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DRAFT- Guiding Questions for LACAHSAs 2024 Preliminary Policy Platform

Context

As reported to the Board by the Our Future Los Angeles County Coalition at the December 14, 2023 LACAHSAs Board meeting, there is a citizens initiative effort to qualify and pass a ballot measure in November 2024 that would, if passed, provide over \$430 million annually to LACAHSAs. In anticipation of this potential funding stream, LACAHSAs will seek to develop a **preliminary policy platform** that prepares the agency to receive and strategically deploy funding at scale. The platform will build on the learnings and recommendations from the expert policy presenters at previous monthly board meetings (June 2023 – February 2024).

The following list of policy questions will serve as a **general guide for LACAHSAs 2024 board meeting agendas and board conversations**. The agenda items may shift depending on urgent discussion items, the availability of expert presenters, and any other emerging issues.

How would LACAHSAs identify and set time-based measurable objectives that are reflected in a strategic plan that is updated as needed?

LACAHSAs Vision	Priority Policy Areas	Target Outcomes (within 5 years)
Foster regional leadership	AH Production	# of LA County residents served
Promote equity and inclusion	AH Preservation	# of units produced
Support local jurisdictions	Tenant Protections	# of units preserved
Advocate for pro-housing policy and legislation	Equity and Sustainability	# of eviction diversions
Build broad-based support		

Policy Agenda Guiding Questions

- Outcome goals – **building on LACAHSAs draft outcomes framework, finalize outcome goals; for example, in the next five years:**
 - **How many residents does LACAHSAs seek to support through the provision and stabilization of housing?**
 - **How many units of affordable housing does LACAHSAs aim to build?**
 - **How many units of affordable housing does LACAHSAs aim to preserve?**
 - **How many residents will LACAHSAs help to stay in their homes and avoid evictions (through rental assistance, legal services, etc.)?**
 - **How can LACAHSAs outcome goals connect to existing city, regional, and state housing goals?**
 - **How will LACAHSAs best address issues of equity and equitable development?**
 - **How can LACAHSAs best serve local city capacity building needs?**
 - **What strategies will LACAHSAs employ to support and lead innovation around environmental preservation, environmental justice principles, and what benchmarks will LACAHSAs use?**

- **Affordable housing production**
 - How can LACAHSAs production strategy best balance **scale** (number of units produced), **time** (timeframes for development), and **cost** (LACAHSAs investment)?
 - How can LACAHSAs strategically leverage its money to **catalyze private investment** alongside public investment?
 - Within its affordable housing portfolio, how will LACAHSAs support projects **across different types of subsidy models** (e.g., LIHTC, social housing, mixed income housing, etc.)?
 - How can LACAHSAs housing portfolio support **projects of diverse scales** that fit the needs of different neighborhoods and **provide home ownership** opportunities (e.g., affordable ADU development)?
 - What **populations** will LACAHSAs focus on serving through its affordable housing production strategy (residents with high acuity needs, mixed population with varying severity of needs, mixed population with varying incomes, etc.)?
 - How can LACAHSAs assist localities to ensure no net loss of affordable housing?
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- **Affordable housing preservation**
 - Which **preservations tools and models** should LACAHSAs prioritize?
 - How will LACAHSAs balance its preservation investments across **different types of affordable housing** – subsidized (e.g., expiring covenants) and unsubsidized?
 - How can LACAHSAs leverage preservation tools like TOPA to create pathways to **tenant / community ownership**?
 - How can LACAHSAs programs support the **rehabilitation and maintenance** of affordable housing?
 - How can LACAHSAs assist localities to ensure no net loss of affordable housing?

- **Tenant protections**
 - What tenant protection **programs and resources** should LACAHSAs prioritize?
 - Which programs should LACAHSAs **manage in-house** and which programs should LACAHSAs fund that already exist **outside** of the agency?
 - How should LACAHSAs strategically allocate **rental assistance** funding?
 - How can LACAHSAs best collaborate with other jurisdictions to **scale eviction legal services** across the County?
 - How can LACAHSAs promote the establishment of [resident and tenant organizations](#) to build capacity of tenant participation for all low-income housing, including project-based rental assistance, public housing subsidies, low-income housing tax credits, Federal or State subsidized loans, and vouchers?

- **Equity and sustainability**
 - What is LACAHSAs overarching policy on equity?
 - How might LACAHSAs serve as a regional leader and advocate to help address historic inequities and disparities in affordable housing?
 - How can LACAHSAs address current and future housing needs by avoiding forced residential displacement and displacement by exclusion?
 - How might LACAHSAs ensure environmental justice and sustainability principles are captured within its policy efforts, programmatic build out, administration and direction?

- **Local city support**
 - How can LACAHSAs design its programs to **incentivize best practices** in local jurisdictions (e.g., pro-housing policies, tenant protections, housing located near jobs and amenities, etc.)?
 - What **technical assistance supports** should LACAHSAs offer for cities? How might cities **contract with LACAHSAs** to fill their capacity challenges?

- **Acquisition and land banking**
 - How can LACAHSAs strategically utilize **acquisition and land banking strategies** to catalyze its production, preservation, and tenant protections goals?
 - How can LACAHSAs **prioritize its investments geographically** to reward localities with aligned housing policies, while also encouraging **all localities** (particularly high-resource areas) to play their part in equitably tackling the housing crisis?

- **Other capabilities – policy & advocacy, education & training, enforcement, data / analysis, etc.**
 - Policy & Advocacy:
 - How might LACAHSAs serve as a **regional leader and advocate** to help guide affordable housing goals and policies across the County?
 - How might LACAHSAs set forward a policy direction that ensures outreach to state and federal funding opportunities?
 - Education & Training:
 - How might LACAHSAs best ensure affordable housing public education is conducted on parallel tracks with overall policy and strategic development and funding opportunities so that the public is aware of affordable housing opportunities and resources?
 - Enforcement & Compliance:
 - How will LACAHSAs **monitor compliance and enforce** its agency policies and procedures (e.g., covenants)?
 - Data & Analysis:
 - How might LACAHSAs serve as a valuable **data and analysis**

clearinghouse for jurisdictions across the County (e.g., double counting)?

- How might LACAHSa remain informed or aware of external factors (e.g., age income, income inequality, etc.) that influence affordable housing?
 - Are there algorithms or other methods available to use to ensure LACAHSa remains informed as it makes decisions and applies funding to programmatic focus?

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