



A Roadmap to Functional Zero Homelessness by 2024

For the last several months, Rise Together has evaluated dozens of programs and proposed solutions to homelessness. From creating a new county-wide agency to letting individuals remain on the street, we have evaluated every legal and ethical option we can find. Below is a top-level compendium of our recommended go-forward plan. Of course, there are dozens of plans, dozens of ideas. But this is ours—meant for everyday people, and leaders, to move to functional zero homelessness by 2024. Now is not the time for more panels, more studies, more ivory tower discussion. We must act, not talk. This roadmap is our plan of action. Join us at www.risetogether.la.

The Goal:

- Establish ‘Functional Zero’ Homelessness in the city of Los Angeles (no chronic, long-term homelessness)

Our Targets & Timeline:

- 50% of the Homeless Housed in 9 months, 90% in 18 months
- Reduction in current planned city expenditures and allocations over 3 years, from \$8.35 billion to \$5.185 billion
- Comprehensive prevention program around new homelessness established in 8 weeks
- Regulation and preservation of all public spaces in 4 weeks

Our Pillars:

- Services...for addiction, mental health, employment, and more
- Housing...for immediate incident reduction
- Education...for growth and opportunity
- Prevention...of new homelessness
- Transition...to independence

Our Budget:

- \$5.185B over 3 years, down from current projected spending of \$8.35B over 3 years

How:

- Leadership: Action Now
 - Do not establish a new countywide or citywide bureaucracy
 - Settle the current federal lawsuit with the LA Alliance, in a cooperative fashion
 - Use Alliance settlement for Mayor to declare a city-wide crisis and state of emergency, with a joint court-appointed and city-endorsed Homelessness Czar empowered to cut through red tape, with hiring and firing authority, public transparency, mandatory daily briefings and weekly live-broadcast progress reports from all department heads to Mayor, Court, Czar

- LA City to sue LA County for non-cooperation and reimbursement in federal court until County comes to table.
 - While we cannot wait on the County, we must not let them off the hook
 - Bring suit against any additional municipality for non-cooperation
- Data: Know the Problem.
 - Immediate 4-week mapping program with mandatory registration: how many homeless, individual identification, real-time location mapping, evaluation and classification of needs from Category 1-5.
 - Category 1 - Low Risk: No serious mental health or addiction issues; cause of homelessness is recent, financial hardship, or voluntary; able-bodied individual with no barrier to work
 - Category 5 – Highest Risk: Serious mental health, medical, or addiction issues that require around-the-clock treatment and supervision; possible permanent housing required; clear barriers to work
- Resourcing: Accountability
 - Require non-profit organizations to participate in city-funded forensic accounting and public transparency requirements
 - Compensation based on success rate, not overnight registration
 - Immediate claw-back and hold on all PSH funds where project has not broken ground
- Regulation: Disincentives to Stay on the Street
 - Public spaces – No camping/encampments if housing offered & readily available
 - Behavior regulation – No criminal drug use; addiction treated through comprehensive transitional programs, including rehabilitation and harm reduction; criminal justice in extreme circumstances
 - Law enforcement – Standardized penal code applied for criminal infractions such as indecent exposure, assault, battery
- Support: Everyone to Become Housed & Healthy
 - Immediate Housing, matched with services
 - Within 8 weeks:
 - 20,000 Shelter-based beds with semi-private rooms. Residential locations populated at no more than 40 per site, with services. Scalable locations in non-residential areas with more intensive services requirements. Come-and-go privileges, with conditional benefits.
 - Will include shutdown of A Bridge Home Sites, with a guarantee of no mass shelters in residential areas.
 - Distributed city-wide in in city-controlled land.
 - Maximum infrastructure cost of \$10,000 per person for up to one year \$200,000,000
 - Creation of 24/7 hotline with immediate resources for those about to experience homelessness, with guarantee of 24-hour response with real financial assistance and 6-month case work guarantee.
 - Intermediate Solutions

- Initial “stand up” operational as soon as 6 weeks, but total volume within 6 months. More than 3 dozen in-market and viable options sourced via [Housing Innovation Collaborative](#).
 - 13,000 emergency non-shelter for housing up to 1 year while awaiting intermediate housing options
 - Max \$3,000 per individual in infrastructure, \$39,000,000
 - 10,000 “Tiny/Cabin Homes” placed in no more than 20 per site, with 1 full time case worker at minimum (based on category assessment)
 - Max cost of \$20,000 per individual, \$200,000,000 total.
 - 3,000 housed in retrofit of 1200 State Street as resourced-based assisted living with around-the-clock support services
 - \$25,000,000 immediate retrofit
- Within 9 months:
 - 12,000 housed in collaborative housing through existing bids and offers currently in front of the city
 - \$70,000,000 contract based on existing bid
- Within 1 year:
 - 90% of all individuals in shelter beds, FEMA and Tiny Homes, Collaborative Housing, with resourcing and a map to independence and sustainability
 - 30,000 semi-permanent units, such as Tiny Homes, housed in sites with no more than 20 units per site, and a minimum of one full-time case worker per site with around-the-clock support
 - Max cost of \$20,000 per person, \$600,000,000
 - 10,000 semi-permanent immediate semi-private shelter beds as short-term resource.
 - Max cost of \$10,000 in infrastructure, \$100,000,000
 - Begin transition to long-term housing for lowest tier/lowest-need individuals, moving up to highest categories with highest needs.
 - Retrofit of city-owned homes and apartment buildings; supplemented master leases, roommate matching, family reunification. Financial incentive program for anti-recidivism and efforts to supplement that
- Within 18 months:
 - Permanent, real-time database of homeless individuals, as well as real-time database of housing options, including capacity at every site using a digital booking system
 - Construction of 3,000 mental health beds in units distributed throughout city and 500 Substance Use Disorder residential beds
 - Clear map of how much PSH/“Forever Housing” is needed, with construction capped at \$200,000/unit, competitive bidding process, with a cap on 2 years until under roof or loss of funding & penalty.
 - Resumption of PSH construction only under these conditions

- Sourcing additional 10,000 intermediate housing units using scalable model and additional open-source solutions.
 - Max cost of \$20,000 per person, \$200,000,000
 - Permanent education programs resourced, including job-assistance, skills-training, incentives against recidivism.
- Budget
 - Current Expenses: \$8.35 billion over 3 years
 - \$900,000,000 annual budget for LAHSA (\$2.7B over 3 years)
 - \$350,000,000 annual revenue from Prop H (\$1.05B over 3 years)
 - \$600,000,000 in clawback from Prop HHH (\$600M one-time)
 - \$1,000,000,000 in annual policing, fire, sanitation, additional resources resulting from homelessness crisis (\$3B over 3 years)
 - \$1,000,000,000 additional 2021 annual budgetary commitment (\$1B one-time commitment)
 - Proposed New Budget:
 - \$5.185B over 3 years total, a nearly 50% cost reduction from current planned expenditures
 - \$3.185B over 3 years in immediate and intermediate solutions
 - \$2B over 3 years in permanent supportive housing
 - Infrastructure
 - Phase 1 – 8 Weeks
 - Immediate shelter housing for 20,000, \$200,000,000
 - Phase 2 – 6 Months
 - Immediate shelter housing for 13,000, \$39,000,000
 - Intermediate Cabin/Tiny homes for 10,000, \$200,000,000
 - 24/7 housing for 3,000 in State Street residential facility, \$25,000,000
 - Phase 3 – 9 Months
 - Collaborative housing model for 12,000, \$70,000,000
 - Phase 4 – 12 Months
 - Intermediate Cabin/Tiny Homes for 30,000, \$600,000,000
 - Transitional long-term semi-private shelter housing, \$100,000,000
 - Phase 5 – 18 Months
 - Additional 24/7 mental health/addiction housing for 3,000, \$100,000,000
 - Permanent
 - 10,000 PSH units capped at \$200,000 per unit, \$2,000,000,000
 - Services
 - Estimated \$10,000 per person annually in mental health, employment training, addiction recovery, estimated 40,000 people annually, \$400,000,000, \$1.2B over three years
 - Prevention
 - Hotline: \$100M budget/year to service up to 100k requests, \$300M over 3 years