



# Homelessness in Los Angeles

Final Presentation

Columbia SIPA Capstone Team

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May 1, 2018

## Capstone objectives



Create a menu of **low cost/high impact solutions** to focus on projects, programs, and services that could have the most impact on the **unsheltered, street homeless**



Suggest ways in which the city can **use its public infrastructure** to positively impact this population

# Agenda

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- 1 The Problem**
- 2 Project – description and analysis
- 3 Recommendations

# Agenda

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## 1 The Problem

### 1.1 Overview

1.2 Deep dive on subpopulations

## 2 Project – description and analysis

## 3 Recommendations

# Homeless in Los Angeles



# Homelessness in LA is front and center in the press

L.A. **homeless crisis grows** despite political promises, many speeches and **millions of dollars**  
(L.A. Times, January 2018)

L.A.'s homelessness surged **75% in 6 years**. Here's why the **crisis** has been **decades** in the making  
(L.A. Times, February 2018)

L.A.'s homelessness **crisis** is a **national disgrace**  
(L.A. Times, February 2018)

For Homeless Advocates, a **Discouraging** Lesson in Los Angeles: **Money Is Not Enough**  
(New York Times, September 2017)

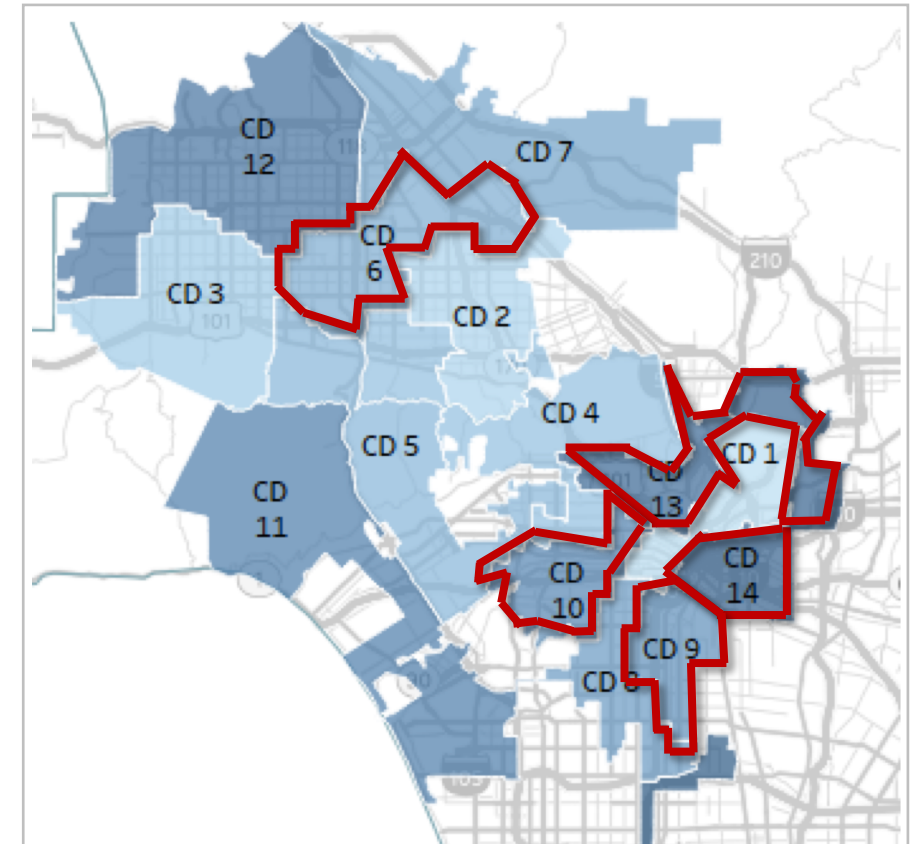
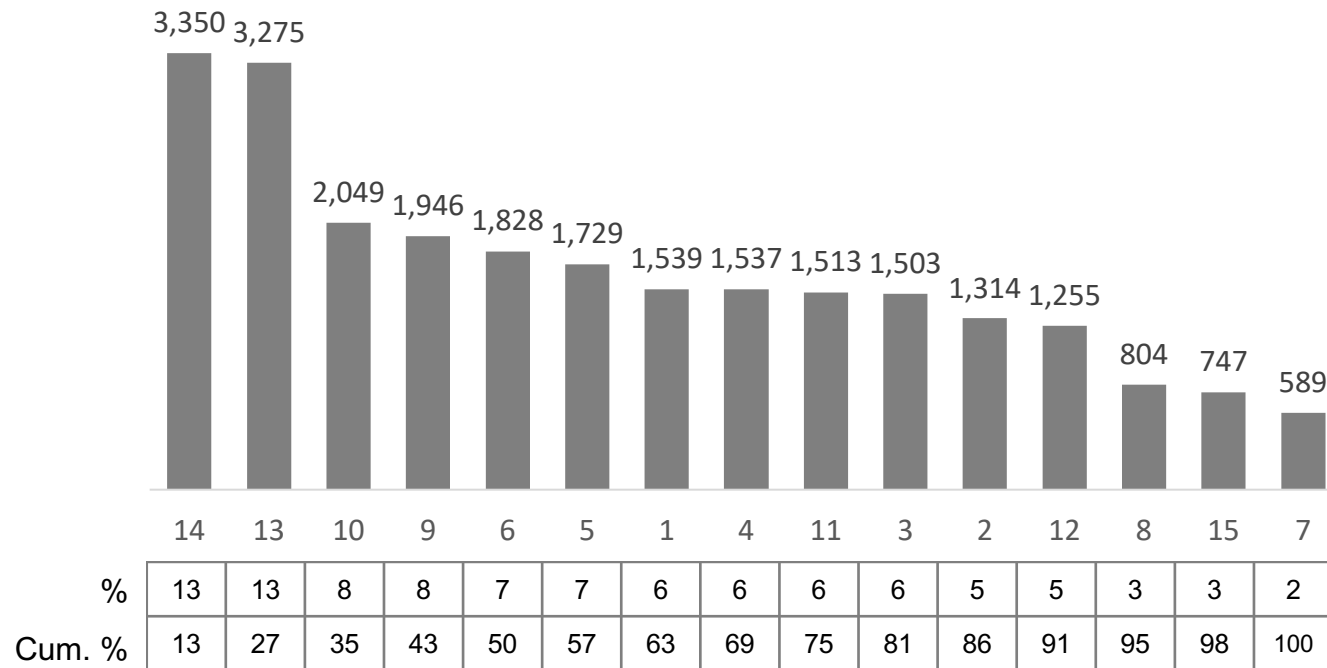
Homeless **crisis prompts LA** to build homes near polluted freeways, **ignoring** previous **health advice**  
(Newsweek, December 2017)

Los Angeles is facing an **unprecedented homeless crisis**  
(L.A. Times, February 2018)

# Homelessness is also front and center for wider public

## # of complaints

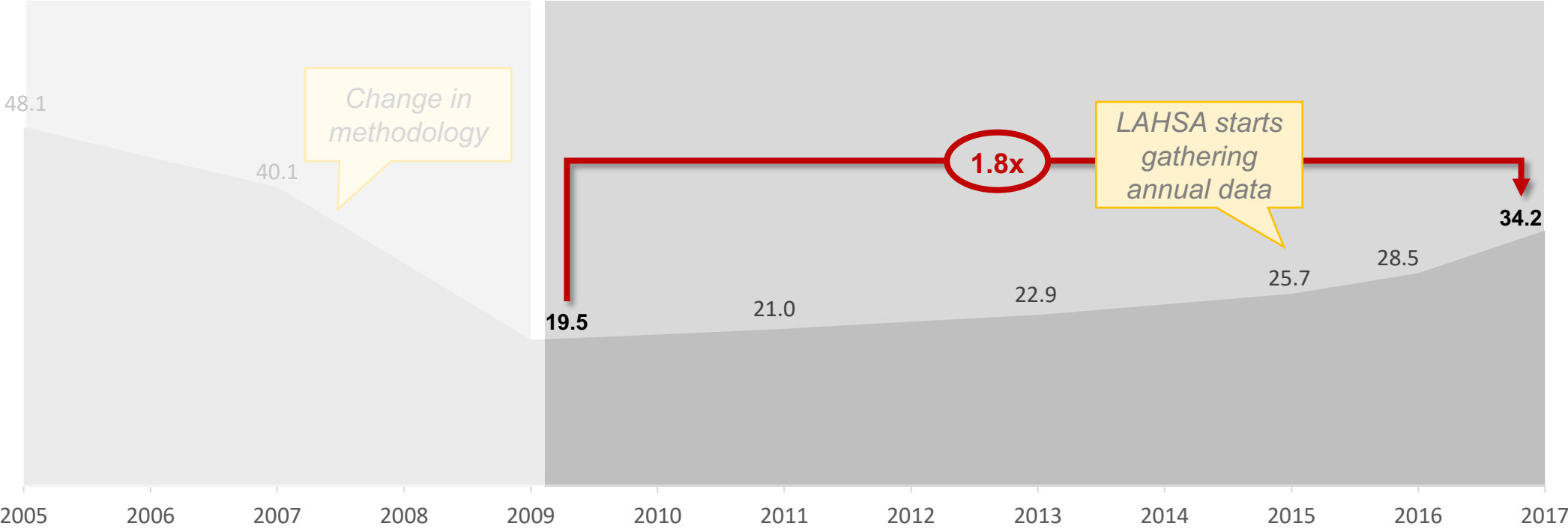
By council district; data from 2017



# Data confirms public's perception that homelessness is a growing concern

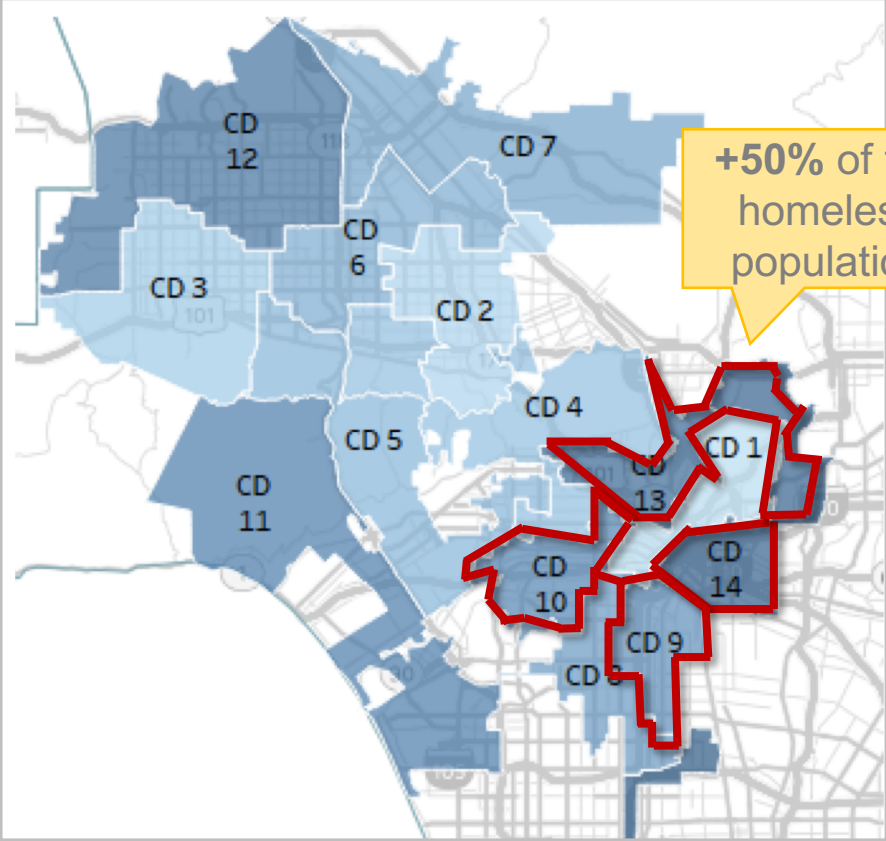
## Historical Data on Homeless Population in the City of Los Angeles

*In thousands*



# The following Council Districts have highest number of unsheltered homeless

City Council	# Homeless	Unsheltered (avg. 78%)	CAGR (avg. 17%)	Cum. Pop. %
14	<b>7,386</b>	57%	8%	22%
9	<b>3,843</b>	74%	27%	33%
13	<b>3,282</b>	72%	20%	42%
1	<b>2,958</b>	82%	23%	51%
11	2,741	90%	8%	59%
15	2,268	78%	21%	66%
8	2,178	63%	15%	72%
6	2,047	71%	16%	78%
10	1,508	88%	6%	83%
2	1,212	<b>98%</b>	<b>41%</b>	86%
7	1,198	83%	6%	90%
5	1,160	74%	15%	93%
12	879	61%	24%	96%
4	783	94%	12%	98%
3	746	92%	10%	100%



Source: Los Angeles Homeless Services Authority

# Agenda

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## 1 The Problem

1.1 Overview

1.2 Deep dive on subpopulations

## 2 Project – description and analysis

## 3 Other Recommendations

# Data shows that the following subpopulations are adversely affected



Domestic Violence  
Victims



Mental Illness



Substance Abuse



Race/Ethnicity



Age



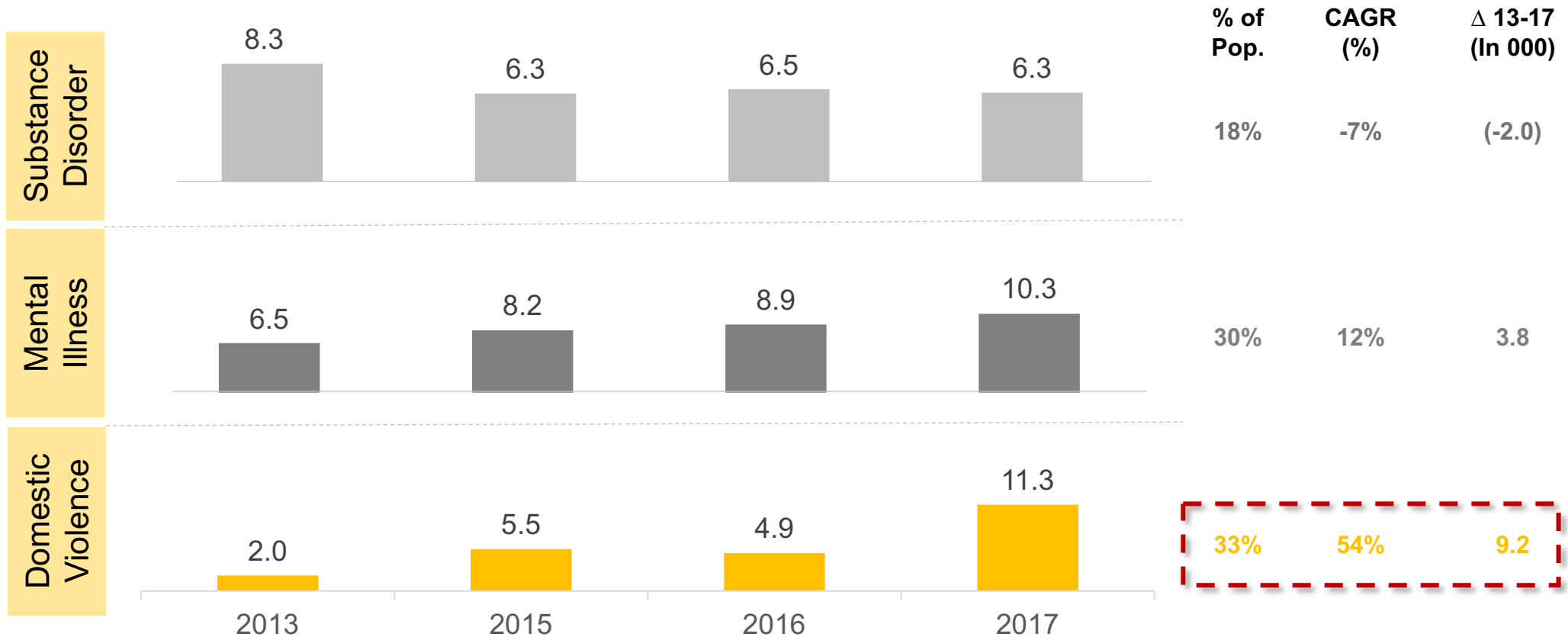
Gender

# Substance abuse disorder, mental illness, and domestic violence stand out; the most troubling is domestic violence



## Los Angeles Homeless Population by Key Subgroups

*In thousands; From 2013 to 2017*



# Key subgroups within homeless population



Domestic Violence  
Victims



Mental Illness

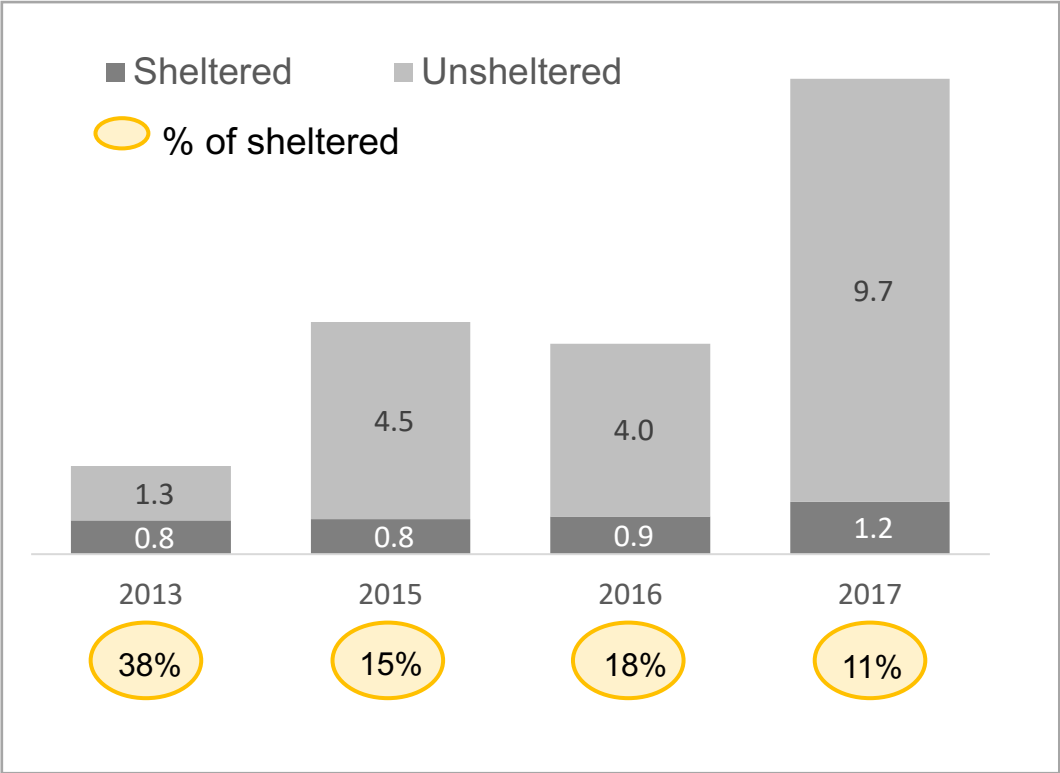


Substance Abuse

# From 2016 to 2017, the unsheltered population experiencing domestic violence increased by 2.4 times

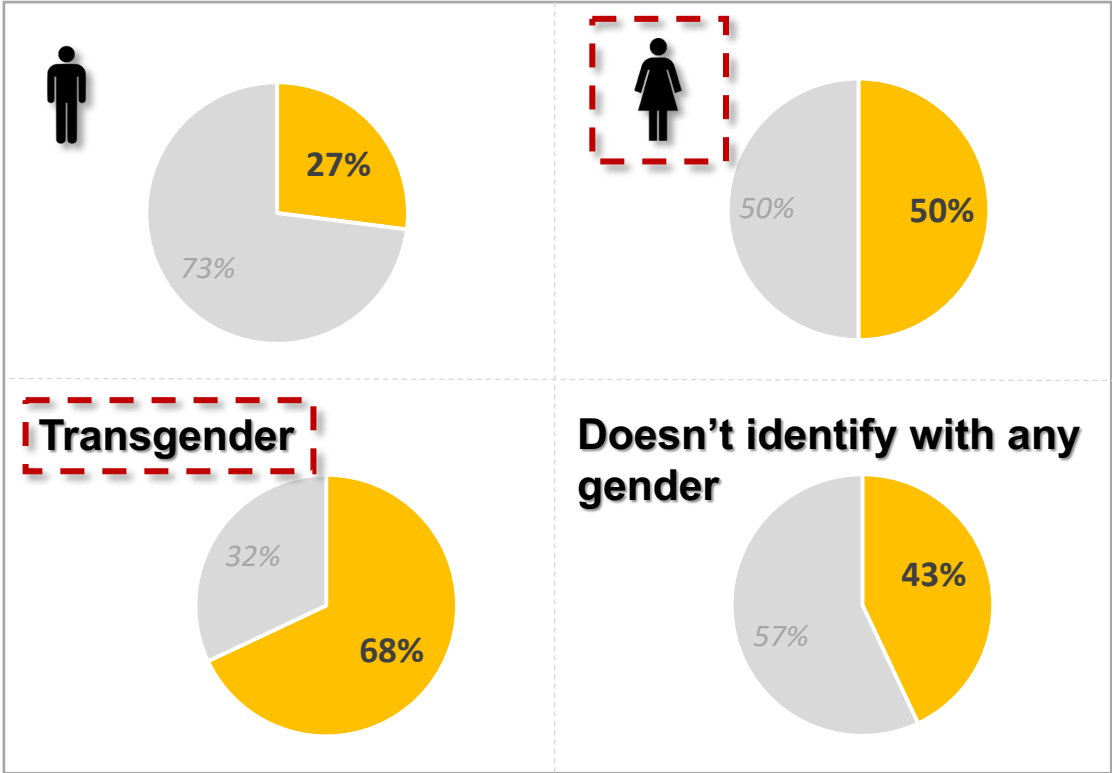
## Shelter status

*In 000 and %*



## Incidence of domestic violence

*% of total homeless, 2017*



# Key subgroups within homeless population



Domestic Violence  
Victims



Mental Illness

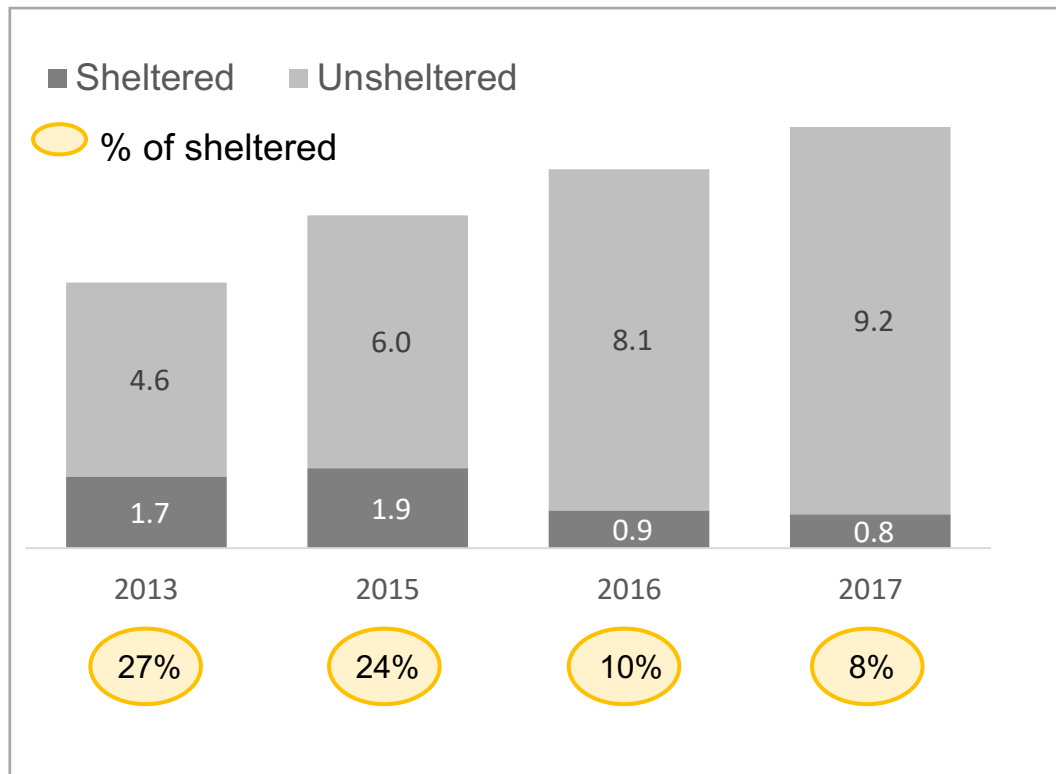


Substance Abuse

# Number of sheltered mentally ill homeless has decreased by almost 1,000

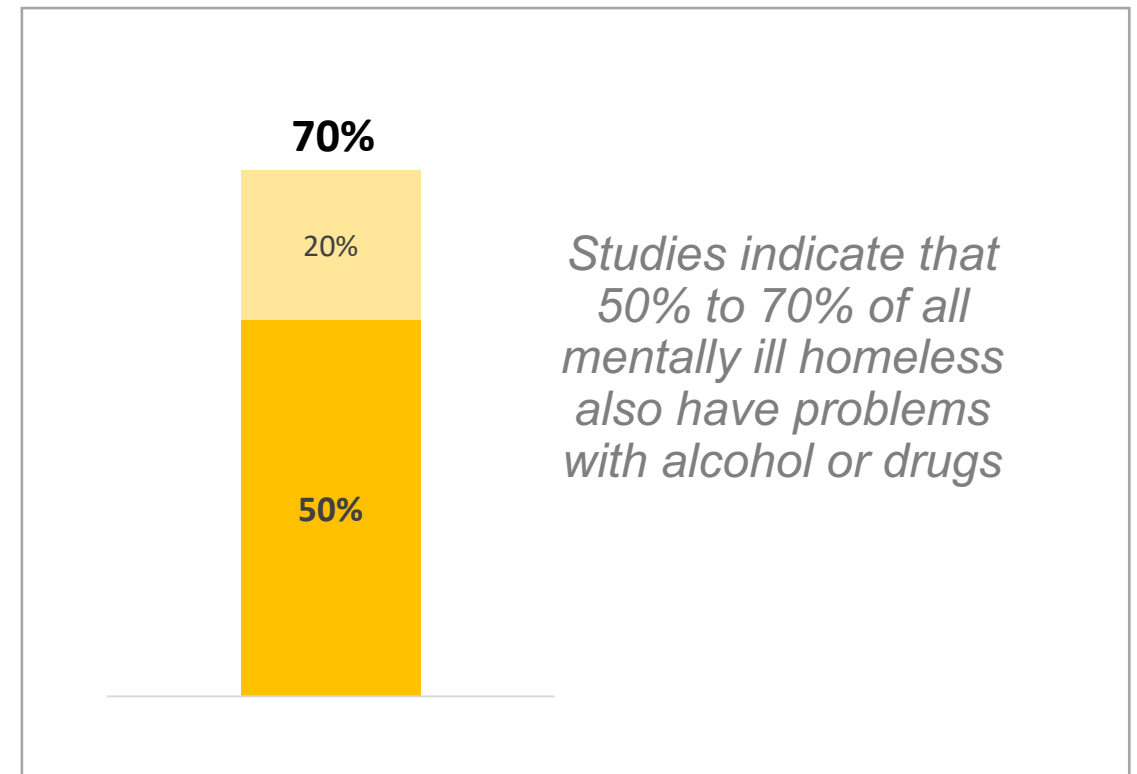
## Sheltered population

*In 000 and %*



## Incidence of alcohol and drug abuse

*% over total mentally ill homeless population*



# Key subgroups within homeless population



Domestic Violence  
Victims



Mental Illness

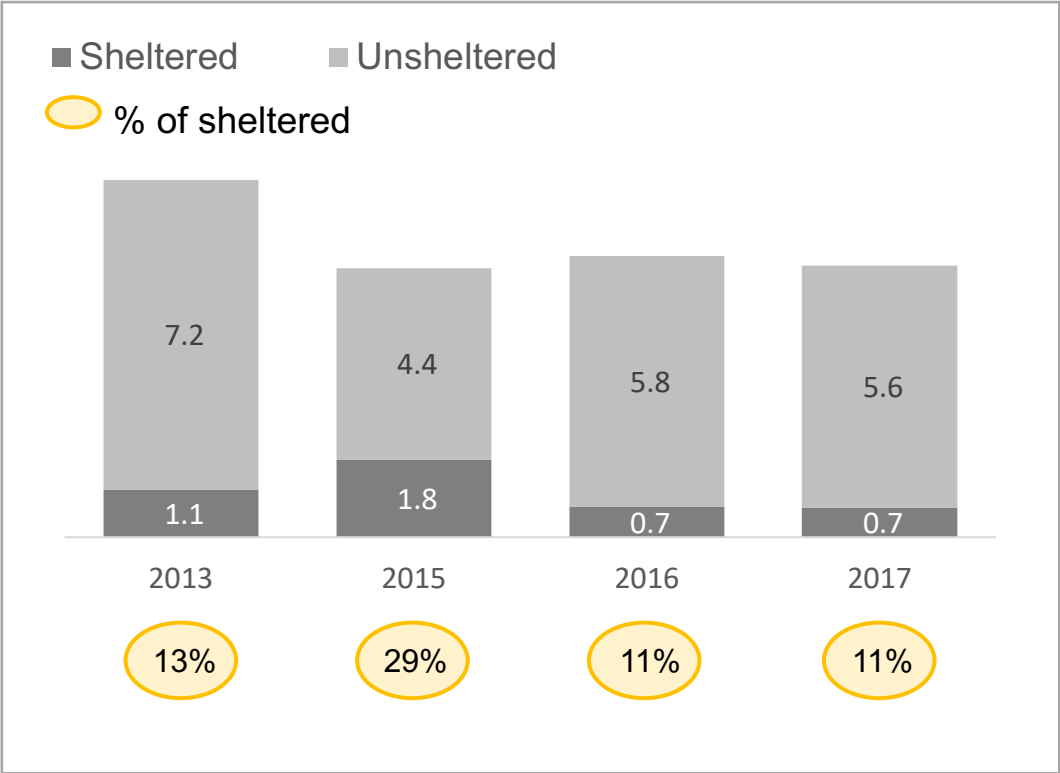


Substance Abuse

# While number of substance abuse homeless has decreased, % of sheltered remained stable

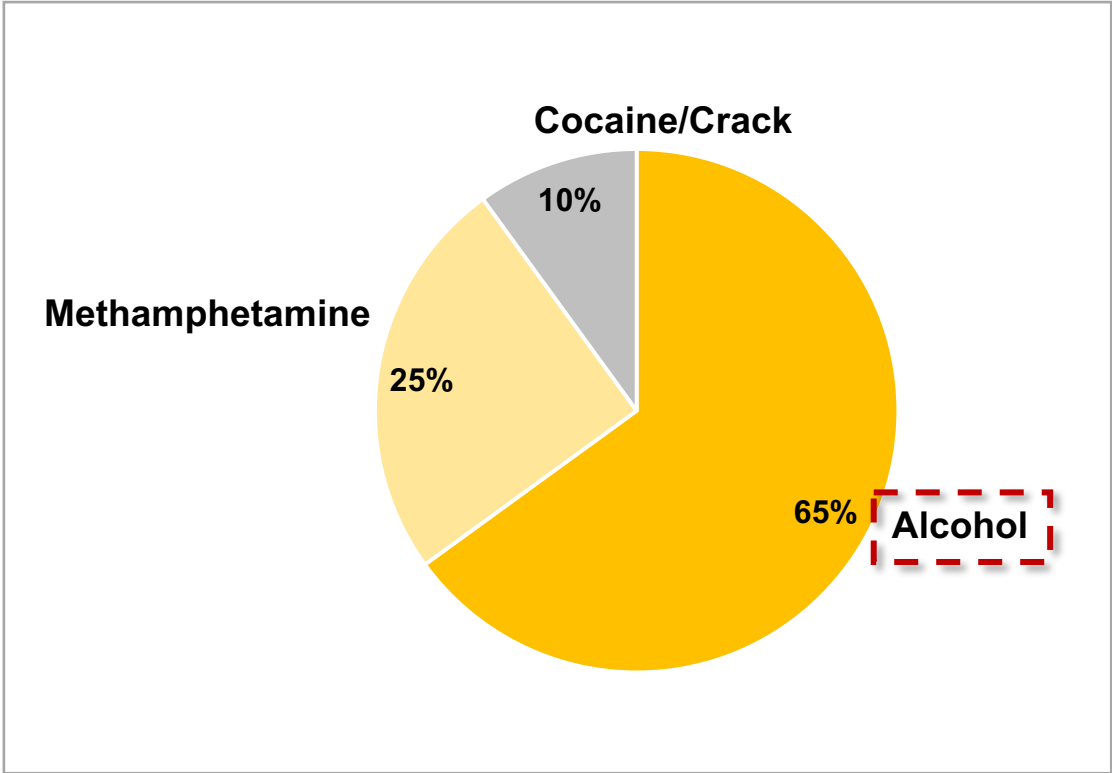
## Sheltered population

*In 000 and %*



## Breakdown of substance abuse homeless

*% of total*

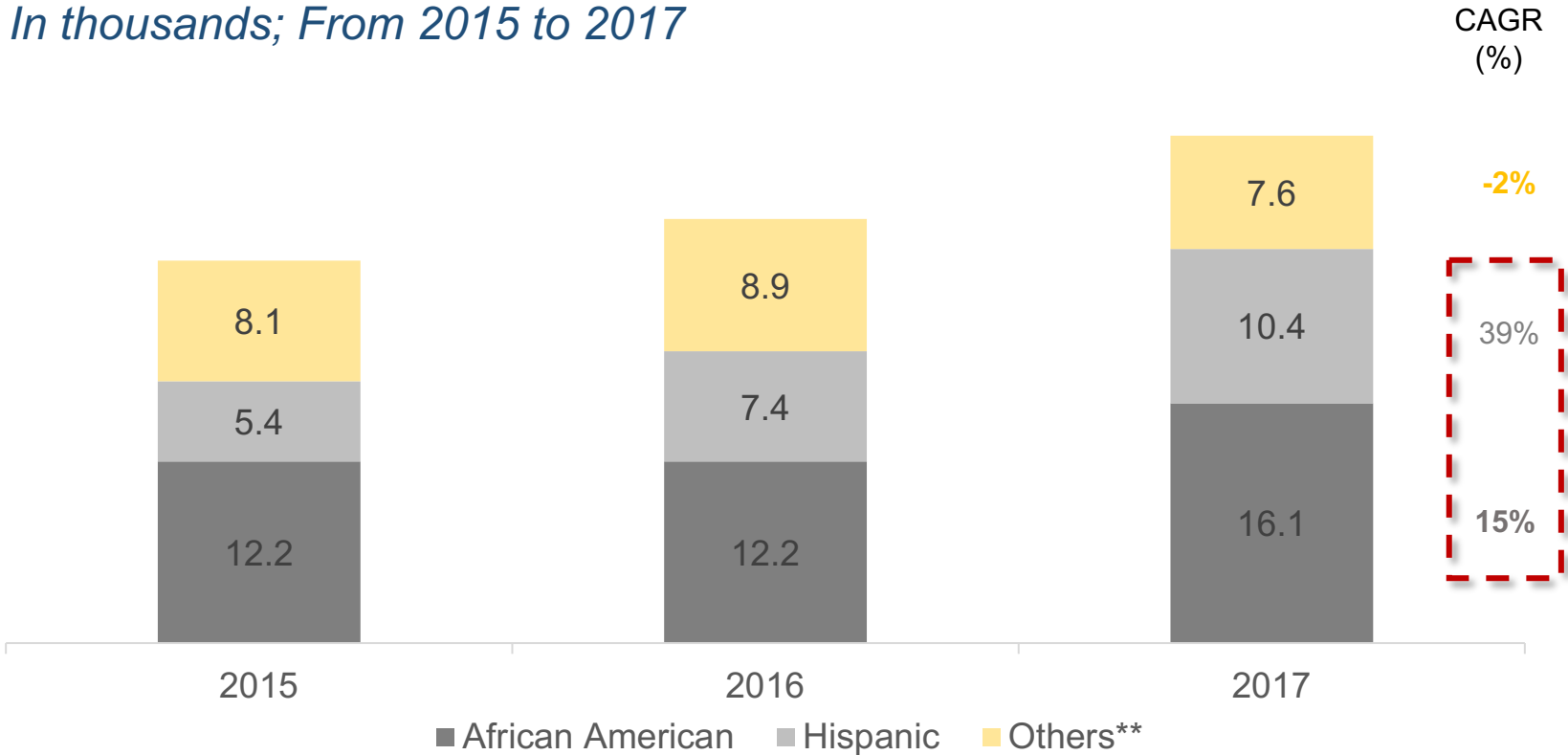


# Since 2015, Hispanic/Latino and Black/African American homeless population represent almost 80% of Los Angeles homeless population



## Los Angeles Homeless Population by Race

*In thousands; From 2015 to 2017*



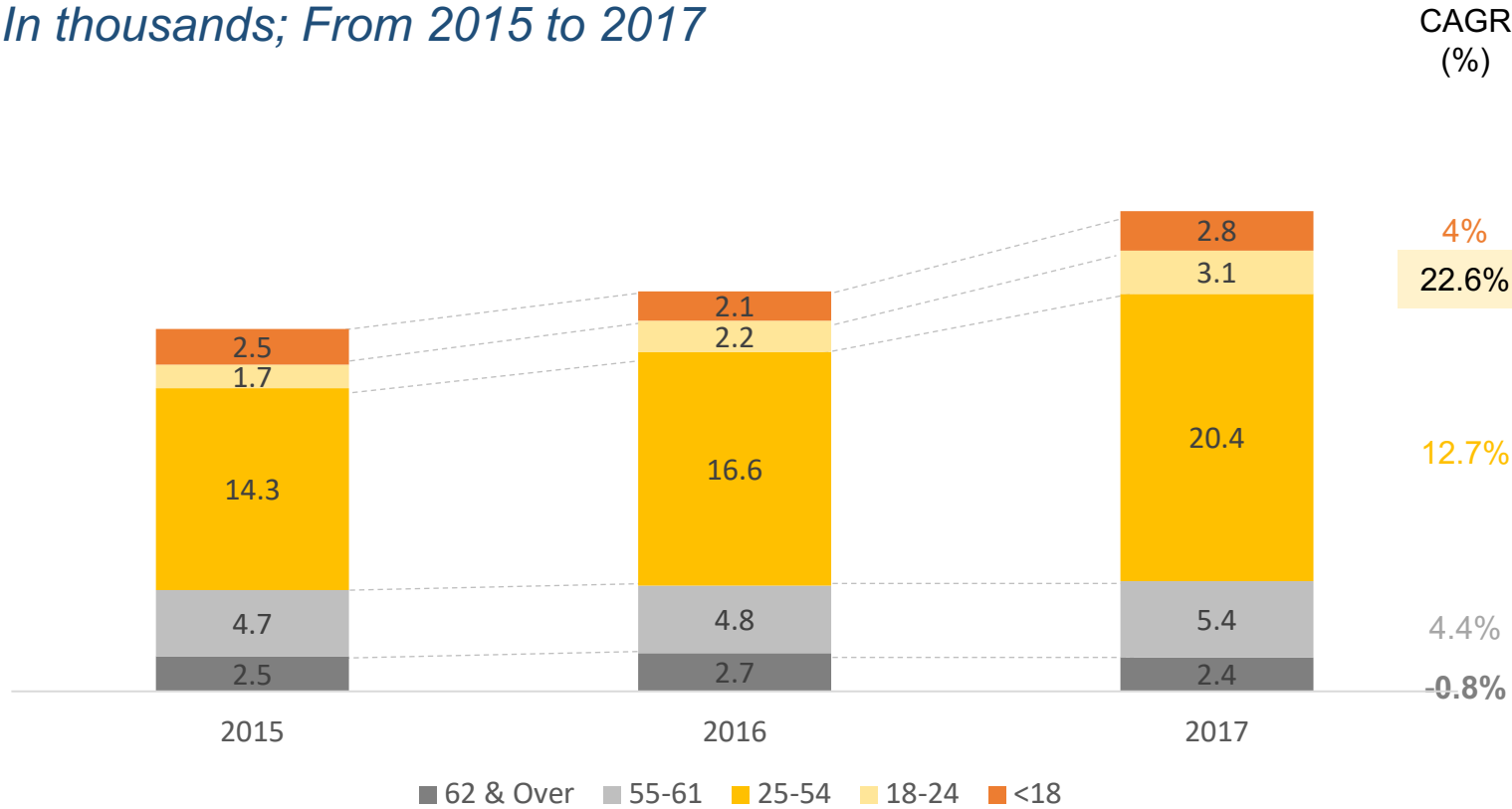
\*\* Includes Caucasian, Asian, Native American, and mixed race

# Transitional age youth (18-24) are experiencing above average growth



## Los Angeles Homeless Population by Age

*In thousands; From 2015 to 2017*



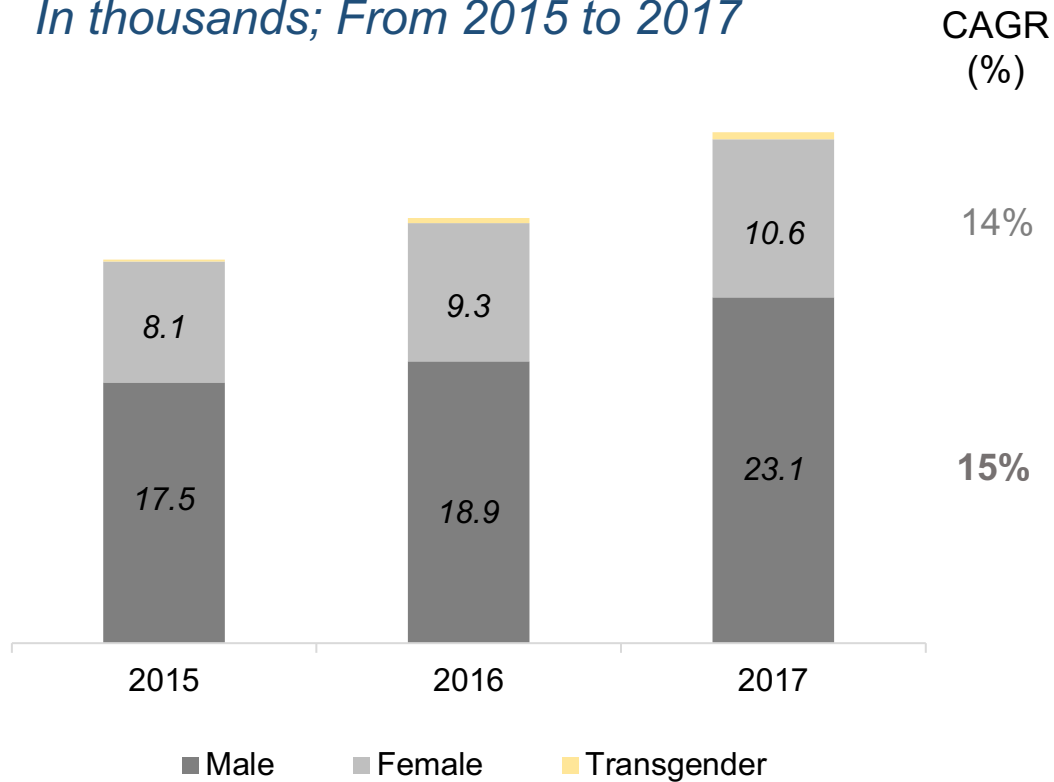
- **Breakdown by age** among Los Angeles homeless population has been **relatively stable** over the years
- Age group between **25 and 54 years** consistently represent **~60% of the total** population

# Female homeless are much more likely to receive shelter than males



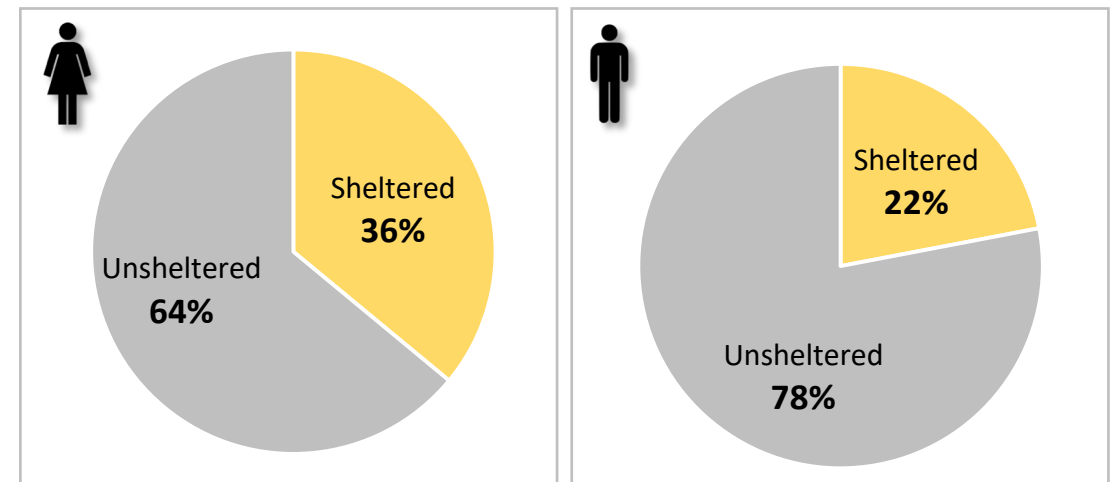
## LA Homeless Population by Gender

*In thousands; From 2015 to 2017*

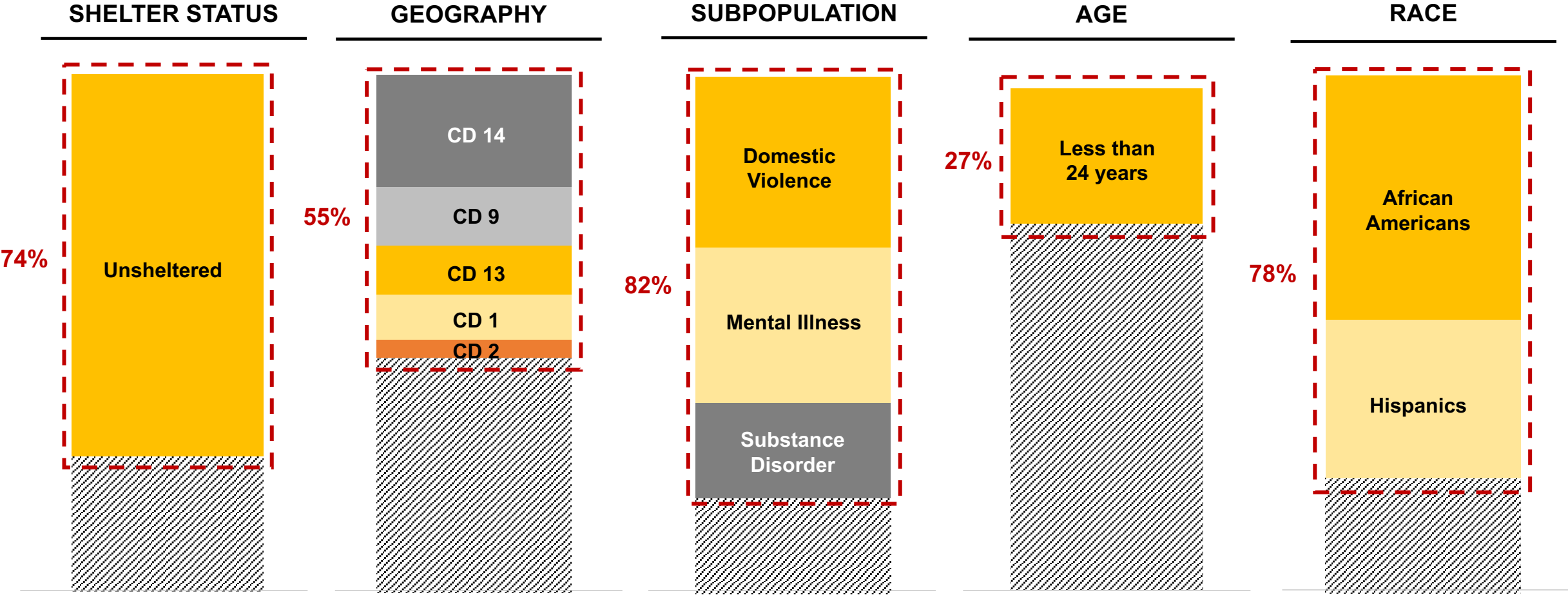


## Breakdown – sheltered vs. unsheltered

*Data from 2017*



# Some categories and geographies should be prioritized when designing a program to tackle homelessness



# Agenda

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1 The Problem

**2 Project – description and analysis**

3 Recommendations

# Lot 5 is designed to meet Los Angeles' objectives

## Overview

<b>Description</b>	Use of a parking lot in the area to set up temporary shelters/trailers for the homeless population
<b>Location</b>	District 14. Alameda Street. City-owned land.
<b>Focus</b>	Homeless for 5-10 years or longer. High incidence of drug abuse (heroin).
<b>Intended Size</b>	Pilot: 60 people (3 trailers; 20 beds per trailer)
<b>Services</b>	Case management, secured grounds, clinical oversight, meals, storage.
<b>Status</b>	Pilot project underway. Projected July 2018 completion.

## Location



# Agenda

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- 1 The Problem
- 2 Project – description and analysis**

## 2.1 Addressing goals

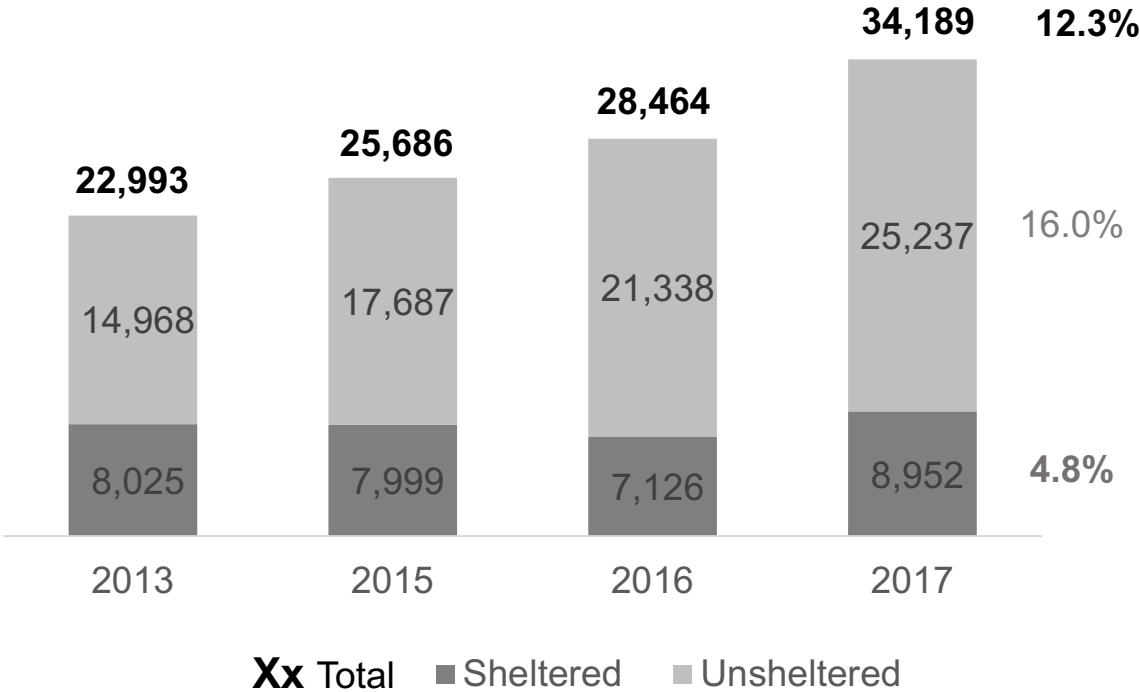
2.2 Determining where and how to expand Lot 5

2.3 Considering program gaps and challenges

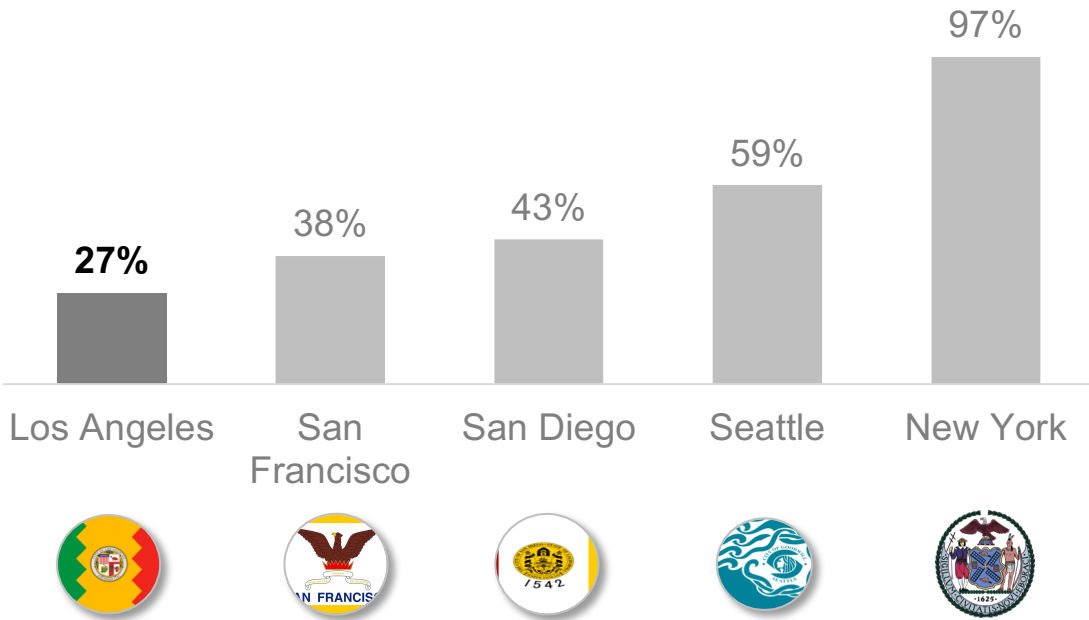
- 3 Recommendations**

# Is Lot 5 focusing on the right segments of the homeless population?

**Sheltered vs. Unsheltered Homeless**  
*Los Angeles*



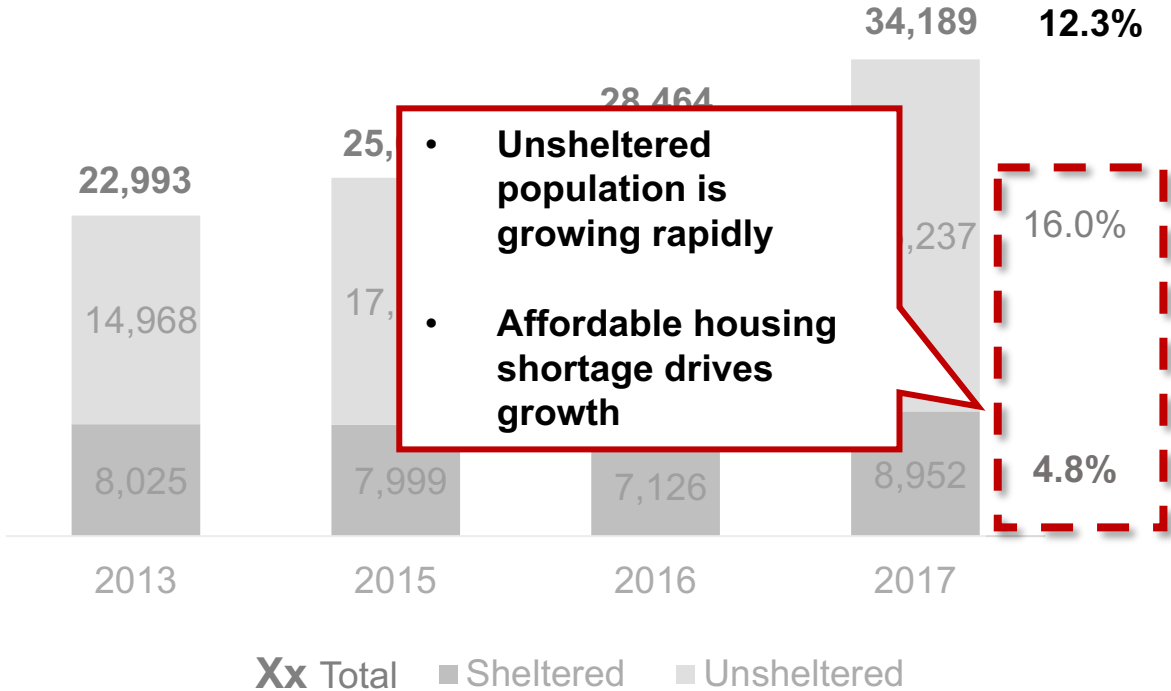
**% of Sheltered Homeless**  
*Los Angeles vs. other cities*



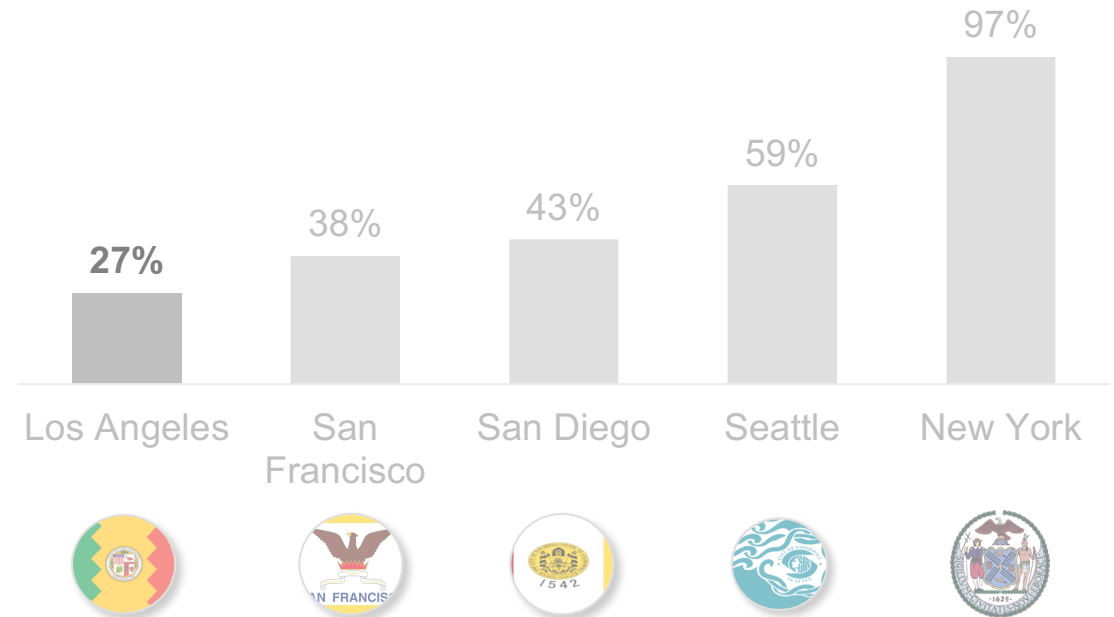
Sources: Los Angeles Times; U.S. Department of Housing and Urban Development

# Is Lot 5 focusing on the right segments of the homeless population?

Sheltered vs. Unsheltered Homeless  
*Los Angeles*

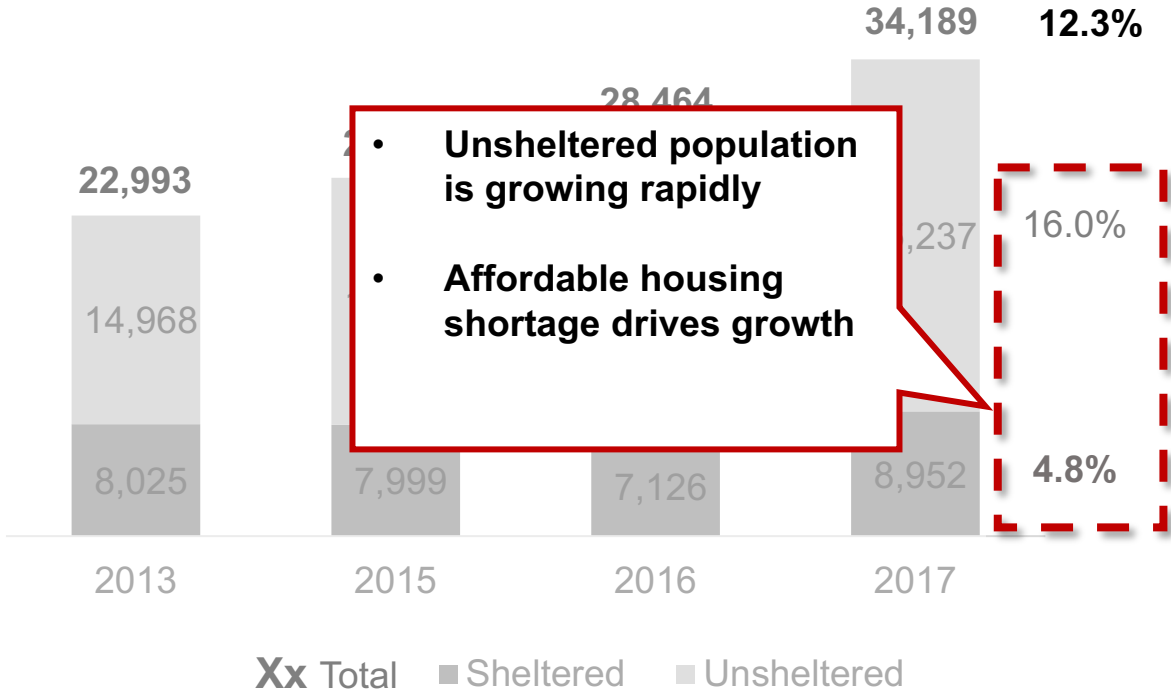


% of Sheltered Homeless  
*Los Angeles vs. other cities*

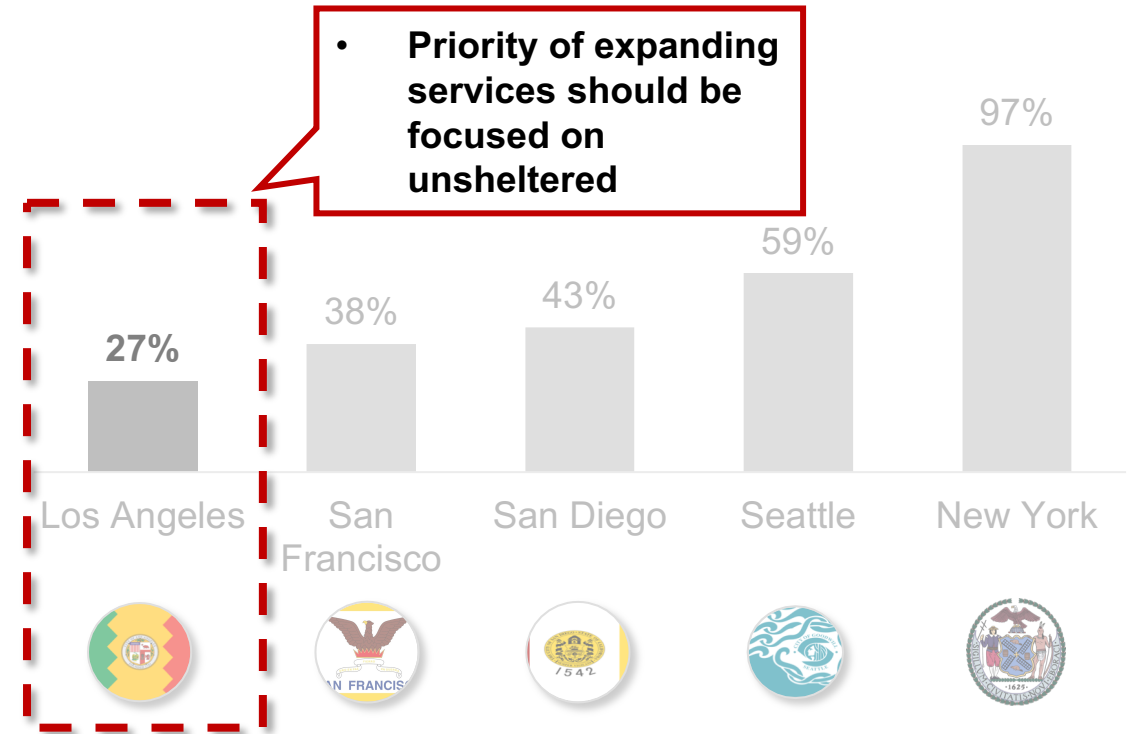


# Is Lot 5 focusing on the right segments of the homeless population?

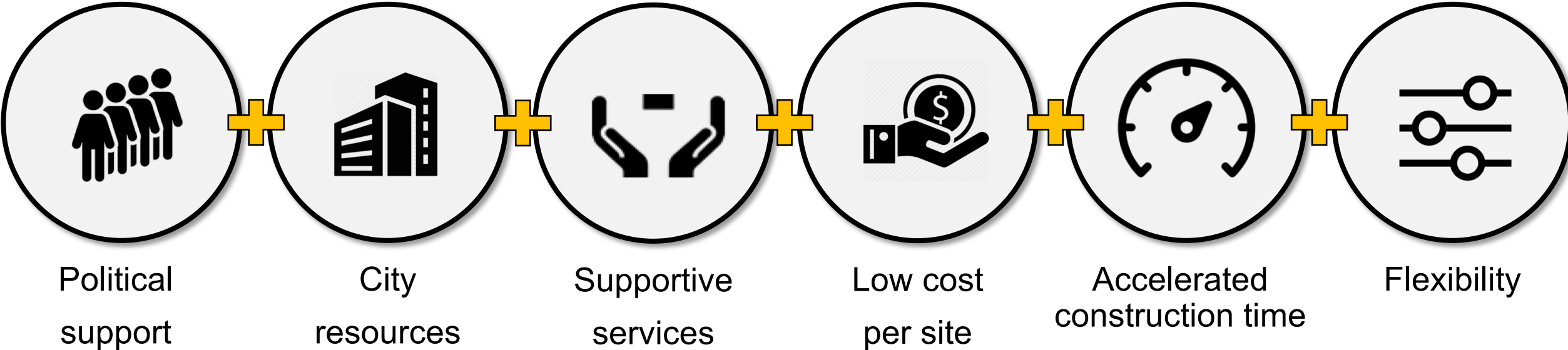
Sheltered vs. Unsheltered Homeless  
Los Angeles



% of Sheltered Homeless  
Los Angeles vs. other cities



# Lot 5 offers a compelling model for the city



# Agenda

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- 1 The Problem
- 2 Project – description and analysis**

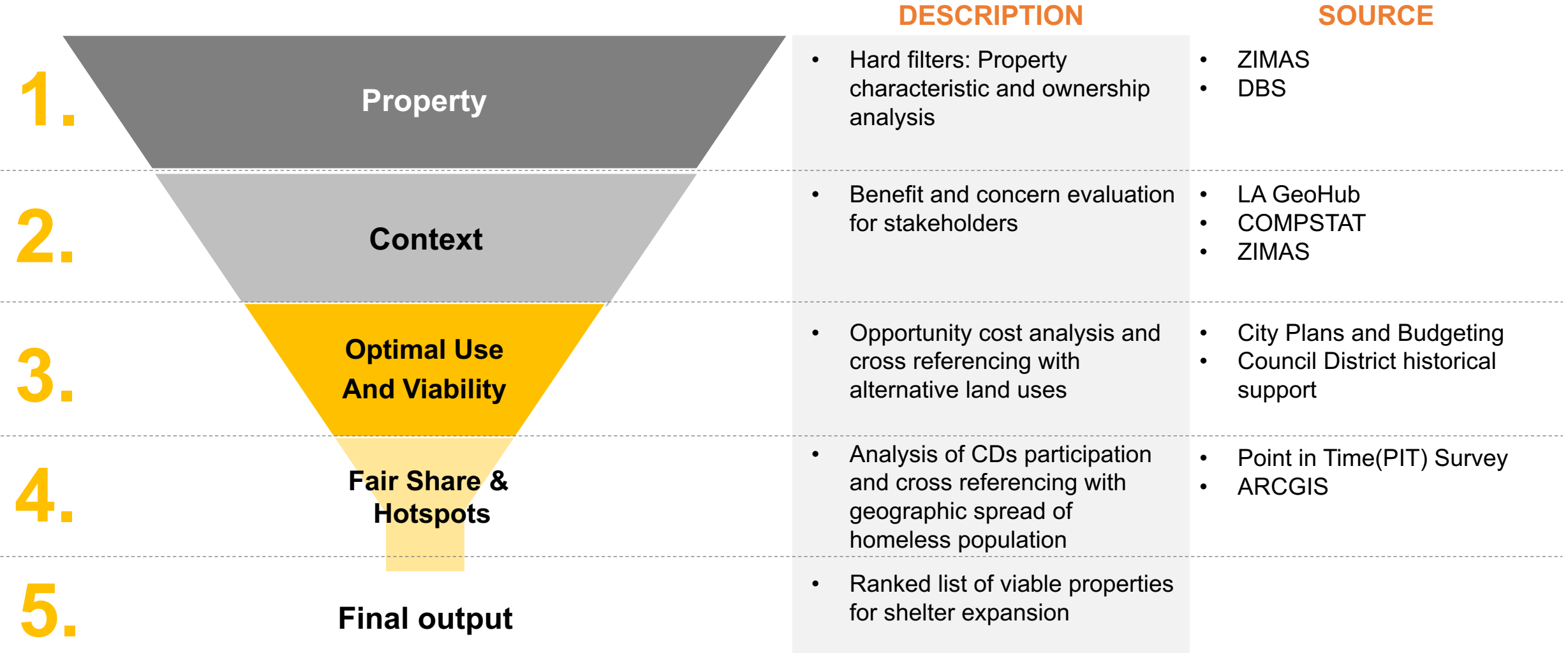
2.1 Addressing goals

**2.2 Determining where and how to expand Lot 5**

2.3 Considering program gaps and challenges

- 3 Recommendations**

# To help Los Angeles determine where and how to expand Lot 5, we have developed a process to filter potential expansion sites



# Algorithm Step-by-Step (1/2)

## STEP 0

- Select a property

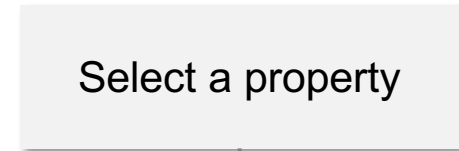
## STEP 1

- Evaluate property against all **Property** criteria
- If property answers NO to any of **Property** questions, evaluation process ends for property
- If property answers YES to all **Property** questions, the evaluation moves forward to **Context** criteria

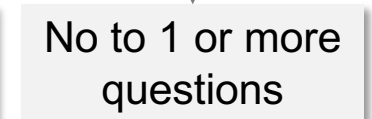
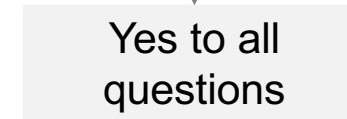
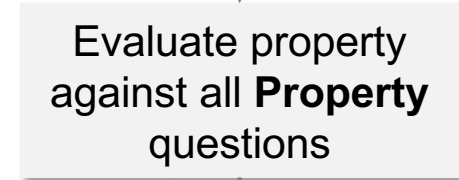
## STEP 2

- Evaluate property against all **Context** criteria
- Every “YES” answer in the Context section is a point. The total number of points a property receives will rank it on the final property list. The more “yes” answers obtained, the higher ranked the property will be.
- Evaluation moves forward to **Optimal Use and Viability** criteria

0.

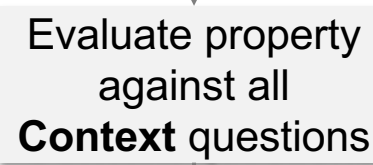


1.



*Select a new property*

2.



# Algorithm Step-by-Step (2/2)

## STEP 3

- In **Optimal Use and Viability** criteria, properties will be evaluated in regards to the opportunity cost of using property as shelter as well as evaluating alternative land uses

## STEP 4

- In **Fair Share and Hotspot** criteria, property list will be optimized to include all council districts. Any unrepresented CD should have its 3 highest ranked sites (per non-represented CD) manually added to property list
- All properties located in a hotspot will gain extra point to improve their positioning on property list

## STEP 5

- Final output will be a ranked property list starting with properties with the most points; therefore, meeting most characteristics relevant to becoming a shelter

3.

Evaluate property against **Optimal Use and Viability** questions

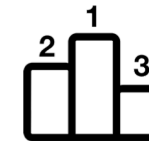
*All properties*

4.

Evaluate properties against **Fair Share and Hotspot** questions

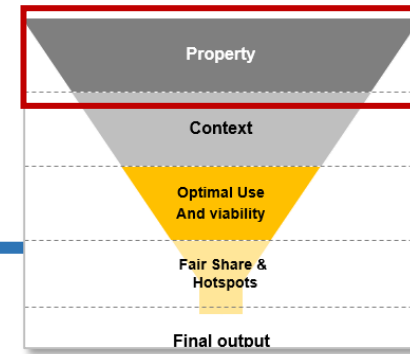
*Ranking*

5.



*Steps 4 & 5 require the chosen property to be evaluated against all other properties that have made it through Steps 1-3*

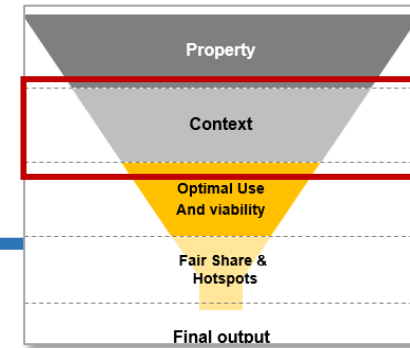
# Algorithm: *Property* (1/4)



All "Property" criteria are hard filters. All properties must have YES response to all of the following criteria.

	CRITERIA	EXPLANATION
1.1	Is this land city owned?	Should seek properties owned by the City of Los Angeles
1.2	Is this an empty lot, or is the existing infrastructure easily removed?	Should seek properties on vacant land or with easily removable infrastructure <ul style="list-style-type: none"> <li>• Example: parking lot, storage site</li> </ul>
1.3	Are there no material regulatory impediments?	Should seek properties without regulatory restrictions to building site <ul style="list-style-type: none"> <li>• Example: historical preservation</li> </ul>
1.4	Is the size appropriate?	Should seek properties with a sufficient amount of land space to hold shelter <ul style="list-style-type: none"> <li>• Example: LA's Chief Administrative Office recommends 4,500 square feet</li> </ul>
1.5	Is there suitable infrastructure or placement of infrastructure non-consuming?	Should seek properties with capacity for required utility systems <ul style="list-style-type: none"> <li>• Example: power lines, sewage system</li> </ul>
1.6	Are the conditions of the site appropriate?	Should seek properties with low environmental risk <ul style="list-style-type: none"> <li>• Example: flood zones, seismic hazards, fire hazard severity zones</li> </ul>
1.7	Is property void of nuisances?	Should seek properties with no unusual levels of distracting factors <ul style="list-style-type: none"> <li>• Examples: noise, odors</li> </ul>

# Algorithm: Context A (2/4)



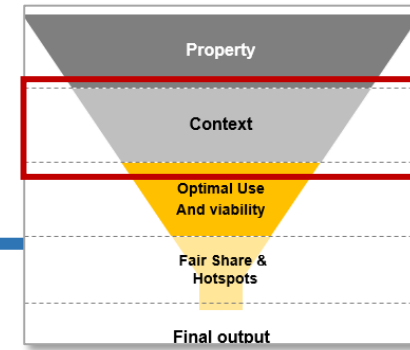
All “Context” criteria are soft filters that do not require a set number of YES responses.

## CRITERIA

## EXPLANATION

	CRITERIA	EXPLANATION
2.1	Is this site readily accessible?	Should seek properties that are easily accessible to population served <ul style="list-style-type: none"> <li>• Examples: public transportation, pedestrian friendly, ADA compliant entry</li> </ul>
2.2	Is this site close to other social services?	Should seek properties that are in close proximity to needed services <ul style="list-style-type: none"> <li>• Examples: food banks, clinics, job training centers, K-12 schools</li> </ul>
2.3	Is this site in a low crime area?	Should seek properties in areas that do not have compromising safety issues <ul style="list-style-type: none"> <li>• Examples: low crime, pedestrian safe</li> </ul>

# Algorithm: Context B (2/4)



All “Context” criteria are soft filters that do not require a set number of YES responses.

## CRITERIA

## EXPLANATION

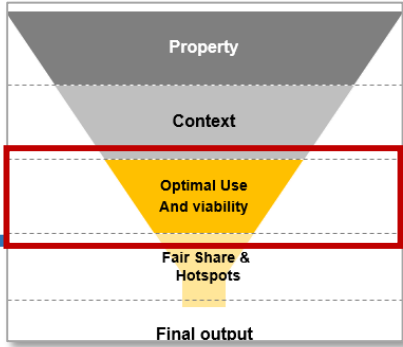
2.4

Are there no sensitive facilities in close proximity to the location that may create community issues?

Adjacencies to sensitive facilities that may create community concerns

- Example: daycare, preschools

# Algorithm: *Optimal Use and Viability* (3/4)



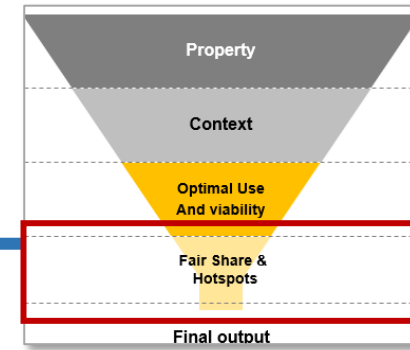
All “Optimal Use and Viability” criteria are soft filters that do not require a set number of YES responses.

### CRITERIA

### EXPLANATION

	CRITERIA	EXPLANATION
3.1	Is the site not being considered for another high priority use?	Should seek properties that are not being considered by City for another high priority
3.2	Is there political support?	Should seek properties with relatively lower opposition from elected officials and other local stakeholders

# Algorithm: Fair Share & Hotspots (4/4)



For Criteria 4.1 only, the selected property is evaluated against other properties that made it through Criteria 1-3 in order to determine shortlist. If property is highly ranked, property continues to Criteria 4.2.

## CRITERIA

## EXPLANATION

	CRITERIA	EXPLANATION
4.1	Are shortlisted properties distributed fairly among CDs?	Should seek properties that are high scored based on questions 1.1 to 2.5 to compile shortlist <ul style="list-style-type: none"> <li>If a CD is not represented in shortlist, top ranked sites per non-represented CD is manually added to shortlist</li> </ul>
4.2	Is the property in a hotspot?	Should prioritize properties identified in hotspot analysis

# Case Study: 8437 S Broadway

## The Site



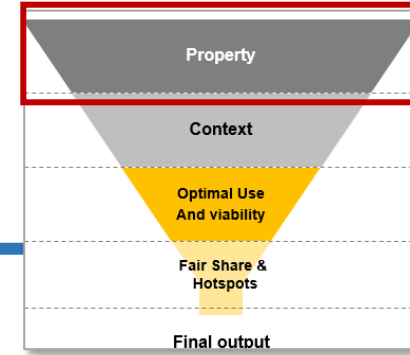
## Description

Council District 9

Owned by Department of Transportation

Total lot size of 1,960 square feet

# Case Study: 8437 S Broadway

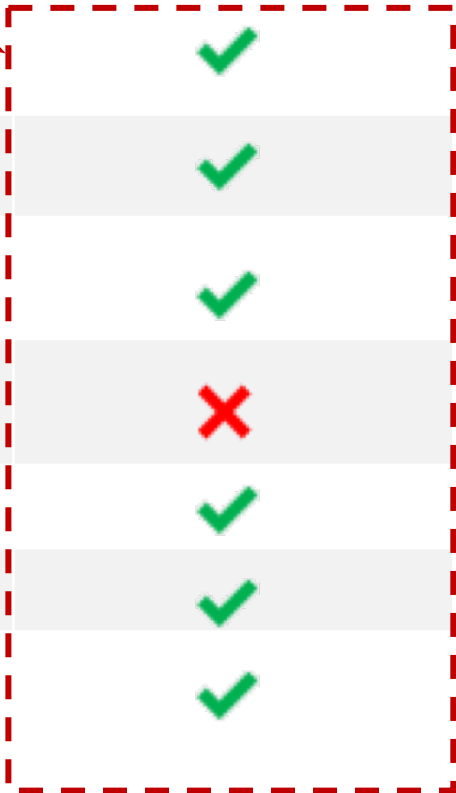


## CRITERIA

PROPERTY

- 1.1 Is this land city owned?
- 1.2 Is this an empty lot, or is the existing infrastructure easily removed?
- 1.3 Are there no material regulatory impediments?
- 1.4 Is the size appropriate?
- 1.5 Is there suitable infrastructure or placement of infrastructure non-consuming?
- 1.6 Are the conditions of the site appropriate?
- 1.7 Is property void of nuisances?

All veto questions



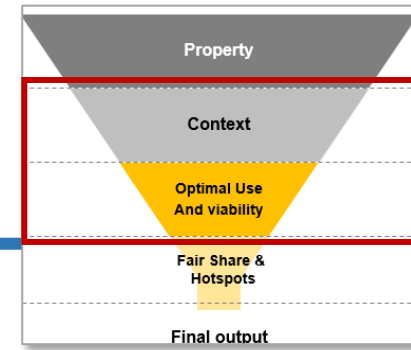
< 4,500 sqft<sup>1</sup>



**Note:** At this point, the property indicates one NO under the hard filter which prevents the property from moving forward to the Context criteria. However, for the purpose of this case study, we have evaluated the property across all algorithm questions.

<sup>1</sup>Per Chief Administrative Office suggestion

# Case Study: 8437 S Broadway



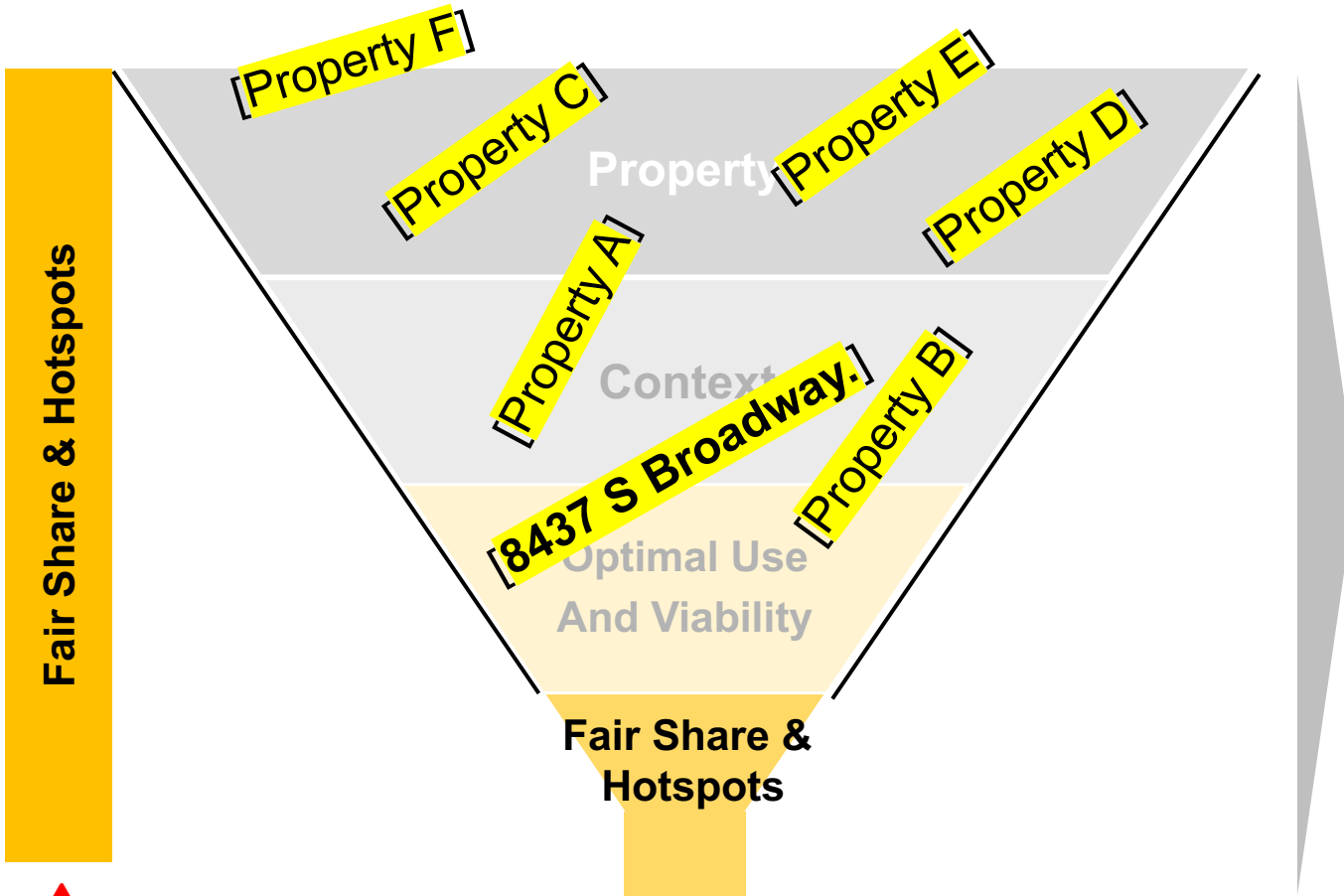
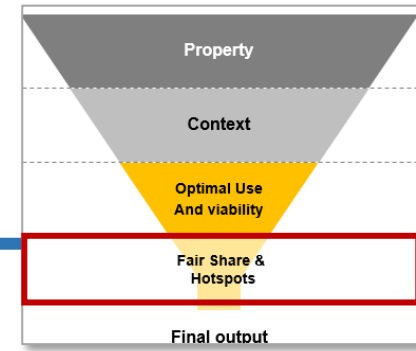
## CRITERIA

CONTEXT	2.1	Is this site readily accessible?	✓
	2.2	Is this site close to other social services?	✓
	2.3	Is this site in a low crime area?	✗
	2.4	Are there no sensitive facilities in close proximity to the location that may create community issues?	✓
OPTIMAL USE	3.1	Is the site not being considered for another high priority use?	[✗ / ✓]*
	3.2	Is there political support?	[✗ / ✓]*

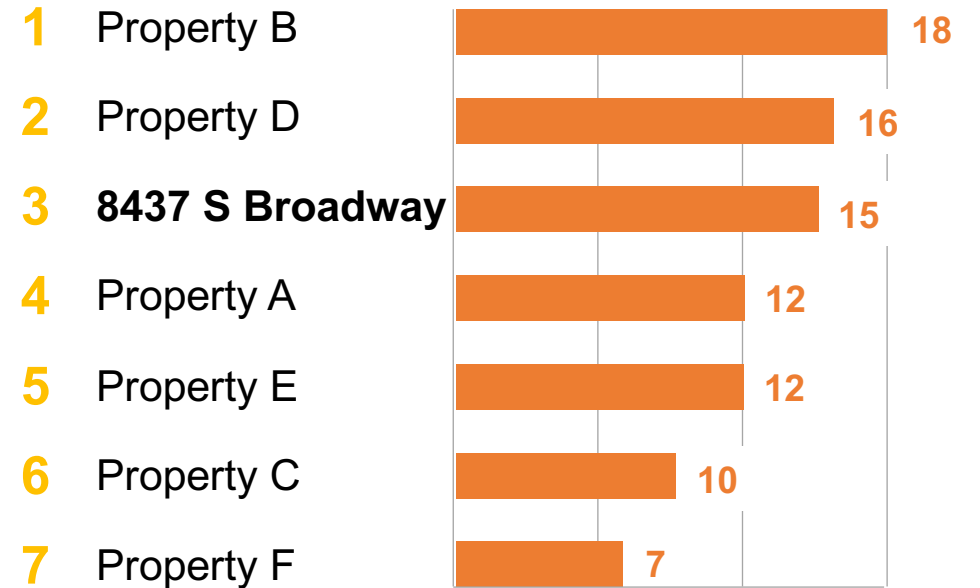
Top 15 neighborhoods for violent crimes

[✗ / ✓]\* Requires additional qualitative review

# Case Study: 8437 S Broadway



Selected property is now ranked against total evaluated properties for placement on shortlist  
If shortlisted, proceed to criteria 4.2



 **Note:** The scores used in this slide are purely for explanatory purposes

# Agenda

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- 1 The Problem
- 2 Project – description and analysis**

2.1 Addressing goals

2.2 Determining where and how to expand Lot 5

**2.3 Considering program gaps and challenges**

- 3 Recommendations**

# As Lot 5 is expanded, it is important to ensure that it addresses certain potential challenges relating to homeless population

## Key Challenges

1. Certain populations have specific needs and require more tailored solutions
2. There are certain needs across all populations that could be effectively addressed
3. The program presents costs and scalability challenges
4. The program still leaves the underlying root causes largely unaddressed

# Considering program gaps and challenges



Specific needs of subpopulations

Costs

Scalability

Short-term solution

# Domestic Violence



## SPECIFIC GROUP NEEDS

Most unsheltered victims and survivors of domestic violence are **women** or **transgender** individuals, many of whom have **young children** or other family members.

Sensitivities necessitate individualized care, such as **trauma** and **psychological services**, and **secure** and **safer** areas.

To prevent misgendering and retraumatizing, this subpopulation requires **better-trained staff**.

## SELECTED RECOMMENDATIONS

- |   |  |          |
|---|--|----------|
| 1 | Shelters devoted solely to DV population or women (similar to women's only trailer at Lot 5) | Shelter  |
| 2 | High-security, safe spaces   |          |
| 3 | Specialized training for staff and workers   |          |
| 4 | No time limit  | Services |
| 5 | Childcare services for those with younger children   |          |
| 6 | Case-management on-site  |          |
| 7 | Proximity to other services  |          |

**TO BE DETAILED  
IN THE NEXT SECTION**

# Mental Illness



## SPECIFIC GROUP NEEDS

This segment of the unsheltered population requires **access to medication** and **long-term treatments**.

When entering population into the CES, **initial diagnoses** need to be more **comprehensive**.

In order to combat potential violence issues, it is essential there are **safety measures** at shelters.

## SELECTED RECOMMENDATIONS

- |   |                                      |          |
|---|--------------------------------------|----------|
| 1 | Heightened security                  | Shelter  |
| 2 | Access to medication                 | Services |
| 3 | Medical clinic site visits           |          |
| 4 | Counseling services provided on-site |          |
- TO BE DETAILED  
IN THE NEXT SECTION**

# Substance Abuse



## SPECIFIC GROUP NEEDS

Much like the other subpopulations, those with symptoms of substance abuse require **secure areas**, access to **medical services**, and particularly, **short- and long-term treatment**.

## SELECTED RECOMMENDATIONS

- |   |  |          |
|---|--|----------|
| 1 | Areas away from where there is high access to inhibitors and night-life, where there is likely to be more substances | Shelter  |
| 2 | No sobriety shelter<br><b>TO BE DETAILED IN THE NEXT SECTION</b>   |          |
| 3 | Amnesty boxes on-site (as proposed for Lot 5)  | Services |
| 4 | Support groups and systems   |          |

# Undocumented Immigrants



## SPECIFIC GROUP NEEDS

Another subpopulation potentially affected are undocumented immigrants, many of whom fear their **status** may be **revealed** if they seek services or temporary shelters.

## SELECTED RECOMMENDATIONS

- |   |   |          |
|---|---|----------|
| 1 | Connect subpopulation with legal and immigration centers      | Shelter  |
| 2 | Bilingual case workers on-site                                | Services |
| 3 | Evaluate what documentation is necessary in homeless shelters |          |

**TO BE DETAILED  
IN THE NEXT SECTION**

# Transitional Age Youth (TAY)



## SPECIFIC GROUP NEEDS

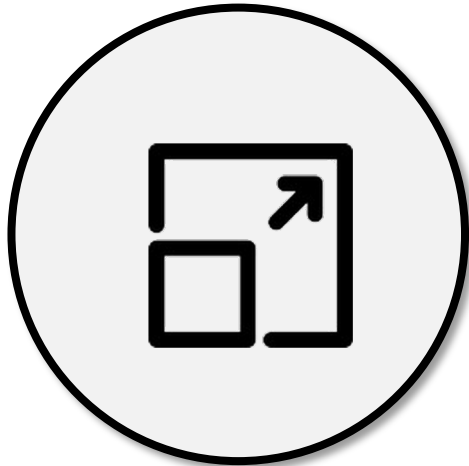
Transitional Age Youth (TAY) lack occupational and life skills but are more likely to **adapt, learn, and transition more easily** than other subpopulations. Thus, TAY need **education and employment** services.

Many TAY **feel uncomfortable** staying at regular shelters and prefer to be with other youth.

## SELECTED RECOMMENDATIONS

- |   |   |                         |
|---|---|-------------------------|
| 1 | TAY-only shelters                                 | Shelter Characteristics |
| 2 | Areas close to community colleges, universities   |                         |
| 3 | Youth and community environment                   |                         |
| 4 | Career services and job training provided on-site | Services                |
- TO BE DETAILED IN THE NEXT SECTION**

# Considering program gaps and challenges



Specific needs of subpopulations

Costs

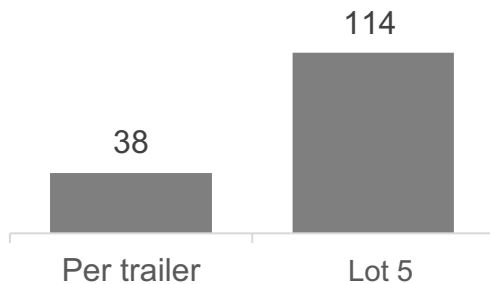
Scalability

Short-term solution

# Estimated cost per person of Lot 5 is very high both in the short and long term

## Capital Expenditures

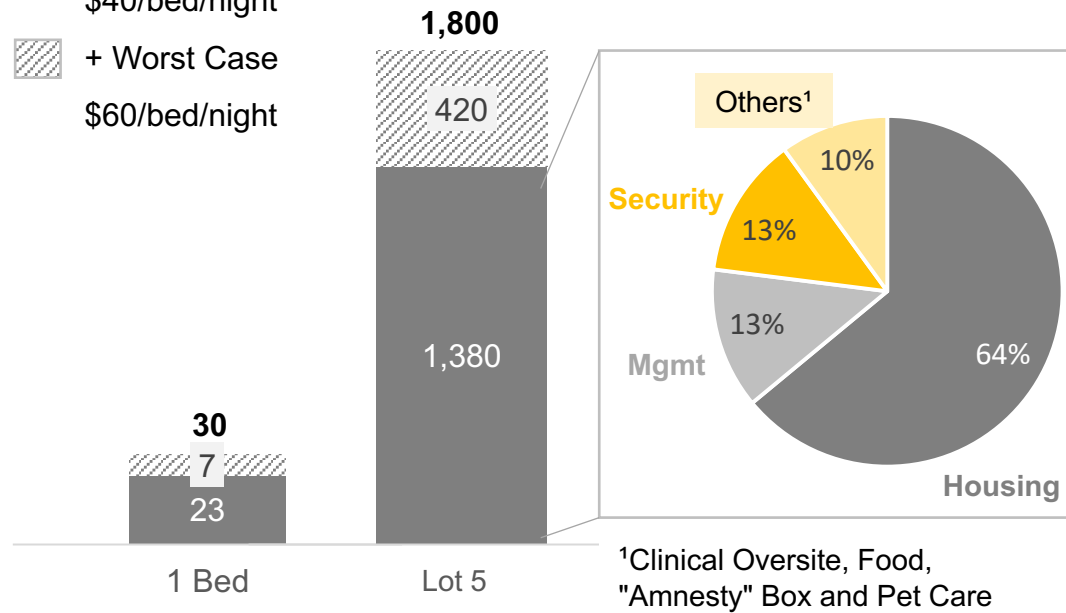
In US\$ 000



## Operational Expenditures

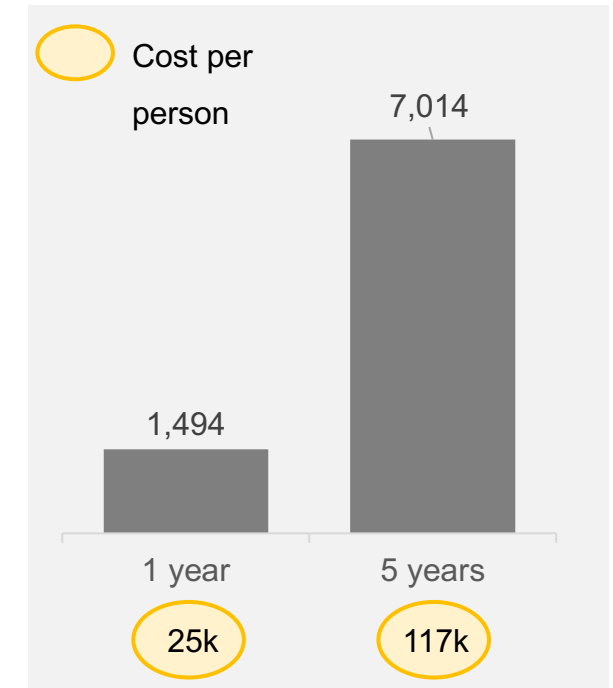
In US\$ 000; per year

- Base Case  
\$40/bed/night
- ▨ + Worst Case  
\$60/bed/night



## Lot 5 Total Cost




In US\$ 000



# If scaled up, Lot 5 project would consume a vast amount of resources from the city

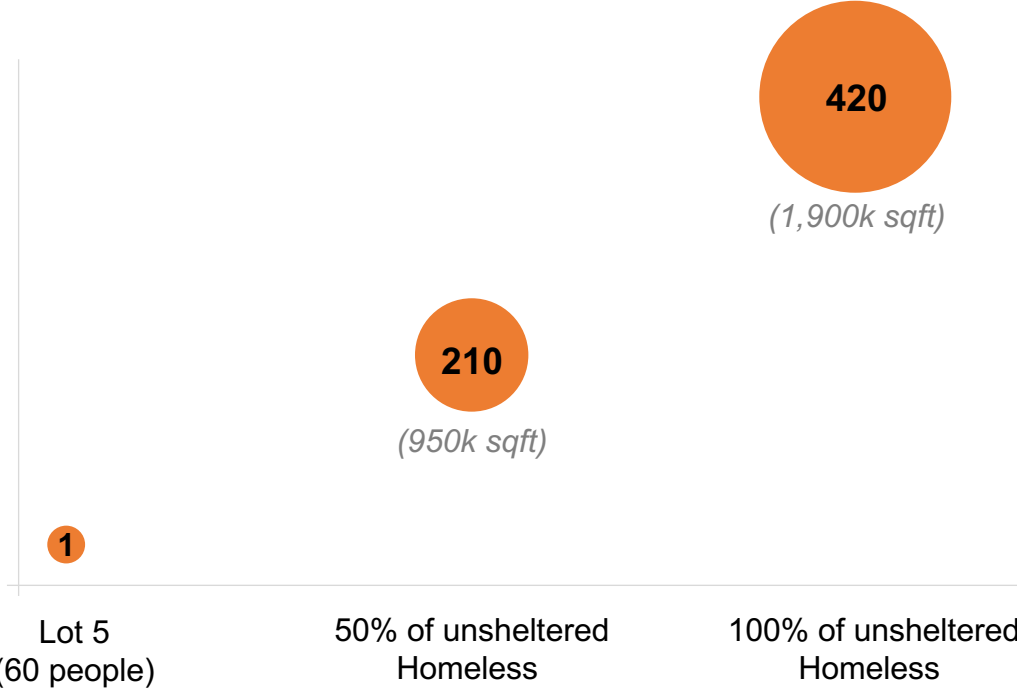
## Cost of expanding Lot 5

**In U\$ millions**

		% HOMELESS POPULATION	1 YEAR	5 YEARS
	2,000 people	5%	\$50	\$234
	10,000 people	30%	250	1,170
	25,000 people	75%	625	2,925

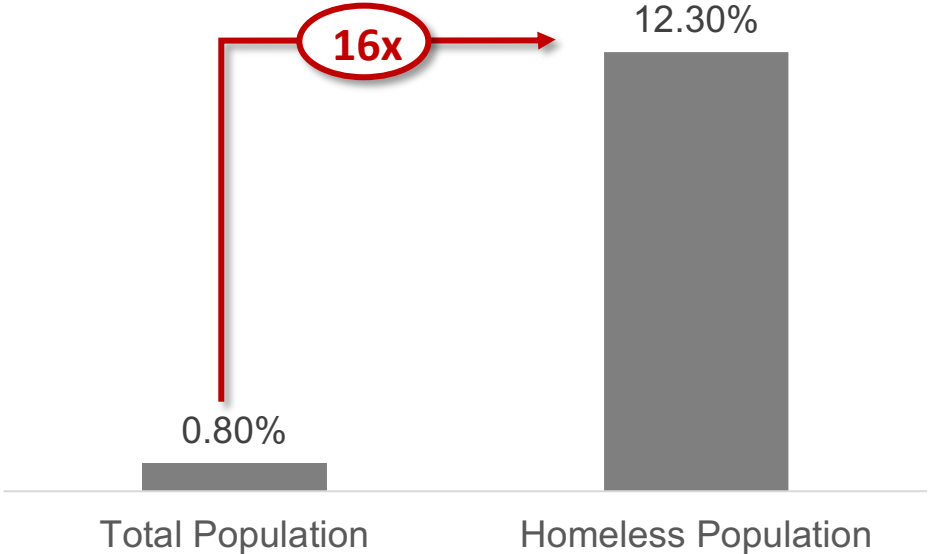
## Number of sites needed to expand Lot 5

*In # of sites and square feet*

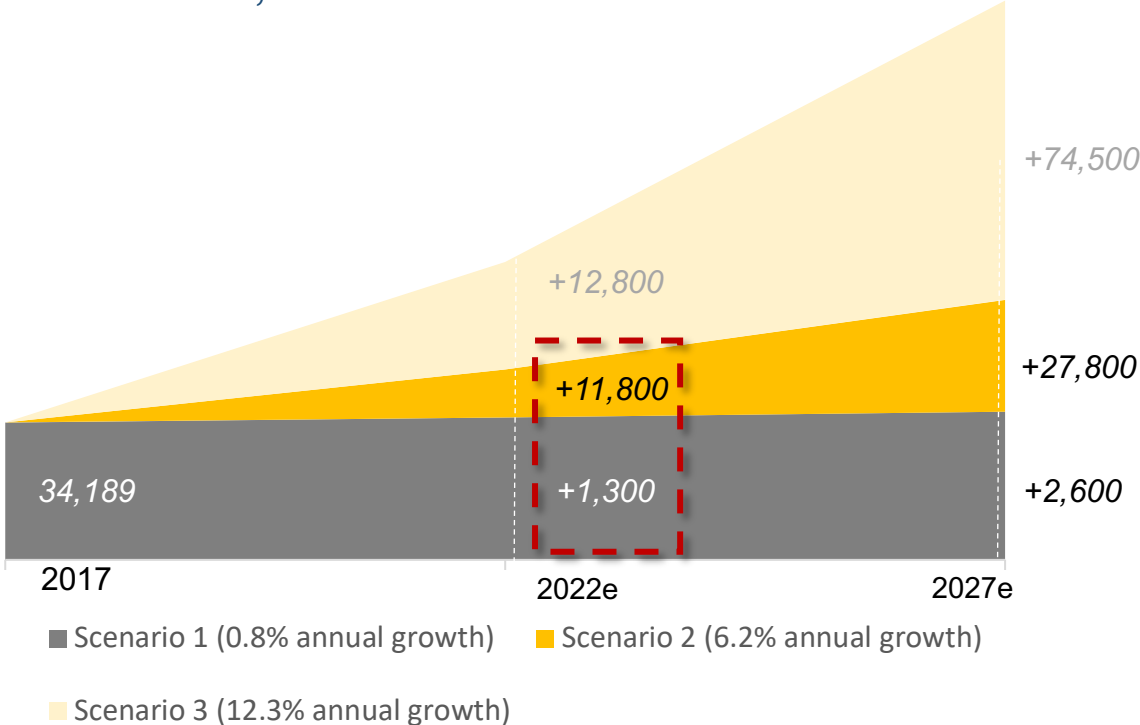


# There could be 2-10k more homeless in 5 years. Solving the issue for incremental population will be more expensive and difficult

City of Los Angeles Population Growth  
Avg. annual growth; From 2013 to 2017



Projected growth of Homeless Population  
In thousands; 2022 & 2027



# Agenda

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- 1 The Problem
- 2 Project – description and analysis
- 3 Recommendations**

# Agenda

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- 1 The Problem
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## 3.1 Enhancements to Lot 5 Program

3.2 Other potential programs

# Addressing group specific needs



# Domestic Violence



## SPECIFIC GROUP NEEDS

Most unsheltered victims and survivors of domestic violence are **women** or **transgender** individuals, many of whom have **young children** or other family members.

Sensitivities necessitate individualized care, such as **trauma** and **psychological services**, and **secure** and **safer** areas.

To prevent misgendering and retraumatizing, this subpopulation requires **better-trained staff**.

## SELECTED RECOMMENDATIONS

- |   |  |          |
|---|--|----------|
| 1 | Shelters devoted solely to DV population or women (similar to women's only trailer at Lot 5) | Shelter  |
| 2 | High-security, safe spaces   |          |
| 3 | Specialized training for staff and workers   |          |
| 4 | No time limits on length of stay   | Services |
| 5 | Childcare services for those with younger children   |          |
| 6 | Case-management on-site  |          |
| 7 | Proximity to other services  |          |

# Mental Illness



## SPECIFIC GROUP NEEDS

This segment of the unsheltered population requires **access to medication** and **long-term treatments**.

When entering population into the CES, **initial diagnoses** need to be more **comprehensive**.

In order to combat potential violence issues, it is essential there are **safety measures** at shelters.

## SELECTED RECOMMENDATIONS

- |   |                                      |          |
|---|--------------------------------------|----------|
| 1 | Heightened security                  | Shelter  |
| 2 | Access to medication                 | Services |
| 3 | Medical clinic site visits           |          |
| 4 | Counseling services provided on-site |          |

# Substance Abuse



## SPECIFIC GROUP NEEDS

Much like the other subpopulations, those with symptoms of substance abuse require **secure areas**, access to **medical services**, and particularly, **short- and long-term treatment**.

## SELECTED RECOMMENDATIONS

- 1 Areas away from where there is high access to inhibitors and night-life, where there is likely to be more substances
- 2 No sobriety requirements to enter shelter
- 3 Amnesty boxes on-site (as proposed for Lot 5)
- 4 Support groups and systems

Shelter

Services

# Undocumented Immigrants



## SPECIFIC GROUP NEEDS

Another subpopulation potentially affected are undocumented immigrants, many of whom fear their **status** may be **revealed** if they seek services or temporary shelters.

## SELECTED RECOMMENDATIONS

- 1 Connect subpopulation with legal and immigration centers
- 2 Bilingual or multi-lingual staff and workers on-site
- 3 Evaluate what documentation is necessary in homeless shelters

Shelter

Services

# Transitional Age Youth (TAY)



## SPECIFIC GROUP NEEDS

Transitional Age Youth (TAY) lack occupational and life skills but are more likely to **adapt, learn, and transition more easily** than other subpopulations. Thus, TAY need **education and employment** services.

Many TAY **feel uncomfortable** staying at regular shelters and prefer to be with other youth.

## SELECTED RECOMMENDATIONS

- |   |  |          |
|---|--|----------|
| 1 | TAY-only shelters  | Shelter  |
| 2 | Areas close to community colleges, universities, and youth centers |          |
| 3 | Youth and community environment                                    | Services |
| 4 | Career services and job training provided on-site                  |          |

# Ways to address cost and scaling issues

To avoid some of the issues dealing with budget overruns and scalability, we recommend the following:

- A.** Utilize algorithm to address fallbacks of Lot 5
- B.** Wait until Lot 5 is completed and in operations for 10 weeks to see if unexpected issues or pitfalls can be identified before Lot 5 program is scaled to other areas
- C.** Explore options to reduce cost-per-person
  - Low-cost accommodations
  - Higher-volume accommodations




# Ways to address cost and scaling issues

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- A. Utilize algorithm to address fallbacks of Lot 5
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  - Low-cost accommodations
  - Higher-volume accommodations

## C. Explore options to reduce cost per person




### Lower-cost Accommodations

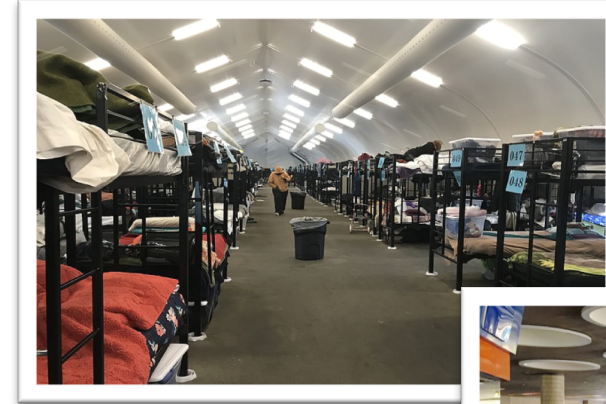
- Resource existing units or lower-cost materials
- Utilize innovative technologies to find more cost-effective approaches to building units
  - Examples:
    -  Modular and individualized pods
    -  Tents
    -  Parking lots for homeless with cars



## C. Explore options to reduce cost per person

### Higher-volume Accommodations

- Repurpose larger-sized structures
- Unused spaces with high-capacities
  - Examples:
    -  Bus terminals
    -  Warehouses
    -  Larger tent structures



# Agenda

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- 1 The Problem
- 2 Project – description and analysis
- 3 Recommendations**

3.1 Enhancements to the Lot 5 Program

**3.2 Other potential programs**

# To address the long-term nature of resolving homelessness, look first to quick wins available

Solution	Illustrative Example
1 Information sharing	<ul style="list-style-type: none"><li>• Bring in leaders from non-profit and private sectors as observers and future partners in city government meetings</li></ul>
2 Data utilization	<ul style="list-style-type: none"><li>• Bring mobile computer labs to hotspots so that homeless have access to computers and printers for job search</li></ul>
3 Collaboration	<ul style="list-style-type: none"><li>• Take active role in #EveryoneIn campaign powered by United Way</li></ul>

# To address the lack of affordable housing, look to best practices on creating lower-cost and long-term housing

	Illustrative Example	Description
1	3D Houses	Single-story, 800 sqft cement houses built in 12 to 24 hours
2	Nest Houses	Energy-efficient, sustainable, and moveable homes in community environment with structured support and services
3	Incremental Houses	Single family houses with strategic gaps left open, to be built out by occupants over time. Government provides services and resources.
4	Tiny Homes	Wood sheds refurbished into tiny homes
5	Container Homes	Long-lasting and durable complexes built with reusable shipping containers
6	Design Competitions	Introduce a design competition for housing alternatives, attracting architects, designers, and students, while also including input from the homeless

# To address unemployment and barriers to employment, create and support income opportunities for the homeless

	Illustrative Example	Description
1	Seed Funds/Loans	Consider working with businesses to create seed funds or loans to assist those interested in starting their own businesses
2	Tax credit	Consider providing tax incentives for local businesses that hire homeless individuals
3	Job Sponsorship	Consider covering salary for homeless during job trial period
4	Dorm Subsidies	Consider subsidizing dorms and housing for youth
5	Local Workforce Development	Consider partnerships with local businesses for hiring needs
6	Job Training and Guidance	Consider career counseling and vocational training

# Summary

## Key Takeaways

1. Homelessness is a complex problem, involving a confluence of issues and various subpopulations with different challenges, needs, and priorities.
2. Lot 5 provides an interesting model that is a part of a broader response to homelessness. We have offered a methodology to further expand the program.
3. As the program is expanded, there is an opportunity to address certain challenges, including the specific needs of subpopulations and cost and scalability issues.
4. Additionally, it is important for the city to view Lot 5 as an essential component of a comprehensive strategy to address the underlying causes of homelessness by adopting best practices or lowering the cost of housing and raising incomes for homeless individuals.



# APPENDIX

# Best Practices and Innovative Programs (1/5)

Location	Program
San Diego	<p data-bbox="491 411 988 454"><b>Temporary Campground</b></p> <ul data-bbox="491 472 2305 768" style="list-style-type: none"> <li>• Temporary, large tent structures built in three months</li> <li>• Private donors helped fund by purchasing gift cards from Target and other vendors to provide supplies and resources</li> <li>• 200-person site filled up almost immediately</li> <li>• Services: Healthcare, housing navigation, assisting with enrolling children back to school, etc.</li> <li>• Streets and sidewalks cleaned in order to garner community support</li> </ul>
San Diego	<p data-bbox="491 782 937 825"><b>Large Tent Structures</b></p> <ul data-bbox="491 853 2390 1249" style="list-style-type: none"> <li>• Three tents:               <ul data-bbox="588 903 2390 1153" style="list-style-type: none"> <li>• Veterans Villages of San Diego operates tent specifically for veterans (250 beds, \$1,893,286 FY 2018)</li> <li>• St. Vincent De Paul operates tent for women and families (150 beds, \$1,355,984 FY 2018)</li> <li>• Alpha Project operates tent for single adults (350 beds, \$2,888,176 FY 2018)</li> <li>• Housing first/wrap-around services: housing navigators on site.</li> </ul> </li> <li>• Budget includes: salaries, benefits, supplies, utilities, food, administrative, laundry, and repairs, among other expenses</li> </ul>

## Best Practices and Innovative Programs (2/5)

Location	Program
<b>San Diego</b>	<b>Safe Parking Program</b>
	<ul style="list-style-type: none"> <li>• Operated by a non-profit in church parking lots</li> <li>• Services include social services, restrooms, and on-site security</li> <li>• \$310,000 budgeted this fiscal year to expand the current program</li> <li>• Expansion added 20 spots to the existing site and added 60 parking spots to a new site owned by the city.</li> </ul>
<b>San Diego</b>	<b>Storage Facilities</b>
	<ul style="list-style-type: none"> <li>• Targeted toward homeless individuals who wish to have their belongings stored during the day while they seek other activities.</li> <li>• Initial set-up costs: \$83,892; First Year Costs: \$247,498</li> </ul>
<b>Santa Ana</b>	<b>Bus Shelter “The Courtyard”</b>
	<ul style="list-style-type: none"> <li>• Sleeps up to 400-people in a repurposed bus shelter.</li> <li>• During the day, the facility is used as a drop-in center serving 250-450 individuals</li> <li>• Services include hygiene facilities, open table feeding areas, storage areas, and 24/7 security</li> <li>• \$1,830,117 FY 2016-2017</li> </ul>

## Best Practices and Innovative Programs (3/5)

Location	Program
<b>Seattle</b>	<b>Tiny Homes</b>
	<ul style="list-style-type: none"><li>• 80 modified sheds that were refurbished into tiny homes</li><li>• Includes lockable doors, windows, common kitchen, and social area</li></ul>
<b>Bell</b>	<b>Salvation Army Shelter</b>
	<ul style="list-style-type: none"><li>• A converted 40,000 sqft hangar formerly used as a U.S. Army Air Base</li><li>• Only program of its kind in California to fulfill the objectives of the 1987 Stewart B. McKinney Homeless Assistance Act, which encourages the use of vacant federal facilities as homeless shelters.</li></ul>
<b>Austin</b>	<b>3D Printed Houses</b>
	<ul style="list-style-type: none"><li>• Single-story, 800 sqft cement houses built in 12-24 hours</li><li>• \$4,000/house</li><li>• Engages local partners. involves community, draws input from home recipients</li><li>• Currently being tested in Haiti, El Salvador, Bolivia, Mexico</li></ul>

## Best Practices and Innovative Programs (4/5)

Location	Program
<b>Edinburgh</b>	<b>Nest Houses</b> <ul style="list-style-type: none"><li>• Energy-efficient (on-grid/off-grid/hybrid power), sustainable, and moveable small eco-houses</li><li>• Low-cost and safe living environment for 12 -18 months</li><li>• Structured support to deal with underlying psychological/social issues and provides employment support</li></ul>
<b>Chile, Oregon</b>	<b>Incremental Housing</b> <ul style="list-style-type: none"><li>• Connected, single family 323 sqft homes with strategic gaps left open, to be built out by occupants</li><li>• Government provides services and resources (electrical wiring, sewage, garbage collection, etc)</li><li>• Objective to build housing where value appreciates over time, especially in disaster-ridden areas</li></ul>
<b>Los Angeles</b>	<b>Container Homes</b> <ul style="list-style-type: none"><li>• 16-unit (Orange County) to 80-unit (Los Angeles) complexes built with reusable shipping containers</li><li>• OC provided transitional housing for veterans</li><li>• Long-lasting, durable, lower building expenses, and less time consuming</li><li>• Projects in OC/LA will provide 400 beds</li></ul>

# Best Practices and Innovative Programs (5/5)

Location	Program
<b>University of Southern California</b>	<b>Home For Hope Pods</b>
	<ul style="list-style-type: none"><li>• Easily portable, single unit-occupancy housing units built quickly and cheaply</li><li>• Modular: can be repurposed into bathroom units, dining areas, and case-worker offices</li><li>• 92 sqft with desk, bed, chair, shelves, windows</li><li>• 30-bed complex, complete with community spaces, can be built in just two week (also easily overcomes permit requirements)</li></ul>
<b>Texas</b>	<b>Community First</b>
	<ul style="list-style-type: none"><li>• 27-acre master planned community that provides affordable, permanent housing and a supportive community for the disabled, chronically homeless</li><li>• Has a medical facility and other support services including hospice and respite care</li><li>• Features include walking trails, community gardens, places of worship, movie theater, market, b&amp;b for overnight guests, and transportation</li><li>• Financed through a combination of funding</li></ul>

# Stakeholder Interviews

Organization	Participant	Job Title	Method
Downtown Women's Center	Amy Turk	Chief Innovation Officer	Phone
Jovenes	Eric Hubbard	Director of Development & Strategic Partnerships	In-person
Los Angeles City Attorney's Office	Gita O'Neill	Assistant Supervising City Attorney	In-person
Los Angeles Homeless Services Authority (LAHSA)	Daniella Grisel	Harvard Government Lab Fellow	In-person
Los Angeles Police Department (LAPD)	Lieutenant Duke and Officer Deon Joseph	The Resources Enhancement Services Enforcement Team (RESET)	In-person
Office of the City Administrative Officer	Meg Barclay	Homelessness Coordinator	Phone
Rainbow Services	Elizabeth Eastlund	Executive Director of Rainbow Services	Phone
San Diego City Council	Chris Ward	City Councilmember	Phone
Sao Paulo Federal University	Dartiu Xavier	Professor	Phone
Shelter Partnership	Ruth Schwartz	Executive Director	Phone
United Way	Michael Nailat	Program Officer, Housing / Home For Good	In-person
University of California, Los Angeles (UCLA)	Gary Blasi	Professor of Law Emeritus	Phone
University of Southern California (USC)	Brenda Wiewel	Director, University Initiative to Eliminate Homelessness	In-person

# Team Biographies



**Jimmy Diaz** has experience in public affairs, urban planning, development, and consulting. He is currently working at Karp Strategies, an urban planning and economic development consultant, working on projects ranging from economic and community revitalization to port/waterfront industry master planning. Jimmy previously worked at Consensus, a Los Angeles-based community engagement, public relations, and marketing firm, where he worked on projects including the California High-Speed Rail. Jimmy is finishing a Masters in Public Administration with a concentration in urban and social policy at Columbia University. He received a Bachelor of Science in Public Policy, Management and Planning from the University of Southern California.



**Hadiya Housepian** is an MPA candidate specializing in affordable housing. She currently works for New York City Housing Authority, the largest public housing authority in the United States, within their performance management team. Hadiya works on an array of projects ranging from resident technology to maintenance workflow improvements. Before joining New York City Housing Authority, Hadiya worked for CVR Associates, an affordable housing consulting firm based out of Chicago. While at CVR, she worked predominately on their contract with Chicago Housing Authority's Housing Choice Voucher Program where she held management positions in quality control and tenancy administration. Hadiya received a Bachelor of Arts in International Studies with honors from the University of Chicago.



**Joan Lee** is a graduate student from Arcadia, CA, currently pursuing a Masters in International Affairs with a concentration in international security policy at Columbia University's School of International and Public Affairs. It was her time at Liberty in North Korea, assisting North Korean refugees and sharing stories of the North Korean people that heightened her interests in international politics and diplomacy. She was previously a Political Intern at the U.S. Embassy in Canberra, Australia, where she worked and assisted on human rights, counterterrorism, and nonproliferation efforts. Joan graduated magna cum laude with a Bachelor of Science in Public Policy, Planning and Development and a Bachelor of Arts in Political Science from the University of Southern California.

# Team Biographies



**Katarina Mayers** is an MPA candidate concentrating in urban policy and specializing in management at Columbia University's School of International and Public Affairs, where she represented her colleagues as student body president. She came to SIPA after serving three years as a political appointee in the Obama Administration, first in the White House Communications Office and then at the U.S. Department of Commerce as its Deputy Press Secretary. Before moving to Washington, DC, Katarina lived in Santiago, Chile for a year of service as a Rotary Foundation Ambassadorial Scholar. Originally from Los Angeles, Katarina graduated cum laude from Villanova University with a major in Communication, specialization in Journalism, and minors in Spanish, Theatre, and Gender and Women's Studies. In 2013, the United States Congress awarded her the Congressional Gold Award for Youth for her community service and leadership.



**Paula Pinho** holds over six years of experience in the private equity and venture capital industries having worked primarily with infrastructure investments in Brazil and Latin America. During this time, she work with a variety of projects including ventures in urban development, such as investments in subway lines, water and sanitation, and social infrastructure (schools and hospitals). Paula is now finishing her Master in Public Administration with a concentration in urban and social policy at Columbia University. After that, she will be joining the International Finance Corporation (IFC) as an Investment Associate. In Brazil, her home country, Paula received a Bachelor in Economics from Insper.



**Laura von Mutius** was born in Rio de Janeiro, raised in São Paulo, Brazil, and received a B.A. in Public Administration from EAESP – Fundação Getúlio Vargas, Brazil. Laura worked for over a decade at AB Inbev, global brewer, in a variety of roles within sales and marketing both in ABI's Brazil and Global office, in New York City. Currently, Laura is a Master of International Affairs candidate at SIPA, Columbia University, concentrating on Urban Policy and specializing in Management. Over the summer, Laura will be working at NYCEDC in their initiatives – Creative and Technology – department.