1. Introduction
2. Homeless Strategies & Community Feedback
3. Fair Market Rent Policy Community Feedback
4. Los Angeles Homeless Services Authority Update
5. Next Steps
6. LAHSA Staff & Resources
Introduction
Homeless Strategies

Overview of Homeless Strategies

• County of Los Angeles
• City of Los Angeles

Community Discussion and Feedback

What potential impact can the homeless strategies have on:

• your SPA?
• your local community?
• your organization?
• and your residents?
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Title</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Homeless Prevention Program for Families</td>
<td>Direct the Los Angeles Homeless Services Authority and the Department of Public Social Services, in consultation with relevant County departments and key community stakeholders, to develop an integrated, comprehensive homeless prevention program for families which draws on the Homeless Family Solutions System (HFSS) model and builds upon current available County homeless prevention funding sources to address rental/housing subsidies, case management and employment services, and legal services.</td>
</tr>
<tr>
<td>B1</td>
<td>Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</td>
<td>Direct the Departments of Public Social Services and Health Services to work together to maximize both the number of disabled homeless individuals applying for SSI who are placed in subsidized housing and the recovery of those rental subsidy costs through Interim Assistance Reimbursement for individuals approved for SSI.</td>
</tr>
<tr>
<td>B3</td>
<td>Partner with Cities to Expand Rapid Re-Housing</td>
<td>Direct the Department of Health Services and the Los Angeles Homeless Services Authority to partner with cities and expand the availability of rapid re-housing, as described per the description.</td>
</tr>
<tr>
<td>B4</td>
<td>Facilitate Utilization of Federal Housing Subsidies</td>
<td>Direct the Housing Authority of the County of Los Angeles (HACoLA) to develop the following temporary, two-year programs to encourage landlord acceptance of subsidized tenants with a Housing and Urban Development voucher issued by HACoLA: (1) damage mitigation/property compliance fund (2) vacancy payments to hold units; and, (3) security deposit assistance.</td>
</tr>
<tr>
<td>B7</td>
<td>Interim/Bridge Housing for those Exiting Institutions</td>
<td>Direct the Los Angeles Homeless Services Authority, in collaboration with the Department of Health Services (DHS), Department of Mental Health (DMH), Probation Department, Department of Children and Family Services (DCFS), and Sheriff (LASD) to develop and implement a plan to increase the interim/bridge housing stock across the County, including identification of funding that can be used to support the increase.</td>
</tr>
<tr>
<td>B8</td>
<td>Housing Choice Vouchers for Permanent Supportive Housing</td>
<td>Direct the Housing Authority of the County of Los Angeles (HACoLA) to dedicate Housing Choice Vouchers (HCV) which become available through routine turnover to permanent supportive housing for chronically homeless individuals through the following tiered approach: • Tier 1: HCV waiting list preference for chronically homeless individuals referred by a Community Based Organization – HACoLA will commit 35% of turnover vouchers for FY 2016-17 to chronically homeless individuals. HACoLA will increase this commitment to 50% for FY 2017-18 and each subsequent fiscal year, subject to acceptable success rates in securing permanent housing for chronically homeless individuals issued a voucher under this preference. • Tier 2: HCV waiting list preference for homeless already registered on HACoLA’s waiting lists – There are currently 1,100 applicants identified as homeless on a waiting list, and the remainder of available turnover units will be dedicated to this population. • Tier 3: Project-Based Vouchers – Turnover vouchers are dedicated to the annual Project-Based Vouchers Notice of Funding Availability, administered by the Community Development Commission, which offers bonus points for projects that assist the chronically homeless. Mandated coordination using the Coordinated Entry System ensures that chronically homeless individuals will be assisted.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Title</td>
<td>Recommendation</td>
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<tr>
<td>C2</td>
<td>Increase Employment for Homeless Adults by Supporting Social Enterprise</td>
<td>Direct the Chief Executive Office to support Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for Homeless Adults as described herein.</td>
</tr>
<tr>
<td>D2</td>
<td>Expansion of Jail Reach</td>
<td>Direct the Sheriff’s Department and Health Services to work with their non-profit partner agencies and collaborating County departments to expand Jail in Reach to make it available to all homeless people incarcerated in a Los Angeles County jail, subject to available funding.</td>
</tr>
<tr>
<td>E4</td>
<td>First Responders Training</td>
<td>Direct the Sheriff’s Department to develop: 1. a training program and implementation plan for law enforcement, fire departments and paramedics throughout Los Angeles County, including but not limited to the LA County Sheriff’s Department (LASD) and the Los Angeles Police Department (LAPD); and 2. a Countywide protocol to address encampments and unsheltered homelessness.</td>
</tr>
<tr>
<td>E5</td>
<td>Decriminalization Policy</td>
<td>Direct the LA County Sheriff’s Department (LASD), in collaboration with the District Attorney (DA), Public Defender (PD), Assistant Public Defender (APD), and Los Angeles Homeless Services Authority (LAHSA) to develop a decriminalization policy for use by the County and cities throughout the County.</td>
</tr>
<tr>
<td>E6</td>
<td>Countywide Outreach System</td>
<td>Direct the Los Angeles Homeless Services Authority, in conjunction with relevant County agencies and community based organizations, to develop and implement a plan to leverage current outreach efforts and create a countywide network of multidisciplinary, integrated streetbased teams to identify, engage and connect, or re-connect, homeless individuals to interim and/or permanent housing and supportive services.</td>
</tr>
<tr>
<td>E8</td>
<td>Enhance the Emergency Shelter System</td>
<td>Direct the Los Angeles Homeless Services Authority (LAHSA) to enhance the emergency shelter system, as described herein.</td>
</tr>
</tbody>
</table>
### City of Los Angeles Homeless Strategies - PHASE 1

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Title</th>
<th>Recommendation</th>
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</thead>
<tbody>
<tr>
<td>3A</td>
<td>No Wrong Door Standardize First Responder Training for Homeless</td>
<td>Direct the Los Angeles Police Department (LAPD) in coordination with the LA County Sheriff’s Department to develop a training program and implementation plan for law enforcement, fire departments and paramedics on standardized first responder training for the homeless.</td>
</tr>
<tr>
<td>3B</td>
<td>No Wrong Door Develop Encampment Engagement Protocol</td>
<td>Direct the Los Angeles City Attorney, in coordination with the Bureau of Sanitation, Los Angeles Police Department (LAPD), Recreation and Parks (RAP), Los Angeles Fire Department (LAFD), and the Los Angeles Homeless Services Authority (LAHSA) to develop a citywide protocol to address encampments and unsheltered homelessness.</td>
</tr>
<tr>
<td>3C</td>
<td>No Wrong Door Widen access to First Responder Teams for Homeless</td>
<td>Direct the Los Angeles Police Department (LAPD) and Los Angeles Fire Department (LAFD) to reduce homeless-related non-emergency hospital admittance and jail intake by expanding first responder pilot programs, extending geographic distribution of these teams, more closely integrating with County Health and developing stronger links to Coordinated Entry System case managers.</td>
</tr>
<tr>
<td>4A</td>
<td>Coordinated Entry System Strengthen CES Technology, Staffing &amp; Standardization</td>
<td>Direct the Los Angeles Homeless Services Authority (LAHSA), in collaboration with the departments/agencies listed below, to report quarterly on progress and milestones in fully implementing the Coordinated Entry System (CES) including technology deployment, staffing and case management standardization.</td>
</tr>
<tr>
<td>6A</td>
<td>Facilities Co-Locate Homeless Services Within Homeless Storage Facilities &amp; Create New Facilities</td>
<td>Instruct the Los Angeles Homeless Services Authority (LAHSA) under the oversight of the Municipal Facilities Committee, with the assistance of the Economic Workforce Development Department, the Bureau of Sanitation and Department of General Services to create additional homeless storage facilities. Direct the Planning Department to assist as necessary with zoning and land-use information for identified properties. Instruct the Los Angeles Homeless Services Authority to work with Coordinated Entry System (CES) Leads in the County’s 8 Service Planning Areas that include the City of Los Angeles to ensure homeless outreach and engagement case managers are available in homeless storage facilities on a regular basis to assist homeless clients with housing navigation and other case management activities. Instruct LAHSA to integrate facilities providing for personal hygiene within homeless storage facilities.</td>
</tr>
<tr>
<td></td>
<td>Facilities</td>
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<tr>
<td>6C</td>
<td>Establish Citywide Mobile Shower System</td>
<td>Instruct the Los Angeles Homeless Services Authority to establish a citywide Mobile Shower System, including service provider engagement for homeless case management, and coordinate with the Los Angeles Police Department (LAPD), Los Angeles Fire Department (LAFD) and Recreation and Parks (RAP) to ensure the deployment of mobile shower systems in areas that will have the greatest impact for homeless individuals.</td>
</tr>
<tr>
<td>6E</td>
<td>Homeless Navigation Centers</td>
<td>Instruct the Los Angeles Homeless Services Authority (LAHSA) with assistance of the Homeless Strategy Committee, Municipal Facilities Committee, Economic Workforce Development Department, Bureau of Sanitation, Department of General Services and Department of City Planning, in consultation with relevant County departments, to report on the feasibility of establishing all-purpose homeless services Homeless Navigation Centers.</td>
</tr>
<tr>
<td>6F</td>
<td>Expand Access to Public Restrooms</td>
<td>Instruct the Los Angeles Homeless Services Authority, the Bureau of Sanitation, Recreation and Parks Department and General Services Department to identify a Citywide inventory of existing public restrooms, including those in City park facilities, that can be made available to homeless individuals on a 24-hour basis. The Departments, in coordination with the Municipal Facilities Committee, should also report relative to identifying locations suitable for establishing temporary and permanent public restrooms throughout the City on City property or via homeless service providers. Capital and staffing costs associated with both establishing and operating publically owned and service provider facilities should be developed. To the extent possible, the report should include, but not be limited to, providing the following amenities in restroom facilities to address personal hygiene and grooming needs of homeless individuals: expanded hours of access; drinking fountains; trash bins; storage lockers; showers; sink facilities; and, security and maintenance needs.</td>
</tr>
<tr>
<td>7F</td>
<td>Housing Linkage Fee Nexus Study</td>
<td>Direct the Department of City Planning to establish a Housing Unit and conduct a nexus study for the development of an Affordable Housing Benefit Fee program ordinance.</td>
</tr>
<tr>
<td>7Q</td>
<td>Support House LA Initiative</td>
<td>Support implementation of House LA initiatives that facilitate shorter timelines and reduced costs for affordable and homeless housing projects throughout the City of Los Angeles, and work with regional governments to encourage other municipalities to study these initiatives for potential adoption.</td>
</tr>
<tr>
<td>7R</td>
<td>Expand Access to Flexible Housing Programs</td>
<td>Direct the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA), with the assistance of the Housing and Community Investment Department (HCID), to report with recommendations on a process for the City and philanthropies to participate in and expand access to flexible housing subsidy programs.</td>
</tr>
</tbody>
</table>
The Los Angeles Homeless Services Authority (LAHSA) is seeking to develop:

- A consistent policy on Fair Market Rents (FMR).
- Rent Reasonableness for the Los Angeles Continuum of Care (LACoC) that will provide the most assistance to homeless individuals, families, and youth.
- Not become an administrative barrier to homeless housing and service providers.

(Please see Exhibit A)
The Los Angeles Homeless Services Authority (LAHSA) is seeking to develop a consistent policy on Fair Market Rents (FMR) and Rent Reasonableness for the Los Angeles Continuum of Care (LACoC) that will provide the most assistance to homeless individuals, families, and youth and will not become an administrative barrier to homeless housing and service providers.

Therefore, LAHSA is seeking service provider and community input and comments on determining FMR from the following options:

1. FMR determined at the grant award announcement (Current Practice);
2. FMR determined at the grant agreement execution, or
3. FMR determined at the time of lease or rental agreement

Background:

HUD establishes FMRs to determine payment standards or rent ceilings for HUD-funded programs that provide housing assistance. The FMR standard is applied to ensure that a reasonable supply of adequate but modest rental housing is accessible to program participants. To accomplish this objective, FMRs must be high enough to permit a selection of units and neighborhoods and low enough to maximize the number of low-income families that can be served.

As detailed in the McKinney-Vento Act and the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), HUD requires service providers receiving funds and serving individuals, families and youth to comply with the FMR for their geographic area and to determine and adhere to rent reasonableness. While FMRs are required to be published by the beginning of the Federal Fiscal Year, they are subject to periodic adjustments in the Federal Register. This means that over the course of a contracting period, there could be several published rates.

Using Continuum of Care (CoC) and Emergency Solutions Grant (ESG) program funds for rental assistance and leasing requires that recipients have a clear understanding of the relationship between rent reasonableness and Fair Market Rents to determine whether a specific unit can be assisted. It is the goal of LAHSA to ensure service provider’s compliance with program regulations regarding the use of the FMR and Rent Reasonableness.

Rent reasonableness means that the total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same time period for comparable non-luxury unassisted units.

The relationship between rent reasonableness and FMR applies differently to different programs. For example, units assisted with ESG Rental Assistance funds cannot exceed FMR even if a rent reasonableness determination shows the market supports a higher cost; for a unit that exceeds the FMR but is determined reasonable, CoC Program Leasing funds can be used to pay a portion of the rent, not to exceed the FMR, if another resource is available to pay the difference and, CoC Rental Assistance funds can be used to pay rent for units with contract rents that exceed the FMR, if the contract rent is reasonable in relation to rents being charged for comparable unassisted units in the area (See Figure 1).
<table>
<thead>
<tr>
<th>FMR Applies</th>
<th>ESG</th>
<th>CoC – Leasing Funds</th>
<th>CoC – Rental Assistance Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No, not necessarily</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rent Reasonableness Applies</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
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<tbody>
<tr>
<td>24 CFR 576.106(d) § 576.106 Short-term and medium-term Rental assistance. …. (d) Rent restrictions. (1) Rental assistance cannot be provided unless the rent does not exceed the Fair Market Rent established by HUD, as provided under 24 CFR part 888, and complies with HUD’s standard of rent reasonableness, as established under 24 CFR 982.507.</td>
<td>24 CFR 578.49(b)(2) § 578.49 Leasing. …. (2) Leasing individual units. When grants are used to pay rent for individual housing units, the rent paid must be reasonable in relation to rents being charged for comparable units, taking into account the location, size, type, quality, amenities, facilities, and management services. In addition, the rents may not exceed rents currently being charged for comparable units, and the rent paid may not exceed HUD-determined fair market rents.</td>
<td>24 CFR 578.51(g) § 578.51 Rental assistance. (g) Rent reasonableness. HUD will only provide rental assistance for a unit if the rent is reasonable. The recipient or sub recipient must determine whether the rent charged for the unit receiving rental assistance is reasonable in relation to rents being charged for comparable unassisted units, taking into account the location, size, type, quality, amenities, facilities, and management and maintenance of each unit. Reasonable rent must not exceed rents currently being charged by the same owner for comparable unassisted units.</td>
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For monitoring purposes, HUD will determine whether the recipient/sub recipient developed a written policy and followed that policy to determine and document that:
1. The rent was reasonable; and/or
2. The rent was within the established FMR limit (program dependent).

The basis for the determination must be supported by the evidence documented in the case file and the administrators/subrecipients policies and procedures must be transparent and consistently applied across their program, and result in decisions that comply with HUD requirements.

Since payment standards for the Section 8 Housing Voucher program differ from those of the CoC and ESG programs, this policy would not apply to the Section 8 Housing Voucher program administered in the LACoC.

---

5 Exception Payment Standards 24 CFR §982.507(a)(1); in accordance with Section 1.8.5 of the Housing Authority’s Administrative Plan the Housing Authority may approve a higher payment standard to 110% of the prevailing FMR; in accordance with section 1.8.6, 111%-120% of FMR can be requested of the local HUD office and 120% or higher can be requested of HUD Headquarters in Washington D.C.; the need for accommodation must be verified in accordance with section 7.11.10 of HACoLA's Administrative Plan.
Comparative Analysis:
*Rent Reasonableness standards still apply to all the examples provided below.

For the purpose of these examples:
- Administrator: is the grant recipient of Federal program funds.
- Subrecipient: is the agency receiving program funds from the administrator.

**Option 1: Determination of FMR at the time of the HUD grant award Announcement (Current Practice):**
**Advantage:** Standardized amount that remains stable throughout the grant award period; decreased burden on documentation and accounting.
**Disadvantage:** Possibility that a higher amount could have been reimbursed in the event of a change in the published FMR.
**Example:** If the administrator is awarded HUD program funds in September, 2015 when the FMR of a two bedroom is $1,000 and a subrecipient contract is executed with the administrator in November, 2015 when the FMR is determined to be $1,200 for a two bedroom, the maximum amount the subrecipient could be reimbursed is $1,000.

**Option 2: Determination of FMR at the grant agreement execution:**
**Advantage:** Possibility of a higher amount if the FMR changes prior to execution of the grant agreement.
**Disadvantage:** Increased accounting work/tracking/documenting for providers with multiple grants if the FMR is different for each grant; grants executed later in the year have the potential to receive higher reimbursement than those executed earlier.
**Example:** If a grant is awarded and a HUD grant agreement is executed by the administrator in September, 2015 when the FMR of a two bedroom is $1,000 and a subrecipient signs and executes a contract in September, 2015 they will be limited to using the $1,000 FMR for a two bedroom. If a subrecipient signs and executes a contract in November, 2015 and the FMR has increased to $1,200 for a two bedroom, they may use that rate.

**Option 3: Determination of FMR at the time of lease or rental agreement:**
**Advantage:** Potential for the highest possibility of reimbursement from HUD.
**Disadvantage:** Potential for units to be reimbursed at two different rates under one contract (units leased later in the year have the potential to receive greater reimbursement than those leased earlier) increased documentation and accounting.
**Example:** If a grant is awarded and a HUD grant agreement is executed by the administrator in September, 2015 and the FMR is $1000 for a two bedroom, reimbursement would only be limited to the FMR of $1000 as long as the FMR does not change. If the FMR changes, (increase/decrease) all new leases/rental agreements would be subject to the new FMR rate. Using this example, If you had a client that enrolled on September, 2015 and moved into a 2-bedroom at $1,000, they will be paying $1,000 for the 12 month lease period. If a second family enters on November 2015 and the FMR increases to $1,200, then the new lease/rental agreement could go up to $1,200. In the event that FMR decreases, the new lease/rental agreement will be reimbursed at the new FMR rate.

**Community Feedback:**
Please submit comments to Clementina Verjan, cverjan@lahsa.org no later than 5:00pm on Friday, April 8, 2016 to be included in packet to Los Angeles Coordinating Council and by April 14, 2016 to be included in the supporting documents for the Policy and Planning Committee of the LAHSA Commission.
LAHSA Update: Greater Los Angeles Homeless Count

• 2016 Homeless Count Results – Status

• 2017 Homeless Count
  o Enhancements
    a) Internal Strategic Planning Meetings
    b) Opt In Program
    c) Training Curriculum
    d) Youth Count
    e) Demographic Survey Process
LAHSA Update:
Greater Los Angeles Homeless Count

• 2017 Homeless Count (Continued)
  o Request for Proposals for Statistical Analysis
  o Request for Bids
    ✓ Training Video Production
    ✓ Graphic Design and Promotional Materials
    ✓ Website Designer/Developer
LAHSA Update: Singles System Integration/CES

- New Singles System Integration Unit being staffed
  - CES Coordinators to provide TA and support the growth of CES
  - Rapid Re-Housing Coordinator (still open)

- CES Operations Team launched
  - Operationalizing the Policies & Procedures of CES
  - Preparing CES to receive additional funding

- HMIS Matching Report being implemented
  - More streamlined matching process
  - More similarity in matching across SPAs
  - Preparing for more housing resources

- HMIS team cleaning up data – over 700 CES placements updated!
LAHSA Update: Family System Integration/CES

Questions and Feedback
Youth CES Pilot launched Nov 9, 2015 in Hollywood
- **182** Screened
- **25** Housed
- **13** Linked to a next step for housing

- DMH now Co-Located at Covenant House
- Occupancy Rates have Increased
- Agencies are letting go of their waiting lists
- Partnerships with Single Adult CES
- Learning Community coming in April 2016
- Youth webpage launching soon on LAHSA website

Questions and Feedback
LAHSA is committed to streamlining the contracting process for our Agency partners. To facilitate this goal, LAHSA is developing new initiatives, including the following:

- Implementation of new Contract Management Software
- Dedicated Contract Specialist contact per agency to facilitate communications and strengthen relationships with Agency partners
- Gathering Required Documents, such as Insurance Certifications, which are consistent across the full contract award portfolio from Agency partners at award notification.
  - decrease time and effort when contracting specific awards throughout year.
- Optimization of Internal Routing processes to speed contract execution

Questions and Feedback
“Action Items”

Recap!
Links to Supporting Documents and Websites

County of Los Angeles

• County of Los Angeles Homeless Strategies: http://priorities.lacounty.gov/homeless/
• County of Los Angeles El Nino Preparedness: http://www.lacounty.gov/elnino

City of Los Angeles

• City of Los Angeles Homeless Strategies:
  http://clkrep.lacity.org/onlinedocs/2015/15-1138-S1_misc_1-7-16.pdf

LAHSA

• Main Website: http://www.lahsa.org/
• Greater Los Angeles Homeless Count: http://www.theycountwillyou.org/
• Employment Opportunities: https://www.lahsa.org/jobs
LAHSA Staff & Resources

**Policy & Planning Department:**
- **Grace Weltman**, Director of Policy and Planning, gweltman@lahsa.org, (213) 225-6566

- **Clementina Verjan**, Associate Director of Policy and Planning cverjan@lahsa.org, (213) 683-3338 work, (323) 440-6483 cell

- **Ronald Williams**, CoC Planning Coordinator, rwilliams@lahsa.org, (213) 689-4091

- **Stephen Sotomayor**, Senior Policy and Legislative Analyst, ssotomayor@lahsa.org, (213) 225-6554

- **Lorin B. Kinney**, Data Analyst, kinney@lahsa.org, (213) 683-3345

- **Nathan Cheung**, Senior GIS Planning Analyst, ncheung@lahsa.org, 213-225-8405

**Programs Department:**
- **Chris Callandrillo**, Director of Programs, ccallandrillo@lahsa.org, (213) 225-6564

- **Dan Fisher**, Associate Director of Programs dfisher@lahsa.org, (213) 683-3324

- **Josh Decell**, Associate Director of Programs decell@lahsa.org, (213) 225-8407

- **Marina Flores**, Singles System Integration Manager, mflores@lahsa.org, (213) 683-3339

- **Jonni Miller**, Families System Integration Manager, jmill@lahsa.org, (213) 225-8483

- **Angela Rosales**, Youth Systems Integration Manager, arosales@lahsa.org, (213) 225-8445

- **Kelli Pezzelle**, Shelter System Coordinator, kpezzelle@lahsa.org, (213) 225-8421

**Homeless Count Unit:**
- **Stephanie Inyama**, Homeless Count Manager, sinyama@lahsa.org, (213) 683-3346
Homeless Management Information System (HMIS)

- Monica Gudino, Interim HMIS Manager, mgudino@lahsa.org, (213) 225-6567

Procurement:

- Shalon Zeferjahn, Contracts Unit Manager, szeferjahn@lahsa.org, (213) 225-6547

Homeless Services

- Jeanette Rowe, Director of Homeless Services Department, jrowe@lahsa.org, (213) 683-3330

- Pearl Cortez, Homeless Services Manager, pcortez@lahsa.org, (213) 225-6574

- Cesar Beltran, Homeless Services Manager, cbeltran@lahsa.org, (213) 225-6568