

# Accelerating Supportive Housing Pilot Fall 2019 Update



# ACCELERATING PSH

*Testing New Ideas*

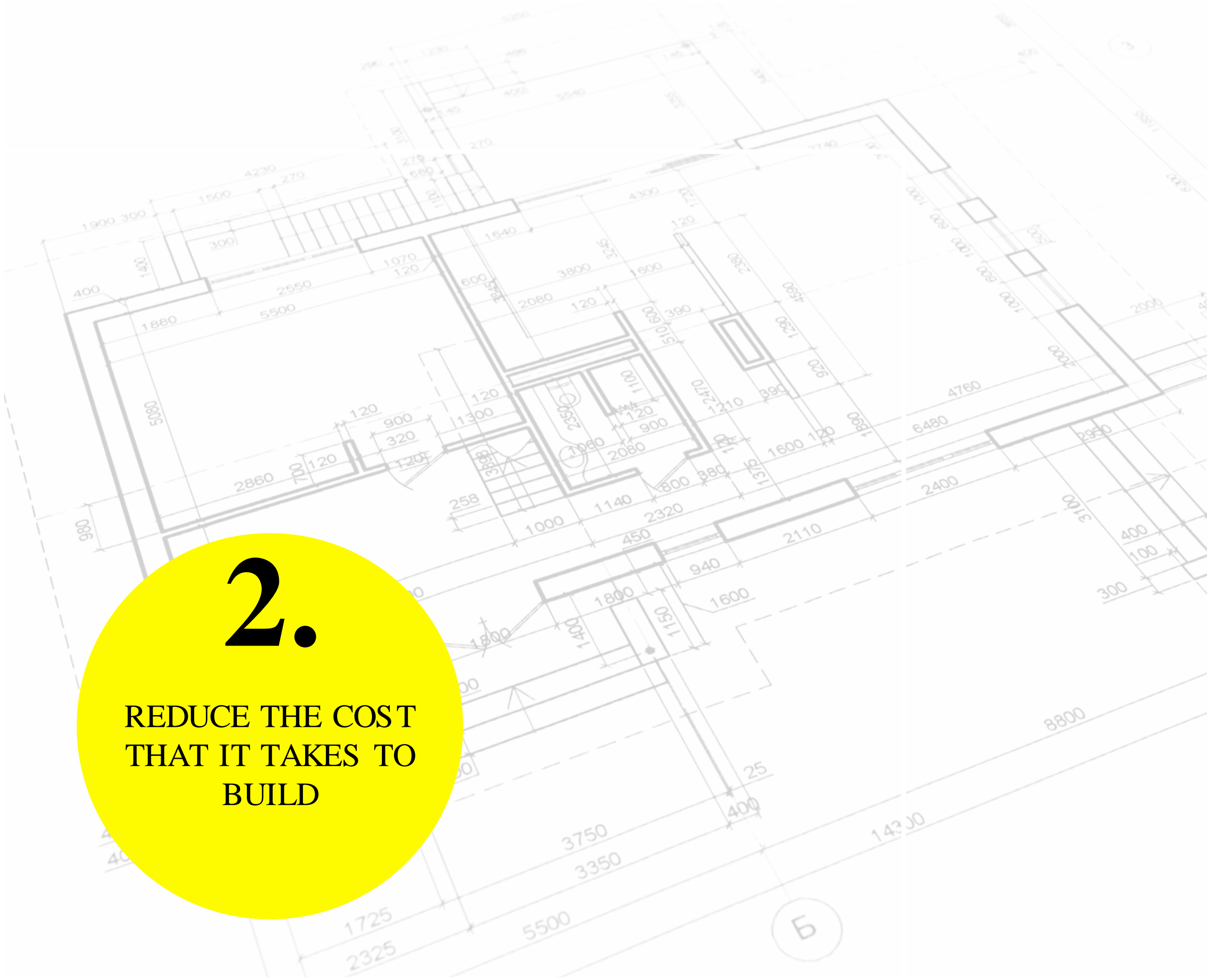
*Improving the System*

# The Pressure

TWO GOALS

**1.**  
REDUCE THE TIME IT  
TAKES TO BUILD

**2.**  
REDUCE THE COST  
THAT IT TAKES TO  
BUILD



# HOMET FOR GOOD

## ACCELERATING PSH CONCEPTS

OPERATIONS/DESIGN	LAND USE/ENTITLEMENT	CONSTRUCTION	FINANCING
<i>Shared living spaces</i>	<i>By-right parcels</i>	<i>Manufactured housing</i>	<i>Alternative offerings of equity</i>
<i>Shared bathrooms</i>	<i>Smaller lot sizes</i>	<i>Modular</i>	<i>Financing against future operational subsidies</i>
<i>Standardized floor plans</i>	<i>Density bonus</i>	<i>Traditional stick-built</i>	
<i>Sustainable futures</i>	<i>Motel conversion</i>	<i>Labor costs</i>	<i>Purchase turnkey development</i>
<i>Micro-units</i>	<i>Adaptive Reuse of Non-Residential</i>	<i>Alternative materials</i>	
<i>Reduced/no parking</i>		<i>Kit of parts</i>	
<i>Phased development</i>			

# Crafting the RFP

## BRAIN TRUST

- *Kristin Aldana-Taday* CONRAD N. HILTON FOUNDATION
- *Phil Ansell* LA COUNTY HOMELESS INITIATIVE
- *Meg Barclay* LOS ANGELES CAO
- *Rosa Benitez* WEINGART FOUNDATION
- *Emily Bradley* UNITED WAY OF GREATER LOS ANGELES
- *Tom De Simone* GENESIS LA
- *Neil Haltrecht* BUSINESS LEADERS TASK FORCE
- *David Howden* CSH
- *Chris Hubbard* CALIFORNIA COMMUNITY FOUNDATION
- *Daniel Huynh* LA FAMILY HOUSING
- *Nedda Ismaili* CITY NATIONAL BANK
- *Andi Israel* RXLA LLC
- *Ken Kahan* CALIFORNIA LANDMARK
- *Karly Katona* OFFICE OF COUNTY BOARD SUPERVISOR MARK RIDLEY-THOMAS
- *Lynn Katano* LA CDC
- *Jen Kim* LA COUNTY HOMELESS INITIATIVE
- *Chris Ko* UNITED WAY OF GREATER LOS ANGELES
- *Craig Lawson* CRAIG LAWSON & CO, LLC
- *Michael Lens* UCLA
- *Deena Margolis* UNITED WAY OF GREATER LOS ANGELES
- *Tommy Newman* UNITED WAY OF GREATER LOS ANGELES
- *Gary Painter* HOMELESS POLICY RESEARCH INSTITUTE
- *Jim Ries* CRAIG LAWSON & CO, LLC
- *Molly Rysman* OFFICE OF COUNTY BOARD SUPERVISOR SHEILA KUEHL
- *Ann Sewill* CALIFORNIA COMMUNITY FOUNDATION
- *Sean Spear* HCID LA
- *Dhakshike Wickrema* OFFICE OF COUNTY BOARD SUPERVISOR MARK RIDLEY-THOMAS
- *Ben Winter* OFFICE OF MAYOR ERIC GARCETTI

Non-Monetary Ideas

Rezoning

Expediting  
DOT Fire  
DWP  
Public Works

Monetary Ideas

flexibility on requirements on hitly milestones

Loan guarantor

DESIGN

Phased Development

LAND USE/TITLEMENT

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## MINIMUM ELIGIBILITY

All proposals must meet the following minimum qualifications.

## COMPETITIVE CRITERIA

The most competitive proposals will go beyond eligibility in the following ways.

PUBLIC/PRIVATE PARTNERSHIP		PRIVATELY FINANCED	SCALE & SPEED
Develop a minimum of 50 supportive housing units across a single or multiple project sites within 36 months from contract approval.	Develop a minimum of 50 supportive housing units across a single or multiple project sites within 36 months from contract approval.		Propose a project or concept that goes beyond minimum unit production required. Outline a construction timeline that will be complete within 24 months, as required for LA City's \$120M Prop HHH Housing Challenge and LA County's Alternative Housing Models NOFA.
TENANT SELECTION			
All projects must utilize the Coordinated Entry System (CES) for tenant selection.	All projects must utilize the Coordinated Entry System (CES) for tenant selection		Demonstrate a project design and operations that primarily supports homeless clients with serious mental illness, as required for LA County's Alternative Housing Models & NPLH NOFAs.
COST & LEVERAGE			
Requires no more than the maximum subsidy amount allowed per projected public financing sources (e.g., LA City Prop HHH Housing Challenge and LA County Alternative Housing Models & NPLH NOFAs).	Projected total development cost lower than \$400,000/unit.		Showcase a creative concept that reduces per unit public subsidies well beyond maximum allowable levels and/or introduces sustainable/scalable uses of private financing and alternative equity.
AFFORDABILITY			
Commit to affordability covenants required by project's public funding sources.	An affordability covenant is not required.		Commit to a 55-year affordable land covenant
EXPERIENCE			
Must have sufficient experience to meet minimum requirements OR request assistance from the Funders Collaborative to be matched with a sufficiently experienced partner.	Proposers of all experience levels are eligible to apply.*		Incorporate experienced supportive housing developer in design team.

\*Developers with limited affordable housing experience are encouraged to partner with an experienced developer or service provider, or express a willingness to work with the Funders Collaborative to identify an appropriate partner.



### **In-Kind Support**

Letter of support, TA for service design, partnership matchmaking, community organizing assistance



### **Grant Funding Support**

Up to \$500,000 in phased pre-development staffing, studies and recoverable grants for site acquisition deposits and unsecured loans



### **Private Loans Consideration**

Coordination and alignment of lending, guarantees, and

## Awardees

### ADU's

- VOA LA
- Venice Community Housing
- LA Más

### Modular

- Clifford Beers
- Skid Row Housing Trust
- Flyaway
- Weingart Center
- Life Ark
- CCSM

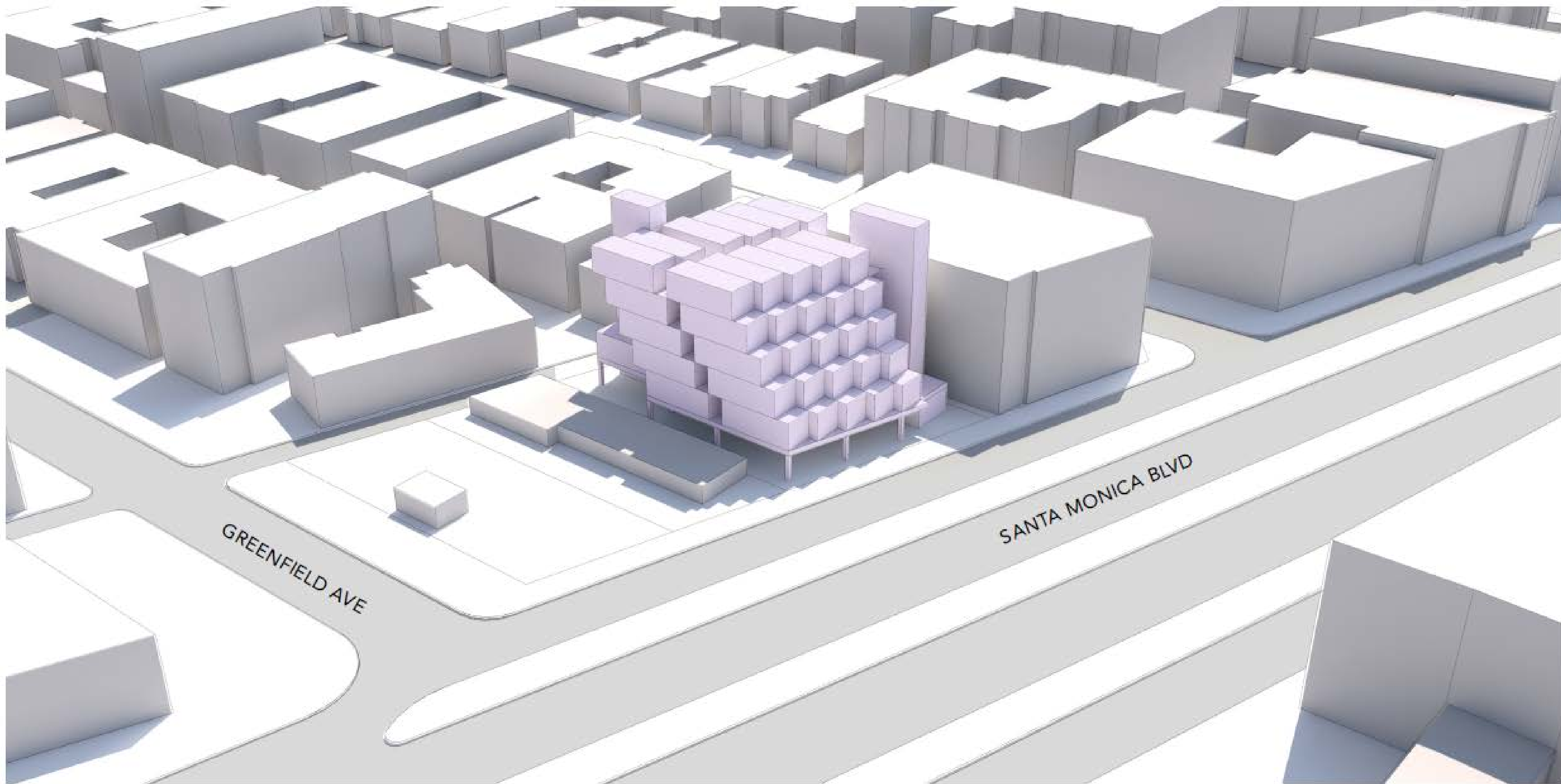
### Infill

- The Roth Group
- Genesis LA
- Daylight
- RxLA

### Learning

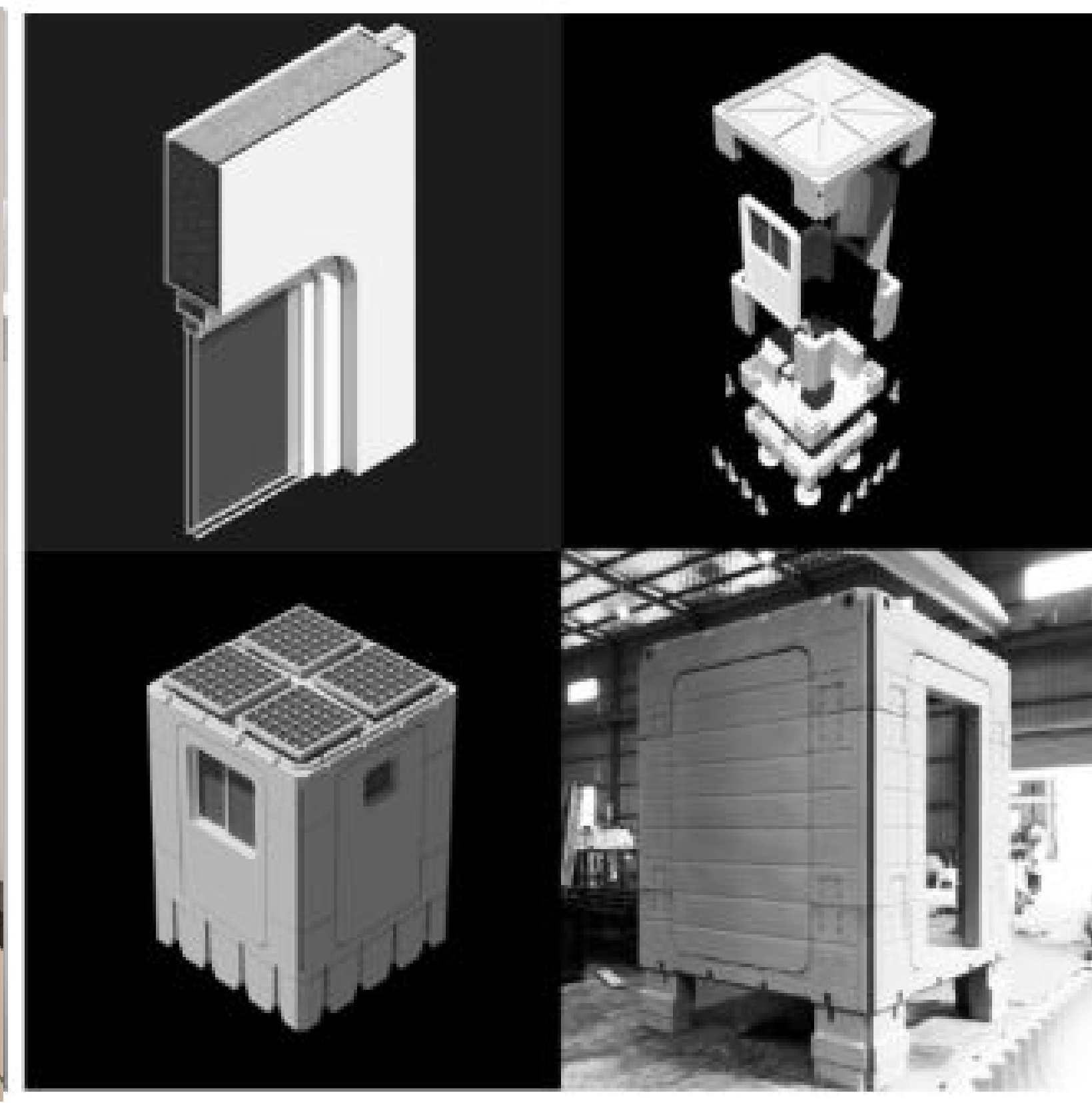
- Brilliant Corners
- CRCDC
- PATH Ventures

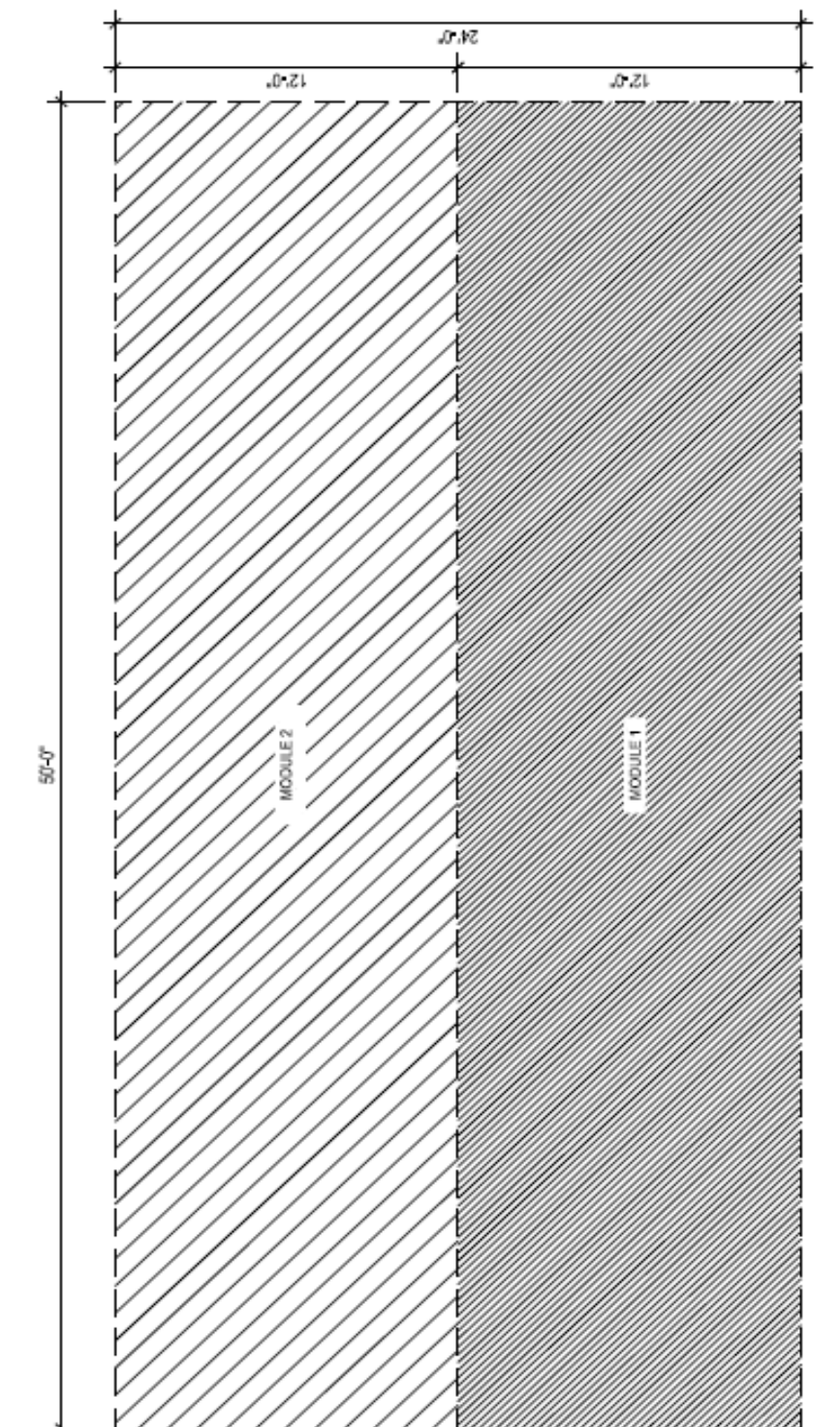
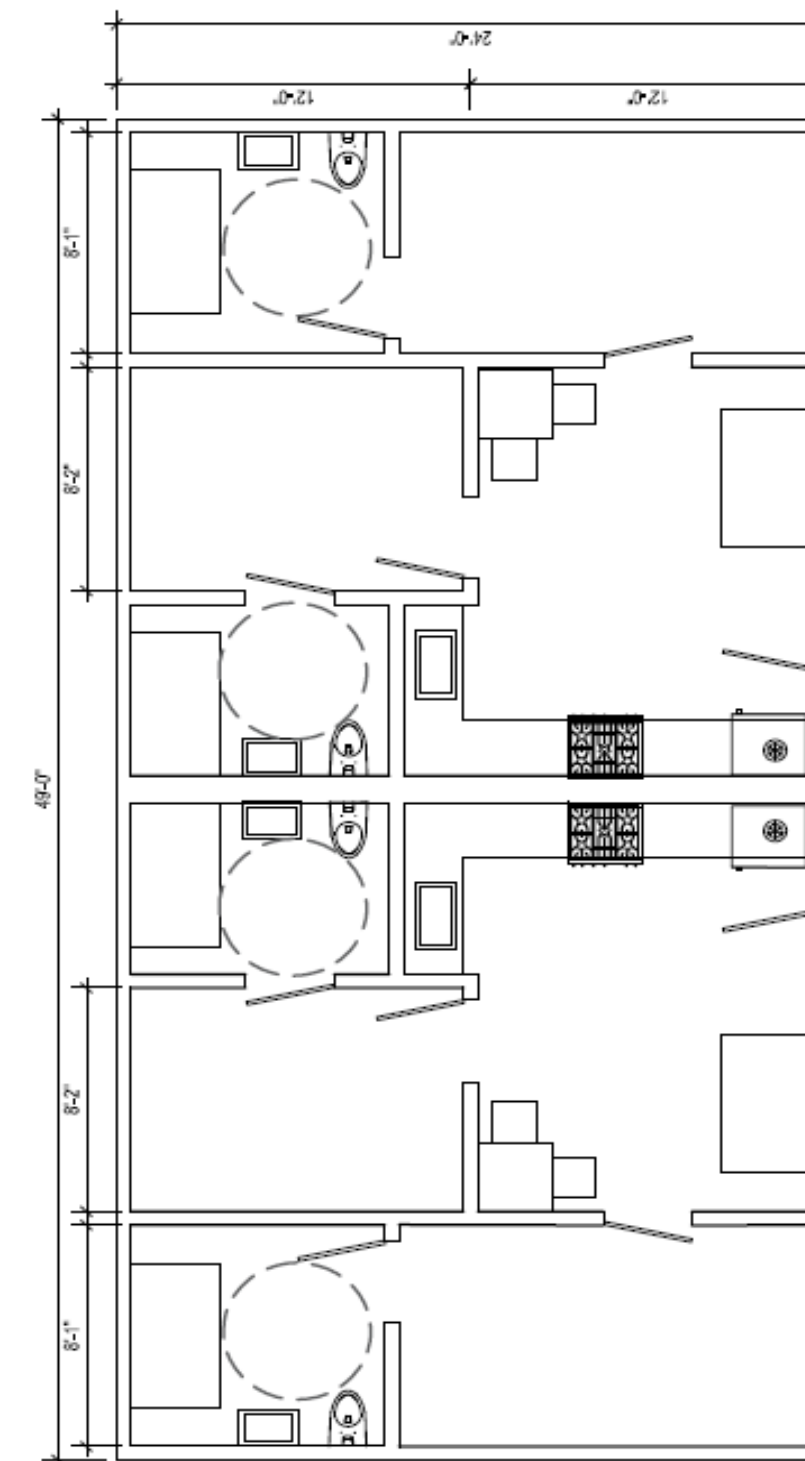




Clifford Beers

**Modular/Mixed**





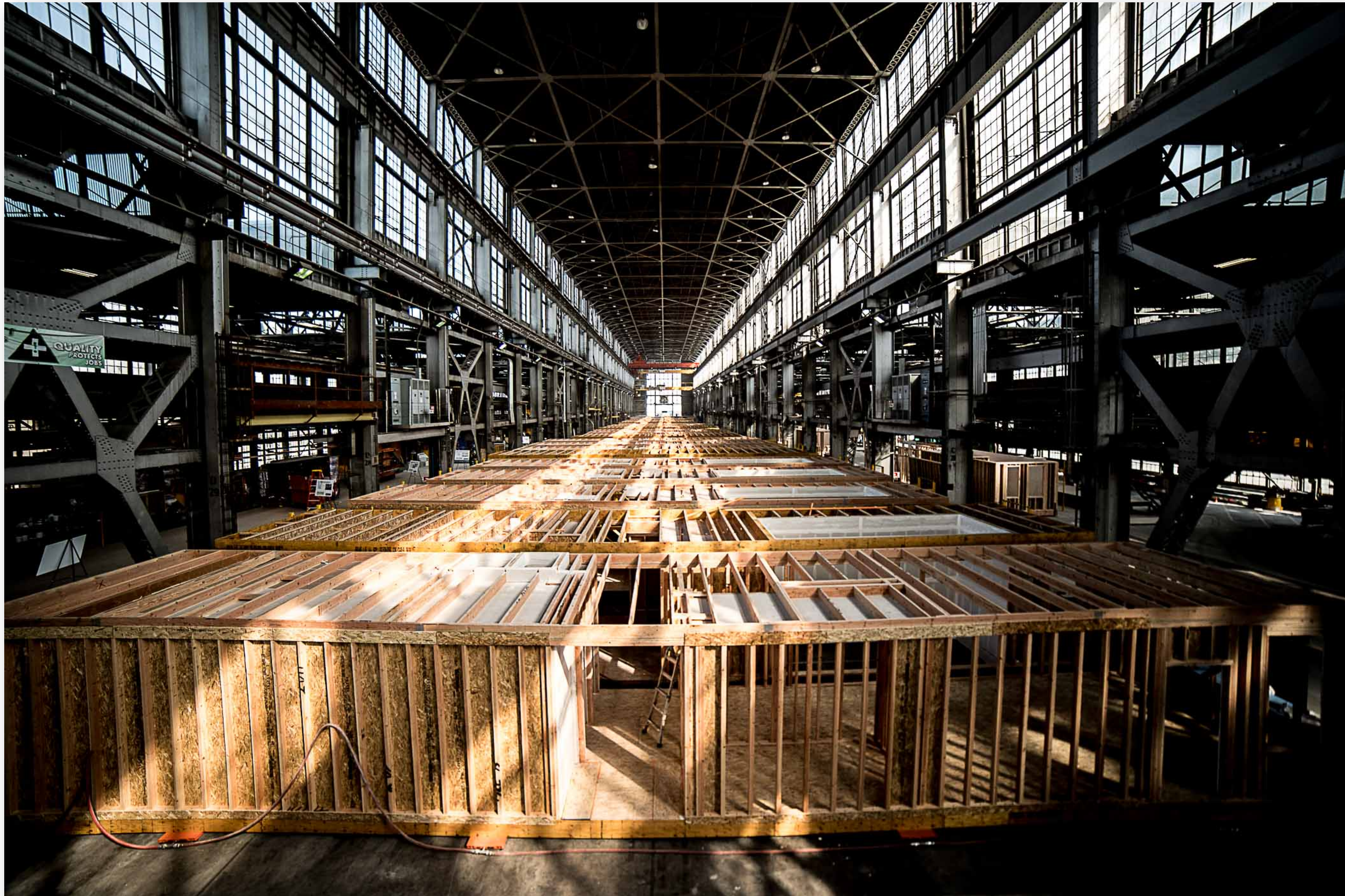
Flyaway Homes

*Modular/Shared*



Genesis LA / RNLA

*Shared/Alt. Equity*



Skid Row Housing Trust

*Modular/Stick Built*

**AWARDS** *15 out of 29*

**OUTPUT** *50–117 UNITS*

**APPROX COST** *\$300K*

# ACCELERATING PSH

*Testing New Ideas*

*Improving the System*

## IMPROVING THE SYSTEM

# Partnership with Mayor's Office to streamline supportive housing production

### Our Goals

- *Systematize public process accountability*
- *Integrate process transparency*



Eric Garcetti  
#Iamayor

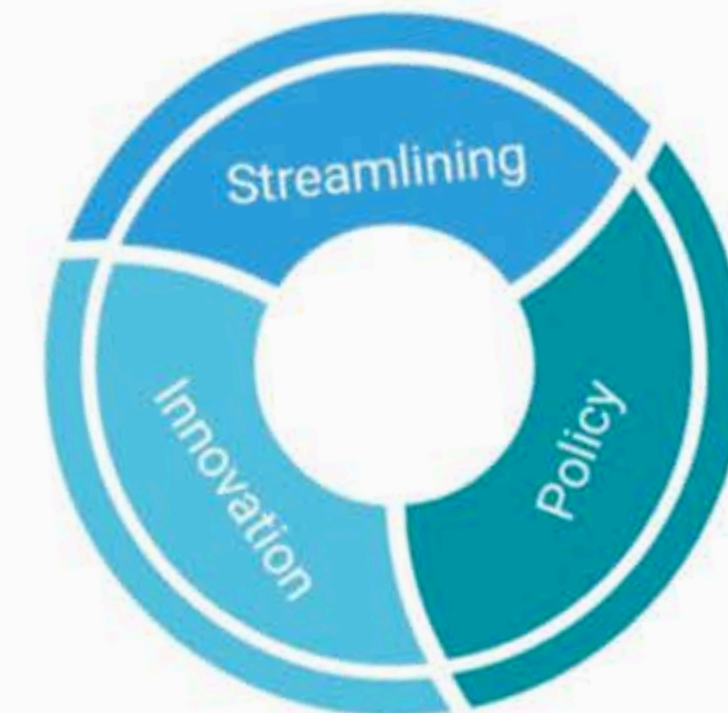
Mayor Garcetti speaks to a construction crew building 88th & Vermont, a supportive housing project funded with Prop HHH.

## Housing Crisis Solutions Team Budget Request

Since voters passed Prop HHH a little more than two years ago we have made significant progress toward building 10,000 units of supportive housing, which are critical to helping us reach our shared vision of ending homelessness in Los Angeles. Since November 2016, the City's pipeline of new supportive housing projects has grown to **78 developments with a total of 5,104 units, of which 3,619 are supportive housing.** So far, we've broken ground on 8 Prop HHH projects, with more than 500 units on their way to completion.

The urgency of our housing and homeless crisis requires that the City step up its sense of urgency to expedite the highest-priority housing solutions for our most vulnerable residents. That's why the Mayor is forming a new "**Housing Crisis Solutions Team**" which will be a central hub for coordinating the City's response to the housing crisis.

**Purpose.** To create a central hub for coordinating the City's response to the housing crisis.



**Function.** To expedite the delivery of high-priority projects, and proactively spark innovative solutions that transform the development industry in Los Angeles.



City of Los Angeles, Mayor's Office

# HOUSING INNOVATION PROGRAM DIRECTOR

200 NORTH SPRING STREET LOS ANGELES, CA 90012

### SUMMARY:

The City of Los Angeles is advancing aggressive solutions to address the City's affordability and homelessness crisis. To bring these initiatives to scale, the Office of Mayor Eric Garcetti is hiring a "Housing Innovation Program Director" to lead the City's efforts in cultivating innovative solutions to the housing crisis. The flagship task of this new position is to implement a \$120m Housing Challenge in partnership with the Los Angeles Housing and Community Investment Department (HCIDLA), to fund 1,000 units of supportive housing through innovative construction and/or financing methods that demonstrate the ability to produce high-quality, supportive housing environments in a timely and costeffective manner.

This new Housing Innovation Program Director will be a member of the Mayor's Housing Crisis Response Team (HCRT) in the Office of City Homelessness, and will report to the Mayor's Chief Housing Officer for operations.

### DETAILS

Location: Los Angeles, CA

Employment Type: Full-Time

Salary: \$91,162.08 - \$126,198.72 /per year

Skill Level: Associate

Categories: Government

### SHARE THIS JOB





# Questions?

BEDS NOT  
SIDEWALKS

EVERYONE IN  
UNITED WAY

UNITED WAY  
L.A. COUNTY

NOT  
ALKS

