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HOMES

## Case Competition Narrative

Welcome to the 1000 Homes Case Competition. You and your team of development consultants have been hired to assist a neighborhood, city, or cluster of cities in the greater Los Angeles Area with the development of permanent supportive housing to alleviate the homelessness problem in the area. Your finished product will be a written proposal, a physical model or renderings showing plans and elevations, plus a 20-minute presentation to be given before an audience including students, faculty, the public at large, and civic leaders from around the region. You will be judged on the comprehensiveness, creativity, and professionalism of your work. Bear in mind that this exercise is academic insofar as its broader goal is to generate workable solutions to a regional problem, but pragmatic in that the winning proposal will be an implementable plan for the sub-region to which you are assigned.

Winning proposals will address the following areas:

1. *The Problem* – what is the magnitude of homelessness in the assigned subregion? Are the current numbers accurate? How does this fit with the rest of LA County?
  - a. Current Solutions – what is the current state of the homeless housing and services delivery system in your subregion?
  - b. What are the gaps in the service network?
2. *The Solution* – propose a project, cooperative, or set of projects that fills the housing and service gaps you have identified, eg: “we need 100 permanent supportive housing units and services for 150 people...”

3. *Implementation* – This is the main thrust of your proposal. Recommend an end-to-end solution to the problems you have identified, that includes at least one specific supportive housing development. Outline the entire development process and the relevant issues at every step. This will include:
  - a. Siting, Entitlement, and overcoming community opposition
    - i. This is an inherently political process. Grasp the issues in your subregion and develop strategies to make your project feasible
  - b. Design, layout, operational and service provision plans
    - i. Produce a schematic plan of your vision, including size, unit mix, and construction type at the very least. It should be clear how your design works within your site, how it fits with the surrounding uses, and how it informs your financial projections
    - ii. Show how services will be provided to meet the needs of the specific homeless population that will be served.
  - c. Financing
    - i. Produce a set of detailed financial projections for the project
      1. Sources – where will the capital come from to build this project? Include all tax credits, grants, operating subsidies etc.
      2. Uses – How much will this project cost? Include acquisition, construction, and operation and service provision. What will it take to make this work?
4. *Regional Solutions* – The best proposals will include a vision of how the particular subregional solution proposed fits into the bigger picture of solving homelessness in LA County. This may include:
  - a. Scalability and/or replicability
  - b. Solutions to endemic obstacles in providing care
  - c. Roadmaps for regional cooperation

### Deliverables:

1. Written report: 30 pages not including cover, acknowledgements page, or dividers.
2. 20 minute Powerpoint presentation plus 5 minute Q&A
3. One 24" x 36" standard board format (the architects will be very familiar with this) showing the building typology, and
4. One 24" x 36" board showing the sub regional distribution of housing and services strategy.
5. One-page project summary, including at least two project photographs.

### Timeline:

- Team Applications Due: March 15, 2010
- Teams Announced: March 22, 2010
- Kickoff & Bootcamp: April 6, 2010
- Mobile Tour: April 10, 2010
- Review Session: May 5, 2010
- Competition Judging: June 3, 2010

### Comments, Rules:

You will compete against 4 other teams. You will be given your city assignment at the Kickoff & Bootcamp, scheduled for April 6, 2010. Final reports will be due on May 31, 2010 and final presentations will occur on June 3, 2010. You may talk to anyone you want to within the bounds of your partner city's direction. All writing and analysis, however, must be the sole work of the team.

A word of caution: housing the homeless is a political hot button. It is essential that, in addition to the professionalism and maturity which we expect of you, that you exercise sensitivity and tact. Make it clear to those you interview that this is an academic study and not a live deal. Please be careful not to generate any negative press or community backlash for your partner city.

Enjoy yourselves and be creative. This competition is intended to advance the dialogue and the state of the practice in how we house and care for the homeless. Thank you all for participating.