



...for housing & community investment



Our commitment to meeting the city's housing needs and the reduction of poverty has resulted in numerous initiatives, policies and partnerships that improve the quality of life for the city's most vulnerable residents. In 2008, we launched the Housing that Works Five Year Plan which identified the most significant housing challenges L.A. faced and provided the strategies and financial resources to tackle them. The plan called for unprecedented coordination between five City entities: the LA Housing Department (LAHD), the LA Homeless Services Authority (LAHSA), the Housing Authority of the City of Los Angeles (HACLA), the former Community Redevelopment Agency (CRA) of Los Angeles, and City Planning. We now have a way to capture and measure housing production across all agencies and make local decisions on how to allocate Federal and State tax credits. In addition, each housing agency operates key programs dedicated to preserving and increasing affordable housing resources and assisting the city's most vulnerable residents.

As chair of the US Conference of Mayor's Task Force on Poverty, in 2008-2009 the Mayor took a nationwide leadership role on the issue of poverty and oversaw the redesign of the City's anti-poverty efforts. This resulted in the establishment of the FamilySource System. Using the Economic Roundtable's "Concentrated Poverty in Los Angeles" report, twenty-one FamilySource Centers were established in the most impoverished areas of the city and provide a standardized menu of services focused on access to income supports provided by the city, county, and the state, along with education success strategies for the family's youth.

We are now taking these critical resources and services and integrating them with the major investments in the regional transportation system. By creating affordable housing opportunities, bringing life-building services to communities and fostering equitable transit development, the City is paving the way for residents to achieve a better quality of life.

DEVELOPED AND PRESERVED 20,000 HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES

In Housing that Works, the Mayor committed the City to producing 20,000 new rental units for families earning up to \$100,188 for a family of four. To achieve this goal, the City offered land-use incentives, such as density bonuses, in exchange for the development of new affordable homes for middle-income households. The City also promoted low-cost gap financing for developers serving low-income residents. As of December 2012, the City exceeded its 20,000-unit target by supporting the production of 21,012 units.

INVESTED \$1 BILLION OF PUBLIC FUNDS IN AFFORDABLE HOUSING

Despite significant cuts to federal grants and the loss of redevelopment funds, the City exceeded its \$1 billion target for funding in affordable housing by over \$56 million. The City also leveraged public funds with \$2.6 billion in private capital resources. In part, leveraging was achieved through a public/private partnership with Enterprise Community Partners, a non-profit community development financial institution that provides expertise and resources for the development of affordable housing and sustainable communities. Enterprise committed \$400 million to supporting L.A. housing, including \$260 million in equity, lending and grants.

DREW SUPPORT FROM HUD'S NEIGHBORHOOD STABILIZATION PROGRAM (NSP) FOR NEIGHBORHOODS HARDEST HIT BY FORECLOSURES

Los Angeles received nearly \$143 million in three rounds of NSP awards to purchase, rehabilitate or construct 847 homes and apartments. This was the second-largest such award in the country. Through NSP, the City improved

neighborhoods by transforming deteriorated properties into attractive ownership and rental opportunities. Implementing Enterprise's Green Communities Criteria (www.enterprisecommunity.com), the City used durable "green" building materials to reduce maintenance and utility costs for low-income homebuyers and tenants. See <http://lahd.lacity.org/nsp/>

WORKED TO REDUCE HOMELESSNESS

Over the last eight years, the City financed 2,662 permanent supportive housing units for the formerly homeless, three times the number of units produced during the two previous administrations combined. The City also created partnerships with the L.A. County Departments of Mental Health and Health Services to give support for residents of City-financed permanent supportive housing. The City ensured that over 210,000 homeless clients received shelter and the services they needed to live independently, including crisis intervention, case management, and permanent housing placement. Through the Homelessness Prevention and Rapid Re-housing Program, 5,184 homeless households have been placed in permanent housing and 5,086 have been protected from eviction with rental assistance and legal services.

BY THE NUMBERS

- 2,662 Supportive Housing Units Funded for the Homeless





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PRESERVED AT-RISK AFFORDABLE HOUSING

In sites where development grows, too often affordable housing gets lost. As our public transit system has grown, the City completed a "Preservation of Affordable Housing near Transit Oriented Developments (TOD) Study", the first of its kind in Los Angeles. In addition, L.A. enhanced a comprehensive data clearinghouse to track housing properties whose affordability is at risk of being lost, whether through termination and/or expiration of Section 8 rental subsidy contracts or affordability covenants. We conducted outreach to more than 8,000 families, and led inter-agency efforts to develop strategies to preserve at-risk housing. LAHD also financed and preserved approximately 3,000 HUD-assisted at-risk housing units with \$28 million in AHTF funds and \$125 million in bond proceeds.

See the AHPP Home page at <http://lahd.lacity.org/lahdinternet/AHPPHomePage/tabid/462/Default.aspx>

ENFORCED HOUSING CODES WHILE PROTECTING TENANT AND LANDLORD RIGHTS

The City's Harvard award-winning Systematic Code Enforcement Program (SCEP) completed two inspection cycles of 760,000 housing units, ensuring the safety and habitability of rental housing in the city. We also focused on protecting the rights of tenants and landlords through landmark ordinances that included Primary Renovation and Tenant Habitability, Tenant Relocation, Residential Hotel, Nuisance Abatement, Foreclosure Eviction, Mobile Home Tenant Protection and Loan Modification Consultants.

DREW ON FEDERAL FUNDS TO PREPARE FOR DISASTER

A portion of the Federal Emergency Management Agency's Regional Catastrophic Preparedness Grant Program (RCPGP) paid for the development of damage assessment software, a Disaster Housing Planning Guide and Template, and several research reports. These projects allowed the City (as well as local jurisdictions in Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties) to plan ahead to protect both our residents and our residential infrastructure.

See Disaster Housing Planning Home Page <http://lahd.lacity.org/lahdinternet/DisasterHousingPlanningHomePage/tabid/502/language/en-US/Default.aspx>



REIMAGINED JORDAN DOWNS PUBLIC HOUSING

HACLA purchased 21 adjacent acres, and worked with Jordan Downs residents and community stakeholders to develop a Community-Based Master Plan for a new mixed-income, mixed-use urban village on the site, as well as crafted a Human Capital Plan to positively transform the quality of life for both residents and the broader community. The Planning Department-drafted Specific Plan was approved by the City Planning Commission and the City Council's Planning and Land Use Management Committee. In February, 2013, the City Council certified the Jordan Downs Environmental Impact report.

FOUND A SIMPLER WAY TO DELIVER ANTI-POVERTY EFFORTS

In 2009, the Mayor's Office, the City Council, and the Community Development Department (CDD) established an innovative new system, FamilySource Centers, to deliver an integrated and comprehensive array of social services for city residents. The centers' main goals are to increase families' income and students' academic success. Each center offers a variety of educational, family, child and youth services, including counseling, and cultural, recreational, and afterschool activities onsite or nearby. In three years, the number of individuals annually utilizing FamilySource Centers doubled from 25,000 to 50,000.

MADE PRESCRIPTION MEDICATION AFFORDABLE THROUGH LARX

The Los Angeles Prescription Savings Program, also known as LARx, is a prescription drug discount program that makes healthcare more affordable for all Angelenos. The LARx card was made available in 2009 to all residents. It has no eligibility criteria or registration requirements, and can be used at most major pharmacies. Cardholders simply present the LARx card and, depending on their existing options, may pay a reduced price for their medications. Since 2009, 63,500 individuals successfully utilized it, resulting in over \$1.6 million in savings to L.A. residents. See www.forlarx.com for access to card.

MADE SURE RESIDENTS GOT THE TAX BENEFITS THEY DESERVED

L.A. County residents have been leaving behind at least \$300 million in unclaimed Earned Income Tax Credits (EITC) each year. In response, the Mayor has been supporting and helping to publicize a program to designate all 21 of the City's FamilySource Centers as Volunteer Income Tax Assistance (VITA) sites. VITA sites provide families with free tax assistance and help them apply for tax credits. In 2012, volunteers helped over 40,000 low and moderate-income residents in the Greater L.A. area collect over \$45 million in total tax refunds. These sites also offered asset-building programs that included financial education and resources to help families open low-cost bank accounts.

CRAFTED THE FIVE YEAR HOUSING AND COMMUNITY DEVELOPMENT CONSOLIDATED PLAN

In 2012, the Mayor unveiled the nation's first transit-oriented Consolidated Plan. The Consolidated Plan decided the way in which federal Housing and Urban Development dollars are expended and the focus on transit is an effort to target these investments near transit hubs. This allowed the City to maximize the leverage of the city's HUD investments. Two concrete examples of programs and funding that created the highest use and potential for maximizing leverage are: (1) the City's new nine percent Low Income Housing Tax Credit Apportionment which represented up to \$85 million in annual investments and (2) the New Generation Fund, a \$52 million acquisition and pre-development fund for the development of affordable housing.

CREATED THE TRANSIT CORRIDORS CABINET (TCC)

In November 2012, the Mayor issued an Executive Directive that created the TCC. The new Cabinet serves as a central clearinghouse for policy, operations and funding expertise across City departments, as well as the County's transportation authority (Metro), which allows the City to take full advantage of historic transit investment and funding opportunities. The City is looking for intersections in policy, program, and financing of transit, as well as services and amenities along expanded transit routes. The City's housing agencies became active members of the TCC.

CREATION OF THE HOUSING AND COMMUNITY INVESTMENT DEPARTMENT (HCID)

The federal government has strategically realigned its key resources to approach community needs in high-poverty neighborhoods with integrated solutions. This strategy improves coordination of resource deployment to neighborhoods in distress. Consistent with this strategy and the City's new Transit-Oriented Consolidated Plan, the City merged the Human Service programs and Consolidated Plan functions from the previous Community Development Department with the previous LA Housing Department to create the Housing and Community Investment Department (HCID). This aligned and facilitated the deployment of multiple resources in support of comprehensive housing and neighborhood development.

