,000 units meet the highest federal or state standards related to accessibility over the next 10 years. To meet this commitment, HCIDLA will survey properties previously constructed and financed with federal funds, bond funds or through the former Community Redevelopment Agency (CRA). From these surveys, HCIDLA will identify and remedy any deficiencies to common use areas or specified mobility or sensory units wherever feasible. HCIDLA's commitment to accessibility extends to new construction as well. All new affordable housing developments will include 10% of its units with features needed for people with mobility disabilities and 4% of its units with features needed for people with sensory disabilities. In order to ensure that people who need these features actually live in these units, HCIDLA is requiring its development partners to affirmatively market their units to people with disabilities. HCIDLA has launched a training program to provide technical assistance to property owners, developers, property managers and other staff related to Fair Housing laws and HCIDLA's tenant policies. Monitoring staff will visit the developments regularly to ensure compliance. This program will result in greater accessibility to affordable housing for people with mobility and sensory disabilities.



**strategic
goal seven**

Strategic Goal Seven

IMPROVE EXTERNAL COMMUNICATION AND CUSTOMER SERVICE

Open communication allows HCIDLA to better understand what our stakeholders are seeking. HCIDLA's goal is to provide better information, services, and programs to meet stakeholder needs and improve their overall satisfaction and experience with the department. HCIDLA has committed to enhance its communication processes to ensure that the Department effectively reaches all Angelenos.

strategic goal seven

IMPROVE EXTERNAL COMMUNICATION AND CUSTOMER SERVICE


OBJECTIVE 1

DEVELOP A PUBLIC RELATIONS AND COMMUNICATION STRATEGY

According to a 2016 study, 50% of all renters in Los Angeles are paying more than the HUD payment standard of 30% of their income towards rents. Nearly 70% of all low-income households are paying 50% or more of their income towards rent. HCIDLA plays a critical role in the development of affordable housing, community investment, and safe and habitable rental housing. It is important that Angelenos are aware of the services and programs provided by HCIDLA and the benefit of its policies and strategies on families and neighborhoods.

 **Milestone 1** Develop and implement a contemporary and multi-layered social media strategy. **December 2018/Ongoing**


Milestone 2 Proactively engage traditional and non-traditional media to elevate HCIDLA's role in housing and community investment policies. **December 2018/Ongoing**

 **Milestone 3** Facilitate the public inquiry process and distribution of Department informational materials through "Contact Us" webpage. **December 2018**

OBJECTIVE 2

IMPROVE COMMUNITY ENGAGEMENT

Los Angeles is one of the most geographically and demographically diverse cities in the United States. While HCIDLA currently convenes community stakeholders meetings and offers monthly landlord and tenant workshops throughout the city, a more targeted and inclusive community engagement strategy would amplify community needs and deploy department services where they are most needed. Given this demographic diversity, we will create community engagement tools that help the department understand the unique needs and concerns affecting individual neighborhoods and critical stakeholders. This will lead to community-driven housing and social services policies and strategies.


 **Milestone 1** Mobilize Mayor-appointed commissioners to actively advocate for HCIDLA priorities and initiatives. **Ongoing**

Milestone 2 Support and promote equity and inclusion agenda through the work of all HCIDLA commissions. **Ongoing**

OBJECTIVE 3

EXPAND LANDLORD AND TENANT EDUCATION AND OUTREACH

Address tenant displacement driven by gentrification and escalating rents through landlord/tenant education and outreach to ensure awareness of and compliance with the Rent Stabilization Ordinance (RSO).

 **Milestone 1** Expand citywide landlord/tenant RSO outreach and education campaign focusing on low-income tenants and tenants vulnerable to displacement. **December 2018**

Milestone 2 Utilize the Rent Registry data to validate base-level rents, enhance tenant outreach, and initiate data reporting and monitoring of units subject to the RSO in order to reduce landlord and tenant disputes.
Ongoing

HCIDLA COMMISSIONS: SERVING AS COMMUNITY AMBASSADORS

HCIDLA supports seven Mayor-appointed boards that advise the City on community needs. They convene and interface regularly with the public, and create responsive programs and policy recommendations that promote social justice and equity as well as enforce the Rent Stabilization Ordinance.

Affordable Housing Commission (AHC) The Affordable Housing Commission reviews government plans and budgets, makes policy recommendations via its strategic plan, advises HCIDLA and the City's leadership on affordable housing issues, rent control, the city's housing needs, and engages in strategic cross-sector partnerships that promote the preservation and production of affordable housing.

Commission on Community and Family Services (CCFS) The Commission on Community and Family Services advises the City's leadership on issues of poverty as well as the needs of children, youth and their families. It does so by advocating for policy reform, developing program initiatives, and engaging civically to raise public awareness on key issues. CCFS also provides oversight to HCIDLA on how the department implements the Community Development Block Grant Program along with other funding initiatives, including housing development plans and social service delivery systems.

Commission on the Status of Women (LACSW) The mission of the LACSW is to inform and advise the Mayor and City Council on the challenges that women and girls face locally. Through policy recommendations, raising awareness, and expanded partnerships, LACSW strives to remove obstacles that prevent women from reaching their full potential.

Community Action Board (CAB) The Community Action Board provides recommendations for the development, planning, implementation, and evaluation of Community Services Block Grant (CSBG) funds and other programs that serve families living in extreme poverty.

Human Relations Commission (HRC) The Human Relations Commission is an unbiased City advisory board mandated to promote equal participation in the civic process through innovative peacebuilding programs, models, and policy recommendations designed to reduce discrimination, increase cultural competency, improve intergroup relations, and promote civil and human rights for all.

Transgender Advisory Council (TAC) The Transgender Advisory Council advises the Mayor, City Council, elected officials, and governmental agencies to implement policy, programs, and projects that tackle the issues that matter most to the transgender community in Los Angeles. The TAC originated as an initiative of the Human Relations Commission.

Rent Adjustment Commission (RAC) The Rent Adjustment Commission has the authority to issue orders and adopt policies, rules and regulations to implement, administer and enforce the RSO. The RAC also serves as an Appeals Board for appeals from the determination of a Hearing Officer for permanent just and reasonable rent increases; and, to hear and decide appeals of orders, decisions, or determinations made by the General Manager relative to the application and interpretations of housing code.

strategic goal seven

IMPROVE EXTERNAL
COMMUNICATION AND
CUSTOMER SERVICE



Strategic Goal Eight

INVEST IN WORKFORCE CAPACITY, CAPABILITY, AND MORALE

A well-run organization actively engages its workforce, advocates for resources, invests in staff development and training, and proactively plans for retirements. Additionally, employees are informed of key initiatives, feel valued, and understand and support the vision, mission and values of the organization. The best way to serve a diverse community like Los Angeles is to have a staff that reflects the community we serve at every level of the organization and understands that not everyone has the same needs or concerns. HCIDLA leadership is committed to these tenets and will continuously work toward improving the employee experience.

OBJECTIVE 1

IMPROVE EMPLOYEE ENGAGEMENT

HCIDLA is a large, complex organization with several distinct functions and responsibilities. A well-run department ensures all employees operate with a consistent set of expectations and knowledge of the department's functions and policies.

- Milestone 1** Improve and increase employee's understanding of the Department and their individual role in achieving its mission and vision.
Annually/Ongoing
- Milestone 2** Increase sharing access points for employees to learn about and understand key department initiatives. **June 2019/Ongoing**
- Milestone 3** Establish employee career development plans to assist employees in achieving personal career goals and opportunities.
December 2018

OBJECTIVE 2

IMPROVE READINESS OF DEPARTMENT WORKFORCE

A well-run organization has sufficient trained staff to meet its current work requirements and is prepared for future challenges. HCIDLA will continue to advocate for sufficient staffing to meet its current obligations, and continuously prepare for retirements and new funding initiatives.

Milestone	Milestone	Milestone
1	2	3
Foster employee development through coaching, mentoring, training and cross-training. Annually/Ongoing	Advocate for improvements to the City's hiring process, including continuous promotional examinations. Ongoing	Proactively plan for succession by assessing risk at the Bureau, Division and Unit level and identifying mitigation strategies that focus on staff development. Ongoing





strategic goal eight

INVEST IN WORKFORCE CAPACITY, CAPABILITY, AND MORALE

OBJECTIVE 3

IMPLEMENT THE DEPARTMENT'S GENDER EQUITY PLAN

In accordance with the Mayor's Executive Directive 11, HCIDLA has developed a Gender Equity Plan to assess gender parity in our workforce, our internal operations and our public services and identify proactive steps to achieve gender equity.

-  **Milestone 1** Promote equity in Departmental operations by tracking gender and ethnicity/race of all part-time, temporary, trainee or volunteer intern staff and revising our outreach as necessary to address any disparate impact. **Ongoing**
-  **Milestone 2** Promote equity in Departmental services offered to the public by tracking the gender and race/ethnicity of program participants to ensure equitable access and opportunity, and revising procedures as necessary to address any disparate impact. **Ongoing**
-  **Milestone 3** Launch a public awareness campaign for recruiting women into the Department's Assistant Inspector Training Program. **August 2020**
-  **Milestone 4** Provide workshops to assist applicants with the Assistant Inspector job application and exam preparation. **December 2021**

strategic goal eight

INVEST IN WORKFORCE
CAPACITY, CAPABILITY,
AND MORALE



strategic
goal nine

Strategic Goal Nine

IMPROVE DATA QUALITY AND ACCESSIBILITY

HCIDLA provides a wide array of services, which positively impacts the residents of Los Angeles. To measure our performance, HCIDLA currently collects more than 500 data metrics that validate the effectiveness of our vast programs. To increase our transparency and accountability, HCIDLA is working to improve our data integrity, consistency and accessibility by implementing better internal processes and publicizing the most meaningful data in an easily understood manner.

strategic goal nine

IMPROVE DATA QUALITY AND ACCESSIBILITY

OBJECTIVE 1

IMPROVE INTERNAL DATA COLLECTION REPORTING PROCESSES

HCIDLA requires a consistent method for collecting, analyzing and reporting our most meaningful metrics in order to provide the residents of Los Angeles an accurate picture of our services and performance.

▲ **Milestone 1** Evaluate opportunities for improved automation of data collection and reporting. **January 2019**

Milestone 2 Standardize data collection, maintenance and reporting. **January 2020**

▲ **Milestone 3** Eliminate data redundancies and improve data consistency in reporting. **June 2021**

OBJECTIVE 2

VALIDATE, RECONCILE, AND IMPROVE DATA INTEGRITY

To maintain the public's trust, HCIDLA must ensure its metrics are both accurate and a valid measure of its performance.

▲ **Milestone 1** Evaluate program performance metrics currently captured to determine priorities for public reporting. **June 2019/Annually**

Milestone 2 Establish enterprise solutions to migrate all data to server based systems. **June 2020**

▲ **Milestone 3** Establish a consistent data validation process. **January 2020**

OBJECTIVE 3

INCREASE TRANSPARENCY AND ACCESSIBILITY OF DEPARTMENT'S DATA METRICS

Although HCIDLA's programs and services positively affect the lives of most Angelenos, the impact of these programs is not widely known. Metrics used to identify and validate the impact of programs and services help to tell our story and secure future funding.

▲ **Milestone 1** Ensure a common understanding of terms used in data reporting by staff and the public. **June 2019/Annually**

Milestone 2 Expand public data sharing access points to better publicize our performance. **June 2020**



strategic
goal ten

Strategic Goal Ten

INCREASE DISASTER PREPAREDNESS

In the event of a major disaster or even a minor event impacting a single neighborhood, the residents of Los Angeles expect HCIDLA to be ready to quickly respond to their need for safe and habitable housing. HCIDLA's resiliency efforts include an annual review and update of our Departmental Emergency Plan (DEP) and our Continuity of Operations Plan (COOP). The DEP addresses our employee and department preparedness and includes our readiness to align our communications within the City's Emergency Operations Center (EOC). The COOP addresses our continuity as a Department after a disaster and prioritizes our responsibilities, taking into account the potential of reduced staffing, diminished office space and other resource limitations.

Incorporated into our COOP are additional post-disaster roles for the first 24 hours, one week and one month to include safety assessments, Reassurance Teams and financing the recovery and reconstruction of housing.

strategic goal ten

INCREASE DISASTER PREPAREDNESS

OBJECTIVE 1

IMPROVE HCIDLA'S EMERGENCY PREPAREDNESS

HCIDLA plans to improve on current emergency preparedness readiness by addressing specific infrastructure gaps and enhanced staff training.

- ▲ **Milestone 1** Prepare HCIDLA Regional Offices to serve as alternative work locations in the event of a disaster. **June 2020**
- ▲ **Milestone 2** Develop a systematic emergency management training program for all key HCIDLA staff and relevant contractors to ensure operational readiness. **December 2019**
- ▲ **Milestone 3** Implement a cloud based disaster recovery platform for the Code Compliance Rent Information System (CCRIS) to allow rental housing data to be immediately recoverable in the event of a disaster. **June 2019**

OBJECTIVE 2

ESTABLISH HCIDLA'S LONG-TERM DISASTER RECOVERY PLAN

HCIDLA will develop a department-specific Long-Term Disaster Recovery Plan that will allow the City to receive federal and state funding for our housing, community and other unmet economic needs.

- ▲ **Milestone 1** Identify the types of financing programs (loans, grants, etc.) that we would propose to implement with state and federal funds for tenants, landlords, developers, and homeowners, including condominium owners and associations to address unmet housing needs. **June 2019**
- ▲ **Milestone 2** Identify the types of financing programs that we would propose to implement with state and federal funds for non-profit community based organizations and others for unmet community and economic development needs. **June 2020**
- ▲ **Milestone 3** In coordination with the Emergency Management Department's Ready Your LA Neighborhood (RYLAN), Neighborhood Councils, the City Planning Department and non-profit partners, identify best practice models to develop neighborhood-based short- and long-term post-disaster plans. **June 2021**
- ▲ **Milestone 4** Partner with Enterprise Community Partners, the California Earthquake Authority, and the California Pollution Control Finance Authority to design a seismic retrofit loan program for multifamily residential properties subject to the City's mandatory Seismic Retrofit Program, which will include identifying funding sources and a mechanism for feasible program administration. **June 2020**

OBJECTIVE 3

POST DISASTER TENANT PROTECTIONS

HCIDLA will update and enhance existing programs and plans to ensure preservation of rental housing stock, limit resident displacement, prevent predatory rent practices and facilitate the provision of accurate and timely information following a catastrophic event.

Milestone



Assess the Department's capacity and readiness to perform tasks necessary to protect Los Angeles' rental housing stock and renters in the event of a disaster.

June 2019

Milestone



Update the role of HCIDLA's Reassurance Team in collaboration with the Emergency Management Department to establish post-disaster plan for rapid decision-making.

December 2019

Milestone



Facilitate the establishment of a post-disaster memorandum of understanding and agreement between apartment industry representatives and tenant advocates related to reasonable tenant protections against predatory rent practices after a disaster.

March 2020

**strategic
goal ten**

INCREASE DISASTER
PREPAREDNESS

GLOSSARY

Affirmatively Furthering Fair Housing (AFFH): Based on the U.S. Department of Housing and Urban Development's (HUD) 2015 final AFFH Rule that implements the Fair Housing Act of 1968, the AFFH requires jurisdictions receiving federal funds for housing and urban development, to affirmatively further fair housing. Jurisdictions must take meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics.

Affordable Housing (includes homeless housing): According to HUD, affordable housing costs no more than 30 percent of a household's monthly income. To be considered affordable, rent and utilities in an apartment or the monthly mortgage payment and housing expenses for a homeowner should be less than 30 percent of a household's monthly income.

Affordable Housing Linkage Fee (AHLF): A fee placed on certain new market-rate residential and commercial developments to mitigate the impacts of those projects on affordable housing, thereby generating a permanent local funding source for the construction and preservation of affordable housing. The amount of the fee varies by the type of use and by location. The AHLF was adopted on December 13, 2017.

Affordable Housing Managed Pipeline: Program which provides loans for the new construction or significant rehabilitation of multifamily rental housing targeted to low-income families and individuals. Eligible applicants, including non-profit and for-profit entities, apply for funds based on a competitive Call for Projects.

Affordable Housing Trust Fund (AHTF): Formerly a repository account for resources utilized for the development or preservation of affordable housing.

Area Median Income (AMI): The Area Median Income is the midpoint of a region's income distribution – half of families in a region earn more than the median and half earn less than the median.

Assessment of Fair Housing Plan: HUD's final AFFH rule institutes an Assessment of Fair Housing (AFH) Plan consisting of an analysis of fair housing data, including an assessment of fair housing issues and contributing factors (barriers). The purpose of the AFH is to identify meaningful five-year goals and strategies that inform fair housing strategies such as the federal Consolidated Plan, Annual Action Plan, Public Housing Agency Plan, etc. An adopted AFH Plan is submitted to HUD for acceptance.

Asset Poverty (or Poor): A measure of poverty that includes how much of a financial cushion a household has to weather a financial crisis such as a job loss, medical emergency or

the need to fix a car. Experts have agreed that three months of living expenses at the poverty level is a conservative cushion for a family that loses its income.

At-Risk Affordable Housing: Affordable units with current affordable housing covenants that are due to expire within five years.

Call for Projects (CFP): A competitive and non-competitive program to process, review and qualify affordable housing applications during a specific time period.

Code Compliance Rent Information System (CCRIS): This web application supports the administration of the Systematic Code Enforcement Program. CCRIS is used for scheduling inspections, managing inspector daily routes, sending notices to landlords and tenants, managing and tracking inspection case activities, scheduling and managing General Manager Hearing cases, and tracking cases referred to the City Attorney for legal action.

Consolidated Plan (Con Plan): A five-year Strategic and Annual Action planning document for each jurisdiction that receives formula funding from the U.S. Department of Housing and Urban Development (HUD). It is a required submission to HUD to obtain four grants: CDBG, HOME, HOPWA and ESG. The Con Plan is a framework and management tool to assess community needs, allow citizens and other stakeholders to participate in planning and to establish goals and performance targets for the federal funds.

Covenant: A recorded agreement between the owner and the City of Los Angeles through HCIDLA which obligates an owner to designate a specified number and type of dwelling units for occupancy by Extremely Low, Very Low, Low, or Moderate income households in exchange for a land use concession or financing from the City of Los Angeles. This agreement runs with the land, usually for 30 to 55 years.

Ellis Act: A State law that enables landlords to permanently remove their property from the rental market. Tenants evicted for this reason are eligible for relocation assistance.

Fiscal Year (FY): The twelve-month period beginning each year on July 1 and ending the following year on June 30 used for accounting and budgeting purposes.

Gentrification: The renovation of deteriorated urban neighborhoods by means of an influx of middle-class or affluent residents that leads to the rapid increase in property values and rents that results in the exclusion/displacement of low-income renters, home buyers, and small businesses. Gentrification typically occurs in neighborhoods that were historically marginalized and/or communities that faced structural divestment. Gentrification also typically shifts the racial or ethnic demographics of a neighborhood.

Homeless Management Information System (HMIS): Local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Housing Finance Agency (HFA): Quasi-public agencies that access private capital markets to provide additional lending capital for public loans. HFAs use the funding raised to provide below-market mortgage loans, thus expanding home-buying and affordable rental housing development opportunities for those borrowers who might not otherwise be served.

Housing Preservation Units: Current year at-risk rental units preserved as affordable units as a result of HCIDLA financial activities (i.e. recapitalization) or via covenant extension with no financial activity.

Innovation Demonstration Program (Linkage): HCIDLA will issue an annual Request for Proposals (RFP) to provide Linkage Fee-sourced funding for new and innovative projects and demonstration programs. Proposals will be evaluated on community benefit, maximizing the leveraging of the funds, and replicability. Successful programs and development approaches may be adopted as future ongoing programs by HCIDLA.

Liquid Asset Poverty (or Poor): A measure of the liquid savings households hold to cover basic expenses for three months if they experienced a sudden job loss, a medical emergency or another financial crisis leading to a loss of stable income.

Neighborhood Improvement Projects: Public works non-housing infrastructure type construction projects using CDBG funds for acquisition, rehabilitation, or renovation purposes that primarily benefit low to moderate income residents.

Preservation (Habitability): The Systematic Code Enforcement Program (SCEP) conducts routine habitability inspections of over 700,000 rental units over a four year cycle, to protect and preserve the physical health of housing by ensuring that property owners and tenants meet their responsibilities to maintain the property in habitable conditions.

Preservation (Affordability): The loss of affordable homes due to expiring affordability restrictions which contributes to the shortage of homes for low-income renters. Preservation is the act of extending the affordability of either subsidized or un-subsidized rental housing at-risk of no longer being affordable for low income households.

Program Year: Fixed twelve-month time period that the Annual Action Plan (AAP) covers. The City is required to track all fiscal and program information relating to the four

HUD grants based on this time period. It may or may not coincide with the Federal Fiscal Year (FFY), which is October 1 through September 30 or the City fiscal year, which is July 1 through June 30.

Proposition HHH: Program which provides loans for the new construction or adaptive reuse of multifamily rental housing targeting homeless or at-risk of homelessness individuals and families. Eligible applicants, including non-profit and for-profit entities, apply for funds in response to a Call for Projects announcement and must meet threshold requirements.

Reassurance Team: May be deployed after a disaster or emergency displaces local residents from their homes. HCIDLA staff serving on Reassurance Teams will provide displaced residents who have gathered outside in informal settings, such as public parks, with information as to whether their homes are safe to re-enter, based on safety assessment inspection data.

Recapitalization: A refinancing of a project to rehabilitate and preserve affordable housing stock. Projects are eligible for recapitalization at the end of year 15 of the Initial Federal Tax Credit Compliance Period.

Receivership: Under this program, HCIDLA may seek court appointment of a receiver. The receiver develops and supervises a viable financial and construction plan for the satisfactory rehabilitation of substandard buildings.

Rent Registry: An annual registration form required by each landlord to complete in addition to paying registration fees. Once registration fees have been paid and the Rent Registry completed, landlords receive a Rent Stabilization Ordinance (RSO) certificate.

Single Room Occupancy (SRO): Housing units that may or may not include a complete private bath and kitchen but generally do not have a separate bedroom. If units do not include private amenities, shared bathrooms and kitchens shall have a specified ratio.

Social Service Delivery System: Programs and services that improve the well-being of individuals, families, and communities. A social service delivery system is the model or mode by which a social service provider (government agency, community based organization, etc.) administers those programs/services.

Supportive Housing: Housing units for individuals and families who are homeless or chronically homeless. Supportive housing is housing combined with services, which may include mental health and health services, drug and alcohol treatment, and education and job training.

Workforce Housing: A generic term, typically refers to "moderate" or "middle" income households (81% to 150% AMI). Does not imply that low-earning households are not part of the workforce.

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