

Introduction

The *Los Angeles Urban County 2007-2008 One-Year Action Plan* contains the County's one-year plan to carry out housing and community development activities funded by Federal formula grant funds received in the 2007–2008 program year from the U.S. Department of Housing and Urban Development (HUD). These funds are from the Community Development Block Grant (CDBG); HOME Investment Partnerships (HOME), which includes the American Dream Downpayment Initiative; and Emergency Shelter Grant (ESG) programs.

The County of Los Angeles does not submit the application for HOPWA funds. As the largest city in the Los Angeles eligible metropolitan statistical area (EMSA), the City of Los Angeles submits the application for HOPWA. However, the County of Los Angeles, as a jurisdiction of the Los Angeles EMSA, must assist the City with the application. The Community Development Commission of the County of Los Angeles (CDC) meets this requirement for the County by participating on the Los Angeles Countywide HOPWA Advisory Committee. This committee advises the City on identification of the needs and priorities of persons with HIV/AIDS.

WHAT IS THE LOS ANGELES COUNTY ANNUAL ACTION PLAN?

The CDC submits the Annual Action Plan as a requirement for participation in HUD's Urban County Program. This Action Plan covers the fifth of the five program years covered by the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County* (Consolidated Plan).

The Consolidated Plan contains strategies and objectives that address a broad range of priority needs related to affordable housing, public housing, homelessness, and non-housing community development. HUD requires Los Angeles County, as a requirement for participation in HUD's Urban County Program, to complete a Consolidated Plan. The Consolidated Plan contains six major components:

1. A housing market analysis.
2. An assessment of affordable housing, public housing, homelessness, community development, and other related needs.
3. A description of the priority needs selected by the CDC on behalf of the County using an extensive citizen participation process.
4. A strategic plan to address priority needs.
5. An explanation of how the CDC will work with its partners in the public, private, and nonprofit sectors to carry out the strategic plan.

6. An Annual Action Plan describing the proposed projects and activities that the CDC, on behalf of the County, plans to undertake in the coming program year to carry out the long term strategies to address priority needs.

ANNUAL ACTION PLAN ELEMENTS

In accordance with HUD requirements, the *Los Angeles Urban County One-Year Action Plan for 2007-2008* includes the following components:

1. **Standard Forms 424 (SF-424):** These forms are included in the front of this document.
2. **Geographic Distribution:** A description of the areas in the County (including areas of low- and moderate-income concentration) in which the CDC may provide assistance in the coming program year—along with the rationale for the priorities for allocating these investments geographically. Section One of the Annual Action Plan includes this information as part of the Urban County program description.
3. **Annual Actions for the Coming Program Year:** A description of proposed actions to carry out the 5-year strategies and objectives in the Consolidated Plan. Section One of the Annual Action Plan contains these descriptions, including:
 - 1) Actions in the coming year for homeless and special needs populations to:
 - Address emergency and transitional housing needs of homeless individuals and families.
 - Prevent low-income individuals and families from becoming homeless.
 - Help homeless persons make the transition to permanent housing and independent living.
 - Address the special needs for persons who are not homeless.
 - 2) Housing and community development actions proposed for the coming program year to:
 - Overcome obstacles to meeting underserved needs.
 - Foster and maintain affordable housing.
 - Remove barriers to affordable housing.
 - Evaluate and reduce lead-based paint hazards.
 - Reduce the number of poverty level families.

- Enhance the County's housing and community development delivery system (develop an institutional structure).
 - Overcome impediments to fair housing choice.
 - Enhance coordination between public and private housing and social service agencies.
 - Foster public housing improvements and resident initiatives.
4. **CDBG, HOME, and ESG-funded Actions:** A description of the proposed projects to be funded with CDBG, HOME, and ESG for the coming year to address the priority needs and objectives identified in the Consolidated Plan. Volume II of the Annual Action Plan contains proposed projects.
 5. **Resources:** A description of the resources (Federal, State, local, and private) that are reasonably expected to be available to address the priority needs and specific objectives identified in the Consolidated Plan. Section One of the Annual Action Plan contains this description.
 6. **Specific CDBG Narratives** that describe certain components of the CDBG program as administered by the CDC. Section Two of the Annual Action Plan contains the CDBG narratives.
 7. **Specific HOME Narratives** that describe certain components of the County's HOME program as administered by the CDC. Section Three of the Annual Action Plan contains the HOME narratives.
 8. **Specific ESG Narratives** that describe certain components of the County's ESG program as administered by the Los Angeles Homeless Services Authority. Section Four of the Annual Action Plan contains the ESG narratives.
 9. **Required Certifications.** Appendix A contains these certifications.

INSIDE THIS SECTION

This section contains general information that applies to the CDBG, HOME, and ESG programs. It first describes the Urban County program, including the proposed geographic allocation of CDBG, HOME, and ESG funding (item #2 above) and consultation and citizen participation. Next, it describes the resources anticipated to be available in the coming year to address the 5-year strategies in the Consolidated Plan (item #5 above).

This section then describes how projects and actions are linked with 5-year strategies. It ends describing the actions in the coming year described above in item #3.

Urban County Program Description

The CDC is the lead agency for the Consolidated Plan. It administers the County's CDBG, and HOME programs and the Los Angeles Homeless Services Authority (LAHSA) administers the ESG program for the CDC. The CDC is comprised of numerous divisions, each with its own area of responsibility. Those divisions most directly involved with implementation of the Urban County's housing and community development strategy include: Community Development Block Grant, Housing Development and Preservation, Economic/Redevelopment, Assisted Housing, and Housing Management.

FUNDING DECISIONS

HUD awards CDBG, HOME, and ESG program funds annually to entitlement jurisdictions such as Los Angeles County. The Los Angeles Urban County Program includes the unincorporated areas of the County and small cities under 50,000 in population, which participate in the program.

Funding decisions for the Urban County 2007-2008 Program are based on the needs and strategies discussed in the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County*. The Consolidated Plan's Strategy section discusses the County's allocation priorities based on the needs of County residents. These needs were identified through consultation with numerous community groups, nonprofit and for-profit organizations, participating cities, County Departments and CDC staff using interviews, focus groups, community meetings, and public hearings. In addition, statistical data was compiled from a variety of sources, including 2000 census data, Southern California Association of Governments (SCAG) data and growth projections, Los Angeles County Housing Element of the General Plan, and other national, state, and local data sets and studies.

Funds are distributed among the 47 participating cities and the unincorporated areas within the five Supervisorial Districts. The distribution of funds among these entities utilizes the HUD formula as adopted by the Board of Supervisors in 1975. The formula is based on a combination of 2000 census data and the most recent population estimates provided by HUD.

Participating cities retain local control by designing and operating eligible CDBG projects based on local needs. The CDC works with each individual Board Office to identify and develop viable projects in the unincorporated areas of the County.

In addition, funding allocations will adhere to the following guidelines:

- Allocations will be made to activities in accordance with the national objectives specified in the “maximum feasible priority” certification for the CDBG program and in the HOME and ESG rules and regulations.
- At least 70 percent of the expenditures will benefit low- and moderate-income persons over the three-year certification period, which cover fiscal years 2006, 2007, and 2008. For fiscal year 2007-2008, it is estimated that \$40,000,000 in CDBG funding will be used for activities to benefit persons of low- and moderate- income.
- The amount of funds proposed for public services, relative to the total entitlement CDBG grant, including program income, will be no more than 15 percent through 2008.
- The amount of funds proposed for planning and administration relative to the total CDBG entitlement grant, including program income, will be no more than 20 percent.
- Please see Appendix I for a breakdown of public service and administration allocations for the entire Urban County.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

The CDBG program was initiated by the Housing and Community Development Act of 1974. Although the Act has been amended in recent years, the primary objective continues to be the development of viable urban communities, by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low- and moderate-income.

Each year the Urban County program is designed to achieve this primary objective. Regulations governing the program also require that each activity undertaken with CDBG funds meet one of three broad national objectives as follows:

- Benefit low- and moderate-income persons.
- Aid in the prevention or elimination of slums and blight.
- Meet other community development needs having a particular urgency.

The Urban County certifies that its Annual Action Plan has been designed to give maximum feasible priority to activities, which meet the first and second objectives above. Additionally, the Urban County certifies that no less than 70 percent of the CDBG funds received, over a three-year certification period, will be designed to benefit low- and moderate-income persons.

CDBG Geographic Distribution

For the purposes of the County’s CDBG Program, the Los Angeles Urban County consists of cities with populations under 50,000 that have signed Cooperation Agreements with the County and all of the County’s unincorporated areas. The 47 participating cities are:

**Figure 1-1
Urban County Program Participating Cities**

1. Agoura Hills	18. Hawaiian Gardens	35. San Dimas
2. Arcadia	19. Hermosa Beach	36. San Fernando
3. Azusa	20. Irwindale	37. San Gabriel
4. Bell	21. La Canada Flintridge	38. San Marino
5. Bell Gardens	22. La Habra Heights	39. Santa Fe Springs
6. Beverly Hills	23. La Mirada	40. Sierra Madre
7. Bradbury	24. La Puente	41. Signal Hill
8. Calabasas	25. La Verne	42. South El Monte
9. Cerritos	26. Lawndale	43. South Pasadena
10. Claremont	27. Lomita	44. Temple City
11. Commerce	28. Malibu	45. Walnut
12. Covina	29. Manhattan Beach	46. West Hollywood
13. Cudahy	30. Monrovia	47. Westlake Village
14. Culver City	31. Maywood	
15. Diamond Bar	32. Rancho Palos Verdes	
16. Duarte	33. Rolling Hills	
17. El Segundo	34. Rolling Hills Estates	

Most of these cities operate their own CDBG programs, and a few trade their funds for other types of program monies. Forty-six cities have populations of less than 50,000. The Cities of Cerritos, Arcadia and Diamond Bar, with populations in excess of 50,000, exercise their option to participate in the Urban County CDBG Program. As the grantee, the County provides the participating cities with technical assistance in planning and implementing CDBG and HOME funded activities within their jurisdictions. The County also assumes the responsibility for monitoring the cities’ CDBG, HOME, and ESG activities for compliance with program regulations.

Funding decisions for the Urban County Program for 2007-2008 are based on the needs and strategies discussed in the Consolidated Plan’s Strategic Plan section. Participating cities retain local control by designing and operating CDBG projects based on local needs. The CDC works with each individual Board Office to determine project funding in the unincorporated areas of the County.

To provide guidance to the Board Offices in allocating funds, the County’s *Community Profile* was updated in August 2004. The *Community Profile* identifies Strategy Areas within the unincorporated County of Los Angeles that have a majority of low- and moderate-income residents, as defined by CDBG requirements, and a demonstrated pattern of disinvestment and deterioration.

The *Community Profile* serves as a resource tool that guides the CDC's community development activities and helps prioritize the investment of CDBG and other funds within the unincorporated areas of Los Angeles County. The CDC also uses the CDC's database system called CAPERS to provide additional linkages to activities implemented within Strategy Areas. The section in the Appendices called *CAPERS Report: 2007/2008 Action Plan by Region* lists activities for each Supervisorial District by Strategy Area and investment level. Approximately 40% of the fiscal year 2007-2008 CDBG allocation will be dedicated to these strategy areas (target areas).

Funds are distributed among 47 participating cities and the unincorporated areas within the five Supervisorial Districts. The distribution of CDBG funds among these entities utilizes the HUD formula, which takes into account population, the extent of overcrowded housing, and the extent of poverty. To some extent, the geographic distribution of funding is predicated on the nature of the activity to be funded. It is the County's intent to fund activities in areas most directly impacted by the needs of lower-income residents and County residents with other special needs.

To create substantive neighborhood improvements and stimulate additional, unassisted improvement efforts, the County will focus a portion of its housing-related funding in targeted low- and moderate-income neighborhoods. Based on the widespread need for affordable housing, however, assistance will also be available throughout the unincorporated areas. Community services and facilities will be available to residents countywide, as well as funding for accessibility improvements. Economic development efforts will be focused on business districts in qualified lower- and moderate-income areas.

CDBG Allocation

HUD allocates CDBG funds to entitlement jurisdictions across the Nation based on a formula, which takes into account population, the extent of overcrowded housing, and the extent of poverty. In 1975, the Board of Supervisors adopted HUD's allocation formula to equitably distribute CDBG funds among the participating cities and Supervisorial Districts. All the Supervisorial Districts use their funds to support activities in the unincorporated areas of the County. Please see Appendix I for a breakdown of CDBG funding for the entire Urban County.

CDBG reallocated funds are additional monies derived from other entitlement jurisdictions, which have either forfeited their CDBG funds or opted not to participate in the Program. Urban County reallocated funds are allocated to countywide activities utilizing the same HUD formula. Additionally, prior years' CDBG funds, consisting of unallocated and unexpended funds from previous years, are allocated to projects in the appropriate Supervisorial Districts and participating cities.

CDBG funded activities in the unincorporated areas target geographical areas with the greatest socio-economic distress. The goals of the program are to maintain and improve neighborhoods and communities within the unincorporated County. To this end, a variety of public works projects, housing production and rehabilitation programs, as well as economic development activities are undertaken. Public funds are leveraged with private resources to maximize the effects of CDBG investment.

Total CDBG funds available in 2007–2008 is \$55,332,835, comprised of \$30,734,718 in new allocation, \$6,000,000 in program income, \$18,201,849 in prior year's funds, and \$396,268 in funds allocated to the City of Cerritos. The City of Cerritos is a voluntary joint applicant with the County of Los Angeles for Urban County funding. In the past, the City has exchanged its funding with another jurisdiction participating in the Urban County program and, as a result, has not used its funds.

Prior year funds include funds that were unprogrammed in the previous year and funds that were programmed in the previous year but were unexpended. Unexpended funds are typically funds allocated to construction projects, which take more than one year to complete. Reallocated funds are funds that were unallocated to other entitlement communities during the previous program year. These funds are reallocated to other entitlements the following year.

HOME INVESTMENT PARTNERSHIPS PROGRAM

On November 28, 1990, the Cranston-Gonzalez National Affordable Housing Act was enacted (P.L. 101-625). The HOME Investment Partnerships (HOME) Program was created as a result of this legislation. It affords states and local governments the flexibility to fund a wide range of low-income housing activities through housing partnerships among states, localities, private industry, and nonprofit organizations. This program provides federal funds for the development and rehabilitation of affordable rental and homeownership housing, replacing a series of programs previously funded by HUD. HUD allocates funds to qualifying "Participating Jurisdictions" (PJs), such as the County of Los Angeles, based upon a variety of demographic and housing factors. With the exception of a waiver granted for disaster-related funding, HOME funds are subject to a 25 percent match of non-federal funds or in-kind contributions.

HOME Geographic Distribution

Following HUD's approval of the grant agreement with the County, HOME funds become available. The CDC follows a distribution method approved by the Board of Supervisors for HOME funding whereby one-half of available development and rehabilitation funds are reserved for activities within participating cities, for a period of six months, and the remaining funds are allocated for use in the unincorporated areas. Following the six-month reserve period, HOME funds not committed for projects in participating cities become available for use in both the County's unincorporated areas and the participating cities. A portion of HOME funds and all ADDI-HOME funds are allocated to the First-Time Homebuyers

Program. Due to the extensive coverage and marketing of this program by lenders, brokers, and participating cities, this program is offered on a first-come first-served basis and is subject to the equitable geographic distribution of funds.

HOME Allocation

The 2007-2008 HOME allocation totals \$12,972,460, consisting of \$12,814,611 in HOME Program funds and \$157,849 in ADDI-HOME Program funds.

HOMELESS SERVICES PROGRAMS (INCLUDING ESG PROGRAM)

The Emergency Shelter Grant (ESG) program began on November 7, 1989, as part of the Stewart B. McKinney Homeless Assistance Act. The program is designed to improve the quality of existing emergency shelters, make available additional emergency shelters, assist in meeting the cost of operating emergency shelters, and provide essential social services to homeless individuals. The ESG program ensures that the homeless have access not only to safe and sanitary shelter but also to supportive services and other kinds of assistance needed to improve their situations. The program is also intended to reduce homelessness through the funding of preventive programs and activities.

ESG Geographic Distribution

On December 17, 1993, the County of Los Angeles and the City of Los Angeles entered into a joint exercise of powers agreement to create the Los Angeles Homeless Services Authority (LAHSA) to provide coordinated homeless services. Programs initially assigned to LAHSA by the County and City of Los Angeles include the ESG Program and the Cold/Wet Weather Emergency Shelter Program, funded in part with CDBG funds, as well as other homeless services programs already being provided by the County and City.

LAHSA is the agency designated by the County and all participating cities within the County except Pasadena, Glendale, and Long Beach, to annually apply for Stewart B. McKinney funds through the SuperNOFA process. All funds administered by LAHSA are apportioned according to need and in keeping with the Continuum of Care, described in Section 5 of the Consolidated Plan.

ESG Allocation

The 2007–2008 ESG allocation is \$1,320,346.

CONSULTATION WITH ADJOINING JURISDICTIONS

CDC notified all 47 participating cities of the availability of the draft Action Plan, which was available at various public libraries throughout the county. In addition, the CDC also invited 38 local jurisdictions to provide comments on the draft Action Plan. Any comments received from these jurisdictions will be considered and be included in the final Action Plan to be submitted to HUD.

**Table 1-1
Entitlement Jurisdictions Invited to Comment
on the Draft Annual Action Plan**

1. Alhambra	14. Inglewood	27. Redondo Beach
2. Baldwin Park	15. Lakewood	28. Rosemead
3. Bellflower	16. Lancaster	29. Santa Clarita
4. Burbank	17. Long Beach	30. Santa Monica
5. Carson	18. Los Angeles	31. South Gate
6. Compton	19. Lynwood	32. Torrance
7. Downey	20. Montebello	33. Thousand Oaks
8. El Monte	21. Monterey Park	34. West Covina
9. Gardena	22. Norwalk	35. Whittier
10. Glendale	23. Paramount	36. Orange County
11. Glendora	24. Pasadena	37. San Bernardino County
12. Hawthorne	25. Pico Rivera	38. Ventura County
13. Huntington Park	26. Pomona	

COMMUNITY MEETINGS

From September 12 through September 26, 2006 the CDC conducted four (4) community meetings at times and locations convenient to potential and actual program beneficiaries.

Community Meeting Format

Citizens were invited to attend community meetings to learn about the programs and services available to them through the CDC, the Housing Authority and the Urban County CDBG program. They were also invited to express their views on their neighborhood's housing and community development needs. The goal of the meetings included increasing public attendance through a proactive marketing strategy. This marketing strategy includes partnerships with community leaders and organizations, direct mailings to unincorporated area residents, and local

advertisements. The meetings provided a less formal and more interactive forum using examples of existing projects benefiting the neighborhood and a discussion of community needs and local programs. In addition, a survey was administered to receive input on their neighborhood's housing and community development needs.

Feedback

The survey results received at the meetings or mailed to the CDC are included in Appendix B.

Advertisements

In August and September 2006, the community meetings were advertised in the non-legal section of several daily and weekly newspapers with wide circulation throughout Los Angeles County. Flyers were also distributed by community leaders and organizations and through the direct mailings. The advertisements and flyers offered citizens the choice of attending the meeting in their area or completing and mailing an attached tear-off form to identify their top three housing and community development needs. The advertisement, flyer, and list of publications, which featured the advertisements, as well as the proof of publication, are included in Appendix C: Community Meeting Notice and List of Publications.

SUMMARY OF CITIZEN PARTICIPATION PROCESS

To encourage citizen participation in the preparation of the 2007-2008 Action Plan, the CDC took the following actions in accordance with its Citizen Participation Plan:

- Provided sufficient advance notice of community meetings at the beginning of the planning process and the public hearing by advertising the times and locations of each meeting in a number of widely circulated, as well as, targeted limited-distribution newspapers (See Appendix C). These meetings were also noticed on the CDC's web site.
- Conducted four (4) community meetings throughout the Urban County (see Appendix B for a summary of each).
- Made the Action Plan available at 29 public libraries and posted it on the CDC website at <http://www.lacdc.org/resources/library/Index.shtm>, giving County residents at least 30 calendar days to review and comment on it (see Appendix D).
- Conducted a public hearing to consider approval of the Action Plan (See Appendix D).

- Received and recorded comments at the meetings and public hearing (See Appendix E).

Community Meetings in the Unincorporated Areas of the County

Introduction

The CDC held four (4) community meetings throughout the unincorporated areas at the following locations:

1st District

Location: Centro Estrella
Child Development Center
Date: September 12, 2006
Number of Attendees: 26

4th District

Location: South Whittier
Community Resource Center
Date: September 19, 2006
Number of Attendees: 30

2nd District

Location: Bethune Park
Date: September 14, 2006
Number of Attendees: 35

5th District

Location: Pamela Park
Date: September 26, 2006
Number of Attendees: 67

Residents Survey

A Residents Survey was administered at each of the meetings so that the participants could prioritize needs. The results of the survey were then forwarded to each Los Angeles County Supervisor so that they could use this information when making funding decisions for Fiscal Year 2007-2008.

The survey consisted of a variety of housing and community development needs organized into the following categories: Businesses & Jobs, Community Services, Infrastructure, Community Facilities, Housing, Neighborhood Services, and Special Needs Services. Resident ranked every item listed in order of need, from 1 to 4, with 1 indicating the lowest need and 4 indicating the highest need. Please see Appendix B for the survey results.

Top Five Needs Identified on the Survey

Countywide-overall (154 surveys)

Anti-Crime Programs:	3.61
Graffiti Removal:	3.53
Job Creation/Retention:	3.53
Employment Training:	3.53
Youth Centers:	3.40

1st District (26 surveys)

Graffiti removal:	3.36
Code Enforcement:	3.29
Child Care Center:	3.29
Homeless Shelters/Services:	3.48
Youth & Childcare Services:	3.48

4th District (30 surveys)

Job Creation/Retention:	3.79
Small Business Assistance:	3.77
Anti-Crime Programs:	3.71
Employment Training:	3.70
Graffiti Removal:	3.68

2nd District (32 surveys)

Job Creation/Retention:	3.61
Employment Training:	3.59
Anti-Crime Programs:	3.59
Youth Centers:	3.55
Graffiti Removal:	3.55

5th District (66 surveys)

Anti-Crime Programs:	3.63
Street Lighting:	3.52
Employment Training:	3.49
Youth Centers:	3.44
Job Creation/Retention:	3.42

Citizen Participation in the Participating Cities

Each participating city gives its constituency the opportunity to provide citizen input on housing and community development needs at a community meeting or public hearing by:

- Holding one or more community meetings or conducting one public hearing with a minimum 14 calendar day notification period;
- Soliciting citizen participation through an advertisement published in a local newspaper whose primary circulation is within the city; or
- Soliciting citizen participation through notices posted in public buildings within the city and at least 14 calendar days prior to the meeting date.

With submission of its planning documents to the CDC each year, participating cities are required to submit proof of city council approval of its proposed activities in one of the following ways:

- A copy of the adopting resolution or approved city council minutes;

- A letter from the city manager stating that the activities have received city council approval; or
- A certification by the city clerk stating that the activities have received city council approval.

This documentation is kept on file at the CDC and is available for public review.

PUBLIC HEARING AND APPROVAL

A 30-day public notice was published on April 20, 2007, in the legal section of the *Los Angeles Times* advertising a public hearing on May 22, 2007, on the draft 2007–2008 Action Plan. The notice was also published in several local newspapers with daily or weekly circulation within the week following April 20, 2007.

The notice invited citizens to review the draft Action Plan and to attend the public hearing to present oral and written comments to the Board of Supervisors for consideration in approving the document. Citizens unable to attend the public hearing were invited to submit written comments to the offices of the CDC up to and including the day of the public hearing. The draft Action Plan was also available for review at the offices of the CDC and at various public libraries throughout the County. The public notice and list of publications are included in the Appendix D.

Written comments received at the offices of the CDC and at the public hearing and a transcript of oral comments received at the public hearing are included in Appendix D. The transcript also includes approval by the Board of Supervisors, Board of Commissioners of the Housing Authority and Board of Commissioners of the Community Development Commission.

Resources

The CDC enlists a variety of public and private resources to provide decent housing, suitable living environments and expanded economic opportunities for its residents. Recognizing that no one resource can build communities, the CDC uses a variety of resources, not only to implement its strategic plan but also to link CDC strategies. This allows the CDC to reinforce coordination of activities between and among agencies and to leverage additional resources. Table 4, located at the end of this section, summarizes the major sources of funding available to carry out housing and community development activities in the Urban County, and specifically identifies the County's current funding levels for formula grant programs (CDBG, HOME, ESG).

Public Sector

The CDC uses resources from the CDBG, HOME, ESG, Public Housing Assistance, and special grants awarded by HUD, as a basis for addressing its strategies. The CDBG dollars are expanded through the Section 108 Loan Guarantee Program, which allows the County and the participating cities to borrow additional funds against their grant funds to meet immediate community development needs. In the County's Redevelopment Project areas, tax increment dollars, land sale proceeds and bond issues also provide funding. In addition, the CDC receives funds from the State of California and the City of Los Angeles for projects that involve joint funding by these jurisdictions.

Private Sector

The County works with the lending community to provide dollars to meet the community's needs. Through the Community Reinvestment Act (CRA), small business owners and first-time homebuyers can be assisted.

Leveraging

The CDC leverages and links resources among various programs. For instance, the Workforce Investment Act (WIA) Program, County Community Service Block Grant (CSBG), and CDBG funds can be used to jointly fund projects. This allows the County to provide a wide range of public services to many low-income County residents. In the participating cities, CDBG funds are matched with other funds available to cities such as general funds and other local resources. For FY 2007–2008, CDBG funds are leveraging \$63,135,077 in other funding. Table 1-2 below shows the breakdown of 2007–2008 leveraged funds.

Table 1-2
Leveraged Resources

Source	Leveraged Amount
Assisted Housing	\$97,132
CDC Tax Increment	\$250,000
General Fund	\$3,309,460
Other	\$2,014,365
Federal	\$33,559,680
Local	\$22,128,421
Private	\$415,939
State	\$1,360,080
Grand Total	\$63,135,077

The CDC also uses various financial, administrative, and other funding mechanisms to leverage additional funds for housing development and preservation activities. For example:

- Rental housing developers typically utilize tax credits, State-administered funds, reduced processing fees, and property tax waivers.
- Development activities for homeowners typically utilize maximum subsidy limits below those permitted under federal regulations, thus requiring increased developer equity.
- For housing, the CDC leverages private funds from participating lenders with HOME and CDBG funds.
- Habitat For Humanity utilizes volunteer labor, discounted materials, and “sweat equity,” to develop many affordable units for homeownership where CDBG and HOME are used to acquire the site and complete public improvements.
- Local, non-federal dollars are used in combination with federal funds to construct developments located in the Urban County’s participating cities.
- Specialized client-based funding sources, funds provided through appropriate County departments, and local private contributions are used in conjunction with federal resources to construct service-enhanced developments.

Economic Development: These activities are enhanced, not only with tax-increment dollars and governmental funds such as CDBG but also with other mechanisms such as tax credits and utility cost reductions.

Public Land: The CDC acquires private and public land, when necessary, to facilitate commercial and residential development.

FEDERAL MATCHING REQUIREMENTS

The HOME and ESG programs require the CDC to provide matching funds.

HOME Program Matching Fund Requirements

HOME program regulations require a 25 percent non-Federal match for every HOME dollar expended. Funds set aside for administration and for Community Housing Development Organization (CHDO) technical assistance and capacity building are exempt from this requirement. The match must be met by the end of the Federal fiscal year in which the expenditure occurred. This requirement is not project-specific but rather program-wide.

The following non-federal sources are eligible as matches:

- Cash donations

- Donated land or other real property
- Donated site-preparation, construction materials and labor
- Waived or deferred taxes, fees, or other charges
- On-site and off-site infrastructure
- Proceeds from affordable housing bonds

Because the matching fund requirement is concurrent with the Federal fiscal year, matches are not expected to be identified until September 30, 2006. Therefore, the matches will be identified in the 2006–2007 Consolidated Annual Performance and Evaluation Report (CAPER), which will be submitted to HUD on September 30, 2007.

ESG Matching Fund Requirements

ESG regulations require a dollar-for-dollar match for ESG funding. Matching funds will be provided through funds received by LAHSA for the Supportive Housing Program.

**Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities**

Project Name	Description	Eligible Activities
1. Federal Programs a. Formula/Entitlements		
Community Development Block Grant (CDBG) Program 2007-2008 allocation: \$31,130,986	Grants awarded on a formula basis for housing and community development activities. Primarily, recipients must be low- to moderate-income (up to 80% MFI), or reside in a low/moderate-income target area.	<ul style="list-style-type: none"> - Property acquisition, disposition, clearance - Rehabilitation - Homebuyer assistance - Economic development - Homeless assistance - Public services (15% cap) - Neighborhood revitalization - Public Facilities
HOME Investment Partnerships (HOME) Program 2007-2008 allocation: \$12,814,611 HOME; \$157,849 ADDI-HOME	<p>The HOME Program provides a flexible grant that is awarded on a formula basis to implement local housing strategies. Beneficiaries must be low-income (<80% AMI) for homeownership, low- and very low-income (<60% and <50% AMI) for rental housing, requires 25% non-federal matching funds.</p> <p>The American Dream Downpayment Initiative (ADDI) is awarded under the HOME program and is used to assist low-income families become first-time homebuyers.</p>	<ul style="list-style-type: none"> - New construction - Site Improvements - Acquisition - Demolition - Rehabilitation - Relocation - Homebuyer assistance - Community Housing Development Organization project related expense.
Emergency Shelter Grants (ESG) Program 2007-2008 allocation: \$1,320,346	Grants are awarded to non-profit providers to provide year round emergency and transitional shelter beds with services, to provide emergency shelter through the Winter Shelter Program, to fund operating and essential services costs for access centers and the LAHSA Emergency Response Team.	Operations and essential services activities and acquisition, or construction of facilities for use as emergency or transitional shelters.
Capital Fund Program (CFP) 2007-2008 allocation: \$5,665,390	A formula-based funding program utilized by Housing Authority of the County of Los Angeles to make physical and management improvements to public housing developments.	Upgrade living conditions. Correct physical deficiencies. Achieve operating efficiency.
Annual contributions for Section 8 Tenant-Based Assistance 2007 grant: \$197,111,000	Rental assistance payments to owners of private market rate units, or directly to tenants (vouchers). Section 8 tenants must be low income (up to 50% MFI). Administered by HACOLA.	<ul style="list-style-type: none"> - Rental assistance

**Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities
(continued)**

Housing Opportunities for Persons with AIDS (HOPWA)	Grant administered through City of Los Angeles for housing assistance and supportive services for low-income persons living with HIV/AIDS.	<ul style="list-style-type: none"> - Acquisition, rehabilitation, conversion, lease and repair of facilities - New construction - Rental assistance - Short- term rent, mortgage and utility payments. - Support services - Planning - Operating costs
Project Name	Description	Eligible Activities
1. Federal Programs		
b. Competitive Programs		
Economic Development Administrative (EDA) Grants	<p>Funds the following loan programs that provide capital to small- and medium-sized businesses:</p> <ul style="list-style-type: none"> - County Technology Loan Program - County Business Loan Program - County Earthquake Loan Program - County Utility Loan Program 	Loans are used by businesses for real estate, working capital, equipment /machinery, and construction.
Economic Development Initiative Grant (used in conjunction with Section 108 loan funds)	<p>Economic development initiative grants are awarded on a competitive basis through the following programs:</p> <ul style="list-style-type: none"> - Empowerment Zone Loan Program - Countywide Economic Development Loan Program 	<p>Grants are used for economic/business development activities such as:</p> <ul style="list-style-type: none"> - Operating capital to start or expand business - Commercial/industrial property development - Commercial/industrial construction and rehabilitation
Supportive Housing Program	Promotes development of supportive housing and services for homeless. Applicants to HUD may be government entities; private non-profits; or public non-profit community mental health associations	<p>Acquisition/rehabilitation, new construction, and leasing for following components:</p> <ul style="list-style-type: none"> - Transitional housing - Permanent housing for homeless with disabilities - Supportive services for homeless
Shelter Plus Care	Provides rental housing assistance in connection with supportive services to be provided with other sources of funds. Assistance provided to homeless persons with disabilities and their families. Selection is on nationwide competitive basis.	<ul style="list-style-type: none"> - Tenant-based rental assistance - Project-based rental assistance - Sponsor-based rental assistance - Section 8 Moderate Rehab Assistance for SRO dwellings.
Section 202 – Supportive Housing for the Elderly	Grants to non-profit developers of supportive housing for the elderly. Rental assistance is available to low-income elderly persons (up to 50% AMI).	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New construction - Rental assistance
Section 811 – Supportive Housing for Persons with Disabilities	Grants to non-profit developers of supportive housing for persons with disabilities, including group homes, independent living facilities and intermediate care facilities. Provides two types of financing: capital advances and project rental assistance. Rental assistance is available to low - income disabled persons (up to 50% AMI).	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New construction - Rental assistance -Housing operations/staff costs

**Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities
(continued)**

<p>FHA Single Family Mortgage Insurance Program</p>	<p>The <i>Section 203(b)</i> Program is the primary FHA effort used to assist low- and moderate-income homebuyers. The program applies to the purchase of one-to-four family dwellings as well as to the refinancing of existing residences. FHA insures the mortgage loan and provides coverage to the lender in case of borrower default.</p> <p><i>Section 203(k)</i> is used to insure the financing of the acquisition and rehabilitation of existing one-to-four unit properties. Certain loan limits and down payment requirements apply.</p>	<ul style="list-style-type: none"> - Purchase and refinance of single-family homes - Acquisition, rehabilitation, relocation of unit, refinance
<p>Project Name</p>	<p>Description</p>	<p>Eligible Activities</p>
<p>2. State Programs</p>		
<p>Mortgage Credit Certificate (MCC) Program</p>	<p>Federal income tax credits awarded by County to first-time homebuyers for the purchase of new or existing single- family housing. Credit is for up to 15% of annual interest paid on mortgage. Value of MCC calculated by mortgage lender into reduced down payment.</p>	<ul style="list-style-type: none"> - Home Buyer Assistance
<p>California Housing Finance Agency (CHFA) Multifamily Rental Housing Programs</p>	<p>CHFA provides below market rate financing to builders and developers of multifamily and elderly rental housing. Tax exempt bonds are sold to provide below market mortgage money.</p>	<p>New construction, rehabilitation and acquisition of properties from 20 to 150 units are eligible. Twenty percent of the units must be set-aside for very low-income tenants for at least 30 years.</p>
<p>Southern California Housing Finance Agency (SCHFA) Home Mortgage Purchase Program</p>	<p>SCHFA sells tax-exempt bonds for below market rate loans to first time homebuyers. Program operates through participating lenders who originate loans for SCHFA purchase.</p>	<ul style="list-style-type: none"> - Home Buyer Assistance
<p>Low Income Housing Tax Credit 9% Tax Credit estimated- \$24.2 million (2007) 4% Tax Credit/State tax-exempt bonds – subject to annual volume cap</p>	<p>Federal tax credits available to individuals and corporations that invest in low-income rental housing. Tax credits sold to people with high tax liability and proceeds are used to create rental housing. Tax credit allocations are awarded through the state on a competitive basis. 20% of project units must be set-aside for households earning 50% MFI, or 40% of units at 60% MFI. However, projects competing for 9% tax credits typically are comprised of all very low-income units.</p>	<ul style="list-style-type: none"> New Construction – Rental Substantial Rehabilitation – Rental - Acquisition – Rental

Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities
(continued)

Project Name	Description	Eligible Activities
3. Private Resources/Financing Programs		
Federal National Mortgage Association (Fannie Mae)	Loan applicants apply to participating lenders for the following programs:	
a. Community Home Mortgage Improvement Program	Mortgages that fund the purchase and rehabilitation of a home.	
b. Community Seconds Mortgage Loans	Second mortgage loans secured/subsidized provided in conjunction with a Fannie Mae Community Lending Product fixed-rate first mortgage	- Homebuyer assistance Rehabilitation - Homebuyer assistance
c. Fannie Neighbors	Second mortgage secured/ subsidized by a federal, state, or local government agency at no or very low interest.	
d. Fannie 97	Low Down-Payment Mortgages for Single-Family Home in underserved low-income and minority communities 3% down payment mortgage loans for low income home buyers 3% loans for nonprofits, government agencies to pay for closing costs	
Federal Home Loan Bank Affordable Housing Program	Long-term housing financing provided as both grants and loans for qualified homeownership and rental housing development projects. Assistance is typically limited to households earning less than 50% AMI, although program is competitive and often requires lower targeting. Funds distributed through semi-annual competitive grant process.	- New Construction - Acquisition - Purchase - Rehabilitation
a. Affordable Housing Program (AHP) \$100 million annually		
b. Community Investment Program (CIP)	Offers advances at or slightly below the cost of funds to lenders to finance housing and community development projects that include commercial development in low or moderate-income neighborhoods. Eligible households may earn up to 115% MFI.	
c. Technical Assistance	Provides technical assistance in packaging and underwriting affordable housing and community development projects.	- Technical Assistance

**Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities**

Project Name	Description	Eligible Activities
3. Private Resources/Financing Program (continued)		
Private Lenders	The Community Reinvestment Act (CRA) requires certain federally regulated financial institutions to achieve goals for lending in low-moderate-income neighborhoods. As a result, most of the larger private lenders offer one or more affordable housing programs, such as first-time homebuyer.	- Varies, depending on individual program offered by bank
4. Local Resources		
City of Industry Tax Increment Housing Funds \$57,000,000 over the 2003-2008 period	Redevelopment housing funds generated by City of Industry, administered by HACOLA, for projects within a 15-mile radius of City of Industry borders. Construction and permanent financing for affordable rental housing for households <50% AMI, and affordable homebuyer housing for households <100% AMI. A portion of funds are reserved for projects in unincorporated areas within the 15-mile radius.	- New construction; acquisition/ rehabilitation of minimum 5 units permanent housing, either rental or homeownership; acquisition homeownership. - Rental housing (permanent and transitional) for special needs populations: persons with mental illness, HIV/AIDS, victims of domestic violence, emancipated foster youth, persons with developmental disabilities.
Redevelopment Project Area Tax Increment	Redevelopment agencies set aside 20 percent of the tax increment generated in each project area into a Low and Moderate Income Housing Fund. Funds can be used for affordable housing in the unincorporated areas of the County. Remaining 80 percent is used for Economic Development activities within the boundaries of five (5) existing redevelopment project areas in the unincorporated County. Redevelopment Project Areas currently exist in Maravilla, East Rancho Dominguez, West Altadena, Willowbrook and Whiteside.	- Acquisition - Rehabilitation - New Construction - Financing - Homebuyer Assistance - Rental Assistance - Economic Development activities - Public Facilities - Infrastructure - Acquisition - Relocation - Rehabilitation - New Construction - Predevelopment

**Table 1-3
Public and Private Resources Available for
Housing and Community Development Activities**

Project Name	Description	Eligible Activities
4. Local Resources (continued)		
Emergency Shelter Fund Program \$20 million in County General Funds	County General Funds have been made available for: Construction of new year round homeless shelters; Expansion of beds in homeless shelters currently in existence; Services and ongoing operational costs for year round homeless shelters; and Enhancements to the homeless delivery system.	- Predevelopment, acquisition, rehabilitation, operating subsidies and services.
Homeless and Housing Program (HHP) \$52 million in County General Funds	<p>\$20 million Revolving Loan Fund: Through an RFP process, proposals from lenders interested in receiving an allocation of funds which they will use to establish a Revolving Loan Fund for affordable housing. They will be required to incorporate their own funds, thereby leveraging the County's funds to increase the amount of low cost financing available to affordable housing developers. Priority will be given to capital development projects serving homeless and at risk of homeless for the development of emergency shelters, transitional housing and permanent rental housing.</p> <p>\$32 million City/Community Programs This funding is one-time only funding to develop innovative programs to address the homeless crisis and fund current programs that have shown success in moving people out of homelessness and also preventing homelessness. Through an RFP process modeled after the City of Industry RFP process, the CDC will allocate approximately \$32 million in General funds for both capital and service programs for homeless and at risk of homeless populations.</p>	<p>Revolving Loan Fund:</p> <ul style="list-style-type: none"> - Acquisition - pre-development activities <p>City/Community Programs:</p> <ul style="list-style-type: none"> - Capital Development: Predevelopment, acquisition, construction of emergency shelter, transitional housing, permanent rental housing and multipurpose service centers. Moving homeless people from the streets through a continuum of housing options, ultimately resulting in the placement of homeless individuals and families in permanent housing. Funds in this category also include project based operating subsidies and services connected to housing. -Services Service only funds may be used for the development and implementation of service delivery models that positively impact the lives of homeless individuals and families having the goal of moving them into permanent housing and achieving housing stability.

Activities To Be Undertaken

The Proposed Projects identified in Volume II summarize the County's eligible activities to be undertaken with CDBG, HOME, and ESG funds in Fiscal Year (FY) 2007–2008. The projects are outlined in detail on the individual project summary pages. Each proposed project includes an activity summary, the proposed accomplishment, the national objective and HUD eligibility citation; the priority need that will be addressed; location of the activity and service area, as applicable; and the estimated cost. Unless otherwise noted, the target date for completion for all CDBG-funded projects is June 30, 2008.

Outcome Performance Measurement System

On March 7, 2006, HUD issued a notice entitled, "Notice on Outcome Performance Measurement System for Community Planning and Development Formula Grants Programs." The notice requires that grantees implement HUD's Outcome Performance Measurement System (OPMS). Therefore, the CDC has included the OPMS within this Action Plan as an amendment to the 2003-2008 Consolidated Plan to ensure that it is in compliance with the new requirements.

The OPMS is intended to provide HUD and grantees with a standardized methodology to demonstrate the outcomes of the CDBG, HOME, and ESG programs. The OPMS has three main components: Objectives, Outcomes, and Outcome Indicators. Each activity is assigned an objective and outcome. In addition, each activity will report on the outcome indicators throughout the year.

Objectives

There are three objectives that originate from the statutory purposes of the formula grant programs. They are as follows:

Creating a suitable living environment. In general, this objective relates to activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment.

Provide decent affordable housing. The activities that typically would be found under this objective are designed to cover a wide range of housing possibilities under HOME, CDBG, HOPWA, or ESG. This objective focuses on housing programs where the purpose of the program is to meet individual, family or community needs and not program where housing is an element of a larger effort (such as would be captured above under creating a suitable living environment).

Creating economic opportunities. This objective applies to the types of activities related to economic development, commercial revitalization, or job creation.

Outcomes

There are three outcomes that reflect what the grantee seeks to achieve by the funded activity. The Los Angeles Urban County associates the National Objectives to these Outcomes. The three outcomes and their associated national objectives are as follows:

Availability/Accessibility. This outcome category applies to activities that benefit families and individuals. *The national objectives that apply to this outcome are Low- and Moderate-Income Limited Clientele and Low- and Moderate-Income Jobs.*

Affordability. This outcome category applies to activities that create or maintain affordable housing. *The national objective that applies to this outcome is Low- and Moderate-Income Housing.*

Sustainability. This outcome applies to activities that improve neighborhoods or communities. *The national objectives that apply to this outcome are Addressing Slums or Blight on an Area Basis, Addressing Slums and Blight on a Spot Basis, Serving a Low- and Moderate Income Area, and Urgent Need.*

The objectives and outcomes are included on the individual project pages in Volume II. The outcome indicators will be reported for each activity in the Consolidated Annual Performance and Evaluation Report that is submitted to HUD at the end of each fiscal year.

Note that HUD previously released Community Development and Planning Notice-03-09 on September 3, 2003 that required grantees to include two outcomes in the Action Plan. This Action Plan includes two outcomes for housing. These outcome indicators and their respective quantitative planned accomplishments are listed on pages 1-28 and 1-30.

The CDC will continue to include these outcomes in the Action Plan until HUD indicates otherwise.

In addition to the OPMS, the CDC must also ensure that its HUD-funded activities carried out under the Consolidated Plan meets its 5-year strategies and objectives. The CDC helps ensure that Consolidated Plan activities meet these goals, strategies, and objectives through a measurement system that quantifies achievement.

5-Year Goals, Strategies and Objectives Matrix

The foundation of this measurement system is a matrix entitled the **Goals, Strategies, and Objective Matrix**, which quantifies and summarizes the CDC's planned accomplishments in relation to the national performance measurement objectives, national goals, Los Angeles Urban County's 5-year strategies, and Los Angeles Urban County's objectives. This matrix presents each housing and community development priority need and identifies the applicable HUD national goals for the Consolidated Plan. Each priority need is ranked as *High, Medium, Low* or *No Such Need*, to describe the relative need for assistance in each category. As the following table indicates, all priority needs were found to be high based on the Consolidated Plan's need assessment and resources available to address these needs.

Table 1-4
Priority Needs Categories: Linkages to 5-Year Strategies

Priority Need	Ranking from 5-year Strategy
Housing	High
Persons who are homeless and with HIV/AIDS	High
Anti-Crime	High
Public Services	High
Senior Programs	High
Persons with special needs who are non-homeless	High
Youth Programs	High
Public Facilities	High
Economic Development	High
Infrastructure	High
Other	High
Planning and Administration	High

The first column in the Matrix lists the County's 5-year strategies, which are the overall outcomes that the CDC plans to achieve with its HUD funding. The County's multiyear priority need objectives for its HUD activities are listed in the next column, followed by the long-term planned activities and the number of expected accomplishments upon completion of the activities.

Linkage Between 5-Year and Annual Goals

The second component of the CDC's performance measurement system is an additional matrix entitled, **Linkage between 5-Year and Annual Goals** that contains planned performance figures for the coming year as well as accomplishments from the prior years. This matrix is included along side the five-year matrix to show the linkage between the five-year and annual planned accomplishments. As each fiscal year of the five-year period is realized, planned and achieved accomplishments will be entered into the matrix. The last column on

this matrix will show the cumulative totals and percentages achieved relative to the planned five-year accomplishments.

Integrated Disbursement and Information System (IDIS)

The measurement system's third component is the Integrated Disbursement and Information System (IDIS), a computer system that reports accomplishments and other information to HUD. During the program year, the CDC will enter its planned and actual accomplishments for each activity into IDIS. At the end of the program year, the CDC will run reports that summarize these accomplishments.

Annual Consolidated Performance and Evaluation Report (CAPER)

The final component of CDC's performance measurement system is the Consolidated Annual Performance and Evaluation Report (CAPER). The CDC will publish a version of these two tables in each year's CAPER to reflect its number of planned and actual accomplishments and how they relate to the long- and short-term strategies set in the Consolidated Plan and Annual Action Plan. Such updates will allow HUD, the CDC's partners, citizens and others to track the CDC's performance.

The next set of tables summarize the Urban County's 5-year strategies and objectives in relation to the national goals for the Consolidated Plan as well as the progress the CDC is making in fiscal year 2007-2008 toward meeting the five-year objectives.

PRIORITY NEED: HOUSING

Table 1-5
5-Year Goals, Strategies and Objectives Matrix

Los Angeles Urban County's Priority Need Category: HOUSING			
Performance Measurement System Objective: PROVIDE DECENT AFFORDABLE HOUSING			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Expand the Supply of Affordable Rental and Homeownership Housing.	Provide developer financing and technical assistance through partnership with community nonprofit and for-profit developers to help build affordable multi-family rental and homeownership units.	<ul style="list-style-type: none"> ▪ Acquisition activities ▪ Disposition, including maintenance of properties ▪ Relocation activities ▪ Clearance and demolition ▪ Construction of Housing ▪ Off-site property improvements 	<ul style="list-style-type: none"> ▪ 21 housing units ▪ 4,212 housing units ▪ 17 households ▪ 12 housing units ▪ 559 housing units ▪ 33 housing units
Increase homeownership among low- and moderate-income prospective homebuyers.	Provide homebuyers' assistance to first-time purchasers of existing homeownership units.	<ul style="list-style-type: none"> ▪ Loans and Grants to assist first-time homebuyers to purchase homes* 	<ul style="list-style-type: none"> ▪ 225 households

* Note: This activity may be funded with CDBG, HOME funds and/or the American Dream Downpayment Initiative (ADDI), which was authorized by Title I of the American Dream Downpayment Act of 2003. This federally funded program allocates additional HOME funds to eligible local jurisdictions to assist low-income families become first-time homebuyers. In 2004, the CDC has created a new program for the ADDI-HOME funds, which provides downpayment grants to eligible homebuyers in an amount not to exceed \$10,000 or 6% of the purchase price, whichever is less. The grants may be used for acquisition costs and related reasonable and necessary soft costs. Rehabilitation costs related to the purchase are not eligible.

2007-2008 Outcome Measure #1:

- Increase the number of low- and moderate- income families who are homeowners by 44.

PRIORITY NEED: HOUSING Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
HOUSING

Performance Measurement System Objective:
PROVIDE DECENT AFFORDABLE HOUSING

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
<ul style="list-style-type: none"> ▪ 2 ▪ 46 	<ul style="list-style-type: none"> ▪ 0 ▪ 179 	<ul style="list-style-type: none"> ▪ 1 ▪ 1,107 	<ul style="list-style-type: none"> ▪ 4 ▪ 328 	<ul style="list-style-type: none"> ▪ 2 ▪ 9 	<ul style="list-style-type: none"> ▪ 9 ▪ 1,669 	<ul style="list-style-type: none"> ▪ 43% ▪ 40%
<ul style="list-style-type: none"> ▪ 2 ▪ 1 ▪ 165 ▪ 0 	<ul style="list-style-type: none"> ▪ 3 ▪ 6 ▪ 181 ▪ not planned 	<ul style="list-style-type: none"> ▪ 25 ▪ 26 ▪ 80 ▪ 53 	<ul style="list-style-type: none"> ▪ 2 ▪ 3 ▪ 222 ▪ not planned 	<ul style="list-style-type: none"> ▪ 2 ▪ 2 ▪ 168 ▪ Not planned 	<ul style="list-style-type: none"> ▪ 34 ▪ 38 ▪ 816 ▪ 53 	<ul style="list-style-type: none"> ▪ 200% ▪ 317% ▪ 146% ▪ 161%
<ul style="list-style-type: none"> ▪ 39 	<ul style="list-style-type: none"> ▪ 68 	<ul style="list-style-type: none"> ▪ 54 	<ul style="list-style-type: none"> ▪ 54 	<ul style="list-style-type: none"> ▪ 44 	<ul style="list-style-type: none"> ▪ 259 	<ul style="list-style-type: none"> ▪ 115%

The following includes planned housing accomplishments relative to CDBG, HOME, and ESG as required by 24 CFR 91.220(g).

Fiscal Year 2007-2008	Households Served
Rental Assistance	0
New Construction	168
Rehabilitation Activities	1,529
Acquisition Activities	2
First-Time Homebuyer Programs	44
	Assisted with Affordable Housing
Non-homeless	1,743
Homeless	0
Special Needs Households	100

PRIORITY NEED: HOUSING Continued

Table 1-5
5-Year Goals, Strategies and Objectives Matrix

Los Angeles Urban County's Priority Need Category: HOUSING			
Performance Measurement System Objective: PROVIDE DECENT AFFORDABLE HOUSING			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Preserve and Improve the Existing Stock of Affordable Housing.	Maintain and preserve in good condition the supply of affordable housing units for low-income and senior households.	<ul style="list-style-type: none"> ▪ Single-family housing rehabilitation programs, including handyworker and sewer connection activities ▪ Multifamily housing rehabilitation programs ▪ Sound insulation programs ▪ Lead-based paint programs ▪ Public housing modernization & property improvements* 	<ul style="list-style-type: none"> ▪ 7,365 housing units ▪ 220 housing units ▪ 15 housing units ▪ 375 housing units ▪ 1,030 housing units
Ensure equal access to housing.	Continue policies and activities that promote fairness and accessibility for all housing consumers, including enforcement and compliance with fair housing laws.	<ul style="list-style-type: none"> ▪ Programs to assist people with fair housing choice. ▪ Programs to assist tenants and landlords with housing counseling. 	<ul style="list-style-type: none"> ▪ 214,990 persons ▪ 850 persons

*Note: Preserving and improving public housing includes public housing modernization and property improvements. Public housing modernization includes the rehabilitation of public housing units. Property improvements could include sidewalks, parking lots, drainage improvements, etc.

2007-2008 Outcome Measure #2:

- Increase the number of housing units assisted that have eliminated at least one significant health and safety deficiency as a result of housing rehabilitation by 1,529.

PRIORITY NEED: HOUSING Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
HOUSING

Performance Measurement System Objective:
PROVIDE DECENT AFFORDABLE HOUSING

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 1,520	▪ 1,395	▪ 1,193	▪ 1,188	▪ 1201	▪ 6,497	▪ 88%
▪ 161	▪ 86	▪ 247	▪ 76	▪ 328	▪ 898	▪ 408%
▪ 0	▪ 0	▪ 3	▪ not planned	▪ not planned	▪ 3	▪ 20%
▪ 82	▪ 128	▪ 59	▪ 96	▪ 66	▪ 431	▪ 115%
▪ 208	▪ 33	▪ 1,318	▪ 654	▪ 469	▪ 2,682	▪ 260%
▪ 222	▪ 25,600	▪ 18,381	▪ 25,000	▪ 25,000	▪ 94,203	▪ 44%
▪ 1,520	▪ 1,408	▪ 1,335	▪ not planned	▪ not planned	▪ 4,263*	▪ 502%

*The planned accomplishments for programs to assist tenants and landlords with housing counseling is substantially greater than the overall five-year accomplishments due to a change in reporting. Certain activities under this category are now counting the total number of services provided rather than only the number of clients served.

PRIORITY NEED: HOMELESS AND HIV/AIDS

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: HOMELESS AND HIV/AIDS			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Support a continuum of services in support of the County's effort to end homelessness.	Provide emergency services to support persons at high risk from becoming homeless or who are already homeless.	<ul style="list-style-type: none"> ▪ Emergency shelter and services ▪ Food and essential services ▪ Outreach, case management, and referral services 	<ul style="list-style-type: none"> ▪ 145,000 persons ▪ 5,700 persons ▪ 22,500 persons <p>Total = 173,200</p>
	Provide emergency shelter to persons and families who are homeless.	<ul style="list-style-type: none"> ▪ Access center ▪ Emergency response team ▪ Emergency shelter and services ▪ Winter shelter 	<ul style="list-style-type: none"> ▪ 325,200 persons ▪ 15,000 persons ▪ 115,500 persons ▪ 300,000 persons <p>Total = 755,700</p>
Support services that assist in improving the quality of life for persons living with HIV/AIDS.	Provide case management and other services for persons living with HIV/AIDS.	<ul style="list-style-type: none"> ▪ Case Management and other services 	<ul style="list-style-type: none"> ▪ 4,000 persons

PRIORITY NEED: HOMELESS AND HIV/AIDS Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
HOMELESS AND HIV/AIDSPerformance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
<ul style="list-style-type: none"> ▪ 9,845 ▪ 85,091 * ▪ 6,753 	<ul style="list-style-type: none"> ▪ 8,618 ▪ 85,068 ▪ 6,911 	<ul style="list-style-type: none"> ▪ 300 ▪ 85,631 ▪ 548 	<ul style="list-style-type: none"> ▪ 130 ▪ 85,065 ▪ 242 	<ul style="list-style-type: none"> ▪ 100 ▪ 101,185 ▪ 288 	<ul style="list-style-type: none"> ▪ 18,993 ▪ 442,040 ▪ 14,742 	<ul style="list-style-type: none"> ▪ 13% ▪ 7,755% ▪ 66%
Total = 101,689	Total = 100,597	Total = 86,479	Total = 85,437	Total = 101,573	Total = 475,775	▪ 275%
<ul style="list-style-type: none"> ▪ 61,865 ▪ 4,749 ▪ 18,598 	<ul style="list-style-type: none"> ▪ 82,563 ▪ 6,897 ▪ 21,973 	<ul style="list-style-type: none"> ▪ 65,000 ▪ 2,747 ▪ 23,000 	<ul style="list-style-type: none"> ▪ 65,000 ▪ 3,000 ▪ 23,000 	<ul style="list-style-type: none"> ▪ 65,000 ▪ 3,000 ▪ 23,000 	<ul style="list-style-type: none"> ▪ 339,428 ▪ 20,393 ▪ 109,571 	<ul style="list-style-type: none"> ▪ 104% ▪ 136% ▪ 95%
Total = 161,736	Total = 186,608	Total = 150,747	Total = 151,000	Total = 151,000	Total = 801,091	▪ 106%
<ul style="list-style-type: none"> ▪ 1,413 	<ul style="list-style-type: none"> ▪ 1,597 	<ul style="list-style-type: none"> ▪ 1,598 	<ul style="list-style-type: none"> ▪ 100 	<ul style="list-style-type: none"> ▪ 105 	<ul style="list-style-type: none"> ▪ 4,813 	<ul style="list-style-type: none"> ▪ 120%

Note: N/A is indicated for 2007-2008 because Planned Accomplishments are not available at this time.

*The planned accomplishments for Food and Essential Services is substantially greater than the five-year planned accomplishments due to a change in reporting. The change consists of now counting the number of clients served rather than the number of agencies assisted to provide the services.

PRIORITY NEED: ANTI-CRIME

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: ANTI-CRIME			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Decrease crime in neighborhoods and communities in the Urban County by funding a variety of community programs.	<p>Support community-based policing efforts.</p> <p>Prevent fraud in the provision of homeowner repairs and other household goods and services</p> <p>Reduce substance abuse</p> <p>Prevent crime by providing services for at-risk youth, their families, and others.</p> <p>Support citizen-based neighborhood crime prevention efforts</p> <p>Help eliminate child abuse</p>	<ul style="list-style-type: none"> ▪ Community-based policing ▪ Homeowner fraud prevention programs ▪ Drug prevention programs ▪ Juvenile and gang diversion programs ▪ Neighborhood watch programs ▪ Repeated child abuse prevention programs 	<ul style="list-style-type: none"> ▪ 62,800 persons ▪ 1,500 persons ▪ 140,000 persons ▪ 20,800 persons ▪ 78,000 persons ▪ 1,600 persons <p align="right">Total = 304,700</p>

PRIORITY NEED: ANTI-CRIME Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
ANTI-CRIME

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 159,622*	▪ 164,309	▪ 137,916	▪ 139,691	▪ 14,828	▪ 616,366	▪ 981%
▪ 458	▪ 275	▪ 250	▪ 12	▪ 123	▪ 1,118	▪ 75%
▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%**
▪ 7,593	▪ 5,140	▪ 5,424	▪ 735	▪ 719	▪ 19,611	▪ 94%
▪ 39,144	▪ 25,699	▪ 25,516	▪ 25,624	▪ not planned	▪ 115,983	▪ 149%
▪ 310	▪ 279	▪ 160	▪ not planned	▪ not planned	▪ 749	▪ 47%
Total = 207,127	Total = 195,702	Total = 169,266	Total = 166,062	Total = 15,670	Total = 753,827	247%

*The five-year goal was understated. Therefore, accomplishments for Community-Based Policing will be substantially higher at the end of the five-year period.

**The activity that comprised the goal for Drug prevention programs was recoded under the Youth Programs priority need. Therefore, the goal will not be realized under this category at the end of the five-year period.

PRIORITY NEED: PUBLIC SERVICES

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: PUBLIC SERVICES			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Contribute to the well-being of individuals, families, and neighborhoods.	Help prevent domestic violence.	<ul style="list-style-type: none"> ▪ Assault crisis intervention and prevention programs 	<ul style="list-style-type: none"> ▪ 1,250 persons
	Provide job and other training to move individuals to a higher level of economic security.	<ul style="list-style-type: none"> ▪ Employment and other training programs 	<ul style="list-style-type: none"> ▪ 115,200 persons
	Strengthen and support families by providing a range of services	<ul style="list-style-type: none"> ▪ Food and essential services ▪ Health and medical programs ▪ Family services ▪ Recreation programs ▪ Volunteer programs 	<ul style="list-style-type: none"> ▪ 76,000 persons ▪ 33,000 persons ▪ 56,000 persons ▪ 711,500 persons ▪ 5,200 persons
	Help keep neighborhoods clean and safe	<ul style="list-style-type: none"> ▪ Neighborhood clean-up programs 	<ul style="list-style-type: none"> ▪ 990,000 persons <p>Total = 1,988,150</p>

PRIORITY NEED: PUBLIC SERVICES Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
PUBLIC SERVICES

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 32,410	▪ 48,376	▪ 40,000	▪ 270	▪ 270	▪ 121,326*	▪ 9,706%
▪ 34,680	▪ 25,327	▪ 24,000	▪ 1,007	▪ 984	▪ 85,998	▪ 75%
▪ 111,053	▪ 51,520	▪ 20,000	▪ 2,800	▪ 5,800	▪ 191,173	▪ 252%
▪ 12,107	▪ 5,038	▪ 5,000	▪ 1,688	▪ 990	▪ 24,823	▪ 75%
▪ 15,134	▪ 40,185	▪ 7,000	▪ 3,789	▪ 2,319	▪ 68,427	▪ 122%
▪ 198,581	▪ 122,266	▪ 150,000	▪ 5,933	▪ 741	▪ 477,521	▪ 67%
▪ 1,589	▪ 1,144	▪ 650	▪ 2,271	▪ 2,000	▪ 7,654	▪ 147%
▪ 220,974	▪ 243,398	▪ 487,741	▪ 238,792	▪ 174,868	▪ 1,365,773	▪ 138%
Total = 626,528	Total = 537,254	Total = 734,391	Total = 256,550	Total = 187,972	Total = 2,342,695	▪ 118%

*The planned accomplishments for assault crisis intervention and prevention programs is substantially greater than the five-year planned accomplishments due to a change in reporting. The change consists of now counting the number of clients served rather than the number of agencies assisted to provide the services.

PRIORITY NEED: SENIOR PROGRAMS

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: SENIOR PROGRAMS			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Provide quality supportive services so elderly residents can live as independently as possible.	Provide activities for seniors that support quality-of-life.	<ul style="list-style-type: none"> ▪ Senior programs (general)* ▪ Information and referral programs** ▪ Food and essential services ▪ Recreation programs <p>*Senior programs (general) are those that are available at senior centers and/or programs providing multiple services.</p> <p>**Includes outreach to seniors that are homebound as well as housing referral services.</p>	<ul style="list-style-type: none"> ▪ 100,000 seniors ▪ 181,000 seniors ▪ 607,500 seniors ▪ 160,000 seniors <p>Total = 1,048,500</p>
	Create or improve senior centers to provide access to senior activities.	<ul style="list-style-type: none"> ▪ Construct or improve senior centers 	<ul style="list-style-type: none"> ▪ 4 senior centers

PRIORITY NEED: SENIOR PROGRAMS Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
SENIOR PROGRAMS

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
<ul style="list-style-type: none"> ▪ 33,938 ▪ 60,398 	<ul style="list-style-type: none"> ▪ 26,951 ▪ 84,266 	<ul style="list-style-type: none"> ▪ 41,230 ▪ 100,000 	<ul style="list-style-type: none"> ▪ 16,570 ▪ 2,569 	<ul style="list-style-type: none"> ▪ 1,315 ▪ 2,241 	<ul style="list-style-type: none"> ▪ 120,004 ▪ 249,474 	<ul style="list-style-type: none"> ▪ 120% ▪ 138%
<ul style="list-style-type: none"> ▪ 106,534 ▪ 36,271 	<ul style="list-style-type: none"> ▪ 93,659 ▪ 37,715 	<ul style="list-style-type: none"> ▪ 133,000 ▪ 31,000 	<ul style="list-style-type: none"> ▪ 4,448 ▪ 352 	<ul style="list-style-type: none"> ▪ 1,940 ▪ 90 	<ul style="list-style-type: none"> ▪ 339,581 ▪ 105,428 	<ul style="list-style-type: none"> ▪ 56% ▪ 66%
Total = 237,141	Total = 242,591	Total = 305,230	Total = 23,939	Total = 5,586	Total = 814,487	▪ 78%
<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ 1 	<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ 1 	<ul style="list-style-type: none"> ▪ 1 	<ul style="list-style-type: none"> ▪ 11 	<ul style="list-style-type: none"> ▪ 275%

PRIORITY NEED: SPECIAL NEEDS/NON-HOMELESS

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: SPECIAL NEEDS/NON-HOMELESS			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Help persons with special needs live as independently as possible	Provide a range of supportive services and facilities with special needs services that focus on personal development and independent living skills	<ul style="list-style-type: none"> ▪ Battered and abused spousal programs ▪ Home-based intervention programs ▪ Independent living and life skills programs ▪ Legal services ▪ Literacy programs ▪ Meals on Wheels programs ▪ Referral and case management services ▪ Routine check-up call programs 	<ul style="list-style-type: none"> ▪ 450 persons ▪ 31,500 persons ▪ 8,100 persons ▪ 400 persons ▪ 3,400 persons ▪ 168,000 persons ▪ 5,800 persons ▪ 300 persons <p>Total = 217,950</p>
	Construct and upgrade public facilities to accommodate persons with physical disabilities.	<ul style="list-style-type: none"> ▪ Construct or upgrade sidewalks with wheelchair ramps ▪ Upgrade municipal facilities, such as parks and city halls 	<ul style="list-style-type: none"> ▪ 494 public facilities ▪ 40,000 persons* ▪ 21 public facilities ▪ 70,000 people

*Note: In 2003, HUD required grantees to change the method of reporting for curb cuts (i.e. wheelchair ramps) to include both public facilities and the number of persons served by the improvements. For this Priority Need Category, the CDC now plans and reports sidewalk improvement projects as follows: Public facilities will be used when the sole purpose of a sidewalk improvement activity is to create curb cuts and the Number of Disabled Persons will be used when creating curb cuts is carried out in conjunction with other sidewalk improvements.

PRIORITY NEED: SPECIAL NEEDS/NON-HOMELESS Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
SPECIAL NEEDS/NON-HOMELESS

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 0	▪ 25	▪ 25	▪ not planned	▪ 390	▪ 440	▪ 98%
▪ 8,740	▪ 4,576	▪ 4,124	▪ 255	▪ 220	▪ 17,915	▪ 57%
▪ 1,748	▪ 7,539	▪ 5,000	▪ 30	▪ 30	▪ 14,347	▪ 177%
▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%
▪ 0	▪ not planned	▪ 600	▪ not planned	▪ not planned	▪ 600	▪ 18%
▪ 35,063	▪ 40,774	▪ 55,000	▪ 7,550	▪ not planned	▪ 138,387	▪ 82%
▪ 2,358	▪ 6,483	▪ 6,000	▪ 120	▪ 6,585	▪ 21,546	▪ 371%
▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%
Total = 47,909	Total = 59,397	Total = 70,749	Total = 7,955	Total = 7,225	Total = 193,235	▪ 89%
▪ 819	▪ 49	▪ 100	▪ 100	▪ not planned	▪ 1,068	▪ 216%
▪ 1,124	▪ 17,149	▪ 5,000	▪ 21,533	▪ 10,949	▪ 55,755	▪ 139%
▪ 2	▪ not planned	▪ 1	▪ no planned	▪ not planned	▪ 3	▪ 14%
▪ not planned	▪ not planned	▪ not planned	▪ 35,182*	▪ 9,540	▪ 44,722	▪ 64%

*Beginning in Fiscal Year 2006-2007, the planned accomplishments to upgrade municipal facilities will consist of the number of people served in the area rather than the number of public facilities planned to be upgraded.

PRIORITY NEED: YOUTH PROGRAMS

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: YOUTH PROGRAMS			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Provide youth with appropriate health, recreational, educational and other services/activities that will help them to develop into well-rounded, well-adjusted and independent adults.	Promote healthy, positive youth development through quality and creative public services that meet the diverse needs of all youth.	<ul style="list-style-type: none"> ▪ Youth programs (general)* ▪ Arts and education programs ▪ Child care services ▪ Health and nutrition services 	<ul style="list-style-type: none"> ▪ 1,565,000 persons ▪ 212,000 persons ▪ 23,500 persons ▪ 103,000 persons
	Support coordinated youth activity programs that are designed for at-risk and other youth to booster self-esteem and promote better relationships with others.	<ul style="list-style-type: none"> ▪ Mentoring and counseling programs ▪ Recreation programs 	<ul style="list-style-type: none"> ▪ 84,000 persons ▪ 422,000 persons <p>Total = 2,409,500</p>
Provide youth with appropriate health, recreational, educational and other services/activities that will help them to develop into well-rounded, well-adjusted and independent adults.	Expand the current supply of childcare centers serving low-income families by funding the rehabilitation or construction of childcare centers.	<ul style="list-style-type: none"> ▪ Construct or improve child care centers 	<ul style="list-style-type: none"> ▪ 3 childcare centers

PRIORITY NEED: YOUTH PROGRAMS Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
YOUTH PROGRAMSPerformance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
<ul style="list-style-type: none"> ▪ 384,376 ▪ 77,029 ▪ 14,553 ▪ 17,835 	<ul style="list-style-type: none"> ▪ 182,785 ▪ 56,241 ▪ 15,849 ▪ 1,683 	<ul style="list-style-type: none"> ▪ 128,022 ▪ 25,000 ▪ 9,000 ▪ 10,000 	<ul style="list-style-type: none"> ▪ 3,200 ▪ 6,462 ▪ 442 ▪ 15 	<ul style="list-style-type: none"> ▪ 1,965 ▪ 2,640 ▪ 186 ▪ 0 	<ul style="list-style-type: none"> ▪ 700,348 ▪ 167,372 ▪ 40,030 ▪ 29,533 	<ul style="list-style-type: none"> ▪ 45% ▪ 79% ▪ 170% ▪ 29%
<ul style="list-style-type: none"> ▪ 29,638 ▪ 109,796 	<ul style="list-style-type: none"> ▪ 21,548 ▪ 75,238 	<ul style="list-style-type: none"> ▪ 11,000 ▪ 113,000 	<ul style="list-style-type: none"> ▪ 12,202 ▪ 3,345 	<ul style="list-style-type: none"> ▪ 692 ▪ 2,245 	<ul style="list-style-type: none"> ▪ 75,080 ▪ 303,624 	<ul style="list-style-type: none"> ▪ 89% ▪ 72%
Total = 633,227	Total = 353,344	Total = 296,022	Total = 25,666	Total = 7,728	Total = 1,315,987	▪ 55%*
<ul style="list-style-type: none"> ▪ 0 	<ul style="list-style-type: none"> ▪ 4 	<ul style="list-style-type: none"> ▪ 2 	<ul style="list-style-type: none"> ▪ 2 	<ul style="list-style-type: none"> ▪ not planned 	<ul style="list-style-type: none"> ▪ 8 	<ul style="list-style-type: none"> ▪ 267%

*Beginning in 2006-2007, HUD changed reporting requirements from duplicated services to unduplicated persons served. Due to this change, the five-year goal will not be realized.

PRIORITY NEED: PUBLIC FACILITIES

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: PUBLIC FACILITIES*			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Provide access to local public facilities that contribute to community and neighborhood development.	Support access to needed services by funding the development/rehabilitation of community and neighborhood facilities that offer appropriate and expanded services to the community.	<ul style="list-style-type: none"> ▪ Community and neighborhood facilities 	<ul style="list-style-type: none"> ▪ 8 public facilities
	Support access to needed services by funding park improvements	<ul style="list-style-type: none"> ▪ Park improvements 	<ul style="list-style-type: none"> ▪ 19 public facilities

*Note: Additional public facility activities are described under other sections (child care centers, senior centers, facilities in support of economic development, and upgrades to municipal facilities).

PRIORITY NEED: PUBLIC FACILITIES Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
PUBLIC FACILITIES*

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 1	▪ 3	▪ 1	▪ 3	▪ 1	▪ 9	▪ 113%
▪ 2	▪ 2	▪ 1	▪ 5	▪ 4	▪ 14	▪ 74%

PRIORITY NEED: ECONOMIC DEVELOPMENT

**Table 1-5
5-Year Goals, Strategies and Objectives Matrix**

Los Angeles Urban County's Priority Need Category: ECONOMIC DEVELOPMENT			
Performance Measurement System Objective: CREATE ECONOMIC OPPORTUNITIES			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Stimulate business investment and job development to build vibrant, self-sustaining communities.	Support community efforts in the development and assistance to micro-enterprises and small businesses to reduce small business failures and to retain and create more jobs.	<ul style="list-style-type: none"> ▪ Technical assistance programs ▪ Micro-enterprise assistance, including loans or grants ▪ Direct financial assistance programs 	<ul style="list-style-type: none"> ▪ 2,055 businesses ▪ 8 jobs ▪ 135 businesses ▪ 76 businesses ▪ 24 jobs
	Continue to remove blight in targeted redevelopment and other areas, promote business revitalization, attract new businesses, and encourage job creation.	<ul style="list-style-type: none"> ▪ Commercial rehabilitation assistance ▪ Acquisition activities ▪ Disposition, including maintenance of properties ▪ Relocation activities ▪ Clearance and demolition activities ▪ Parking lot improvements ▪ Installation of storm drain ▪ Removal of asbestos ▪ Street improvements 	<ul style="list-style-type: none"> ▪ 379 businesses ▪ 3 businesses ▪ 1,550 businesses ▪ 12 households ▪ 7 businesses ▪ 1 public facility ▪ 1 public facility ▪ 1 public facility ▪ 56,787 persons

PRIORITY NEED: ECONOMIC DEVELOPMENT Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
ECONOMIC DEVELOPMENTPerformance Measurement System Objective:
CREATE ECONOMIC OPPORTUNITIES

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 846	▪ 1,917	▪ 572	▪ 271	▪ 142	▪ 3,748	▪ 182%
▪ 7	▪ 5	▪ 2	▪ 4	▪ 3	▪ 21	▪ 263%
▪ 123	▪ 153	▪ 105	▪ 28	▪ 23	▪ 432	▪ 320%
▪ 1	▪ 1	▪ 1	▪ 1	▪ 2	▪ 6	▪ 8%
▪ 7	▪ 1	▪ 15	▪ 10	▪ 24	▪ 57	▪ 238%
▪ 80	▪ 26	▪ 63	▪ 55	▪ 32	▪ 256	▪ 68%
▪ 10	▪ 2	▪ 3	▪ 5	▪ 4	▪ 24	▪ 800%
▪ 0	▪ 1	▪ 5	▪ 5	▪ not panned	▪ 11	▪ 1%*
▪ 6	▪ 8	▪ 9	▪ 2	▪ 2	▪ 27	▪ 225%
▪ 3	▪ 1	▪ 5	▪ not planned	▪ not planned	▪ 9	▪ 129%
▪ 0	▪ 0	▪ 2	▪ not planned	▪ not planned	▪ 2	▪ 200%
▪ 0	▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%
▪ 0	▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%
▪ 0	▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ 0	▪ 0%

*Due to changes in HUD reporting, some disposition activities that are qualified on a low- and moderate- income area basis now count the number of people that reside in the area. Therefore, the accomplishments for this activity will be lower than expected. The next Consolidated Plan will include a goal that accounts for the number of people served by this activity.

PRIORITY NEED: INFRASTRUCTURE

Table 1-5
5-Year Goals, Strategies and Objectives Matrix

Los Angeles Urban County's Priority Need Category: INFRASTRUCTURE*			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Encourage the continued maintenance and improvement of infrastructure, especially road, street and sidewalk improvements.	Improve public transportation ancillary facilities	<ul style="list-style-type: none"> ▪ Installation of bus benches 	<ul style="list-style-type: none"> ▪ 24,000 persons
	Improve streets and roadways	<ul style="list-style-type: none"> ▪ Street improvements 	<ul style="list-style-type: none"> ▪ 152,500 persons
	Improve sidewalks	<ul style="list-style-type: none"> ▪ Sidewalk improvements 	<ul style="list-style-type: none"> ▪ 105,500 persons

*Note: Additional infrastructure activities are described under other sections (housing, special needs, and economic development).

PRIORITY NEED: INFRASTRUCTURE Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category:
INFRASTRUCTURE*

Performance Measurement System Objective:
CREATE SUITABLE LIVING ENVIRONMENTS

2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 0	▪ not planned	▪ not planned	▪ not planned	▪ 12,481	▪ 12,481	▪ 52%
▪ 34,357	▪ 12,065	▪ 39,000	▪ 33,291	▪ 20,137	▪ 138,850	▪ 91%
▪ 2,781	▪ 1,735	▪ 27,080	▪ 43,526	▪ 8,647	▪ 83,769	▪ 79%

PRIORITY NEED: OTHER

Table 1-5
5-Year Goals, Strategies and Objectives Matrix

Los Angeles Urban County's Priority Need Category: OTHER			
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS			
Los Angeles Urban County's 5-Year Strategy	Los Angeles Urban County's Objectives	Planned Activities	5-Year Planned Accomplishments
Prevent and arrest the decline of the physical conditions of neighborhoods and communities.	Fund graffiti removal activities.	<ul style="list-style-type: none"> ▪ Graffiti removal programs 	<ul style="list-style-type: none"> ▪ 2,745,000 persons
	Support code enforcement activities	<ul style="list-style-type: none"> ▪ Housing code enforcement activities ▪ Commercial code enforcement activities 	<ul style="list-style-type: none"> ▪ 62,600 persons ▪ 650 housing units* ▪ 1,200 persons <p>Total = 63,800 (persons)</p>

* Beginning in 2004-2005, the CDC is counting code enforcement activities in slum blight areas as the number of housing units served. This was due to new HUD reporting requirements. However, the number of persons served will remain the same for housing code enforcement activities carried out in low- and moderate- income areas.

PRIORITY NEED: OTHER Continued

Linkage Between 5-Year and Annual Goals

Los Angeles Urban County's Priority Need Category: OTHER						
Performance Measurement System Objective: CREATE SUITABLE LIVING ENVIRONMENTS						
2003-2004 Actual Accomplishments	2004-2005 Actual Accomplishments	2005-2006 Actual Accomplishments	2006-2007 Accomplishments (In-Progress)	2007-2008 Planned Accomplishments	5-Year Cumulative	
					Total	Percent
▪ 771,776	▪ 704,313	▪ 628,832	▪ 356,543	▪ 66,348	▪ 2,527,812	▪ 92%
▪ 640,749* ▪ 265 (housing units)	▪ 1,204,737 ▪ 574 (housing units)	▪ 1,200,178 ▪ 3,615 (housing units)	▪ 822,659 ▪ 5,330 (housing units)	▪ 648,852 ▪ 4,000 (housing units)	▪ 4,517,175 ▪ 13,784 (housing units)	▪ 7,216%* ▪ 2,121%*
▪ 319	▪ 236	▪ 5,368	▪ 27,960	▪ not planned	▪ 33,883	▪ 2,824%*
Total = 641,068 (persons)	Total = 1,204,973 (persons)	Total = 1,205,546 (persons)	Total = 850,619 (persons)	Total = 648,852 (persons)	Total = 4,551,058 (persons)	▪ 7,133%*

*In 2003-2004, the CDC began to use the new 2000 Census for certain activities, which affected the planned accomplishments for housing code enforcement. Therefore, in some instances, the number of people served will be much greater due to changes in populations that reside in the service areas for these activities. In addition, the code enforcement accomplishments are particularly high due to an expansion of service areas for these activities.

HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

The Annual Action Plan seeks to support a comprehensive Continuum of Care for homeless individuals and families which is currently funded through LAHSA through the following resources:

- California Endowment Foundation
- City of Los Angeles General Fund
- Community Development Block Grant Program
- County of Los Angeles General Fund
- Emergency Food and Shelter Program
- Emergency Housing Assistance Program
- Emergency Shelter Grant Program
- Independent Living Program Funds through the County's Department of Children and Family Services
- Supportive Housing Program

County ESG funds will be used to support the Winter Shelter Program, Homeless Access Centers (2), the Emergency Shelter and Services Program (year round emergency shelter beds with services) and the LAHSA Emergency Response Team. The County also administers the Shelter Plus Care and the Single Room Occupancy Moderate Rehabilitation programs through the Housing Authority of the County of Los Angeles, which is an integral part of the Continuum of Care. Resources administered through LAHSA, the County of Los Angeles, and the City of Los Angeles, will be coordinated with County and State resources such as Medi-Cal, the State Children's Health Insurance Program, Temporary Aid for Needy Families (TANF-CALWORKS), the Food Stamps Program, Workforce Investment Act programs, and the Welfare to Work Grant Program to ensure delivery of a well-connected system of care.

Specific activities planned for the coming year include submission of the SuperNOFA application to HUD (SHP, Shelter Plus Care and SRO Moderate Rehabilitation Programs) and continued development of a countywide strategic plan for the delivery of services and housing to homeless individuals and families.

In addition, LAHSA will be spearheading the initiation of a countywide Homeless Management Information system that will enable agencies within the Continuum of Care to collect and report on information regarding clients they serve which will allow them to manage those clients within their own agencies as well as within the larger Continuum system.

Chronic Homelessness

The Executive Committee of the Blue Ribbon Panel of Bring L.A. Home endorsed a series of strategies that will lead to a plan to end chronic homelessness as part of a larger campaign to end homelessness that is being initiated in April 2006. These steps include:

1. Create an array of housing options for approximately 34,898 people who are chronically homeless (Cost projections for supportive housing were completed in January 2006) b. Launch Los Angeles County Supportive Housing Capacity Building Initiative. c. Ensure housing production keeps up with targets, assess production; adjust strategies to ensure production goals are met.
2. Improve and integrate services by:
 - a. Improve outreach and engagement
 - b. Increase and stabilize income of homeless people through employment through improved access to benefits.
 - c. Broaden alternative sentencing programs in the Los Angeles Superior Court system.
 - d. Improve discharge planning practices from hospitals, jails and other human service systems (see Appendix J for County's planned discharge activities).
 - e. Identify and address barriers in locally administered mainstream systems.
 - f. Implement collaborative efforts to improve service delivery to homeless people and help move them to stability in permanent housing
3. Community Engagement
 - a. Cultivate community acceptance of programs and housing
4. Political Engagement
 - a. 88 cities to adopt resolutions to end chronic homelessness
 - b. Protect funding for programs that service chronically homeless people.

The barriers to achieving these goals are multifaceted. Los Angeles County is the largest urban county in the United States and encompasses 4000 square miles and 88 separate cities. With this many jurisdictional layers of administration, it will require unprecedented levels of cooperation and commitment from politicians, neighborhood organizations, business associations and others to accomplish the goals listed above.

In addition, there are few if any Section 8 vouchers available and none in the foreseeable future to support development efforts. Lack of other dedicated funding sources further exacerbates these challenges.

Additional Homeless Prevention Measures & Discharge Coordination Policy

On April 4, 2006, the Los Angeles County Board of Supervisors approved \$100 million to fund the Homeless Housing Program (HHP). The HHP will be used to develop emergency, transitional, and permanent housing; establish an acquisition and/or predevelopment loan program; and, finance operating costs and rental subsidies associated with supportive service program linked to housing.

The Board of Supervisors also approved recommendations by various County agencies and departments, with input from public and private stakeholders, to improve the County's discharge processes to reduce and/or prevent homelessness. These recommendations will comprise of a cohesive, community-wide Discharge Coordination Policy in order to prevent the discharge of persons from publicly funded institutions from becoming homeless.

The County's homeless prevention and discharge policies recommendations are included in Attachment J.

OTHER SPECIAL NEEDS ACTIVITIES

The CDC will also be undertaking annual actions to address the needs of special needs populations who are not homeless through the following activities:

- Removal of architectural barriers on streets and in parking facilities, parks and recreational facilities, and other public facilities to improve accessibility for the physically disabled.
- Provision of services for persons with disabilities, including persons with mental illness and substance abuse issues.
- Provision of legal, tenant/landlord counseling, and other services for the elderly and frail elderly.
- Improvement of senior facilities, such as senior centers.
- Provision of youth services, including health services for children and counseling services for abused children, and services for emancipated youth.
- Creation or improvement of childcare centers.

OTHER ACTIONS

The County, with CDC as the lead, also will be taking actions in the coming year to:

- Overcome obstacles to meeting underserved needs.
- Foster and maintain affordable housing.

- Remove barriers to affordable housing.
- Evaluate and reduce lead-based paint hazards.
- Reduce the number of poverty level families.
- Enhance the CDC's housing and community development delivery system.
- Overcome impediments to fair housing choice.
- Enhance coordination between public and private housing and social service agencies.
- Foster public housing improvements and resident initiatives.

Overcome Obstacles to Meeting Underserved Needs

The Consolidated Plan documents that 88 percent of the Urban County's large family renters experienced one or more housing problems in 2000, including housing cost burden, overcrowding, and inadequate housing. This indicates that large families represent one of the most underserved groups in the Urban County. In response, a significant amount of the County's housing resources is directed towards the development, rehabilitation, and preservation of affordable housing for large families. The proposed housing activities to be undertaken during the 2007-2008 program year are located in Volume II of the 2007-2008 Action Plan.

The Consolidated Plan documents other underserved groups in the Urban County including the mentally ill homeless, and those homeless who are dually diagnosed with mental illness and substance abuse. The County's continuum of care strategy is intended to meet this challenge through coordinated efforts with the County Department of Mental Health and other homeless service agencies. The Continuum of Care and homeless activities proposed to be undertaken during the 2007-2008 program year have been identified in Volume II of the Annual Action Plan.

Foster and Maintain Affordable Housing

The County has established high priorities for fostering and maintaining affordable housing for the County's lower- and moderate-income households. The four areas of need identified by the County are: 1) expanding the supply of affordable rental housing; 2) expanding the supply of affordable homeownership housing; 3) preserving and improving the existing stock of affordable housing; and 4) providing rental assistance to lower-income households. Specific housing activities proposed to be undertaken during the 2007-2008 program year are located Section five of the Annual Action Plan.

Remove Barriers to Affordable Housing

Barriers to affordable housing, combined with thin profit margins, explain why many developers choose not to build affordable housing. Such barriers also contribute to the reasons many property owners do not renew expiring rental

subsidy contracts. Often, property owners instead choose to convert previously affordable units to market-rate sale or rental housing.

As the lead agency for housing and community development for the Urban County, the CDC is making a significant effort to identify housing problems and reshape its policies and programs to meet the community's needs in the coming years.

In the Consolidated Plan, the CDC identified three primary barriers to affordable housing:

- Current market conditions—such as increased land costs, high construction costs, construction liabilities, and lack of vacant and developable land—constrain the housing market and become barriers to affordable housing.
- Financing requirements, increasing interest rates and lending discrimination make homeownership less attainable for low- and moderate-income households.
- Regulatory/policy measures (development fees, building codes, zoning, and the approval process) as well as environmental conditions (hillsides/slopes, fire hazards, flooding/mudflows, seismic hazards) create obstacles to developing affordable housing.

A central requirement of the Los Angeles County Housing Element (adopted by the Los Angeles County Board of Supervisors on October 23, 2001) law is that sufficient land, under the General Plan Land Use Policy Map, is allocated to accommodate the projected housing needs of the population. Through the Housing Element, the County can ensure that adequate affordable housing sites are identified and housing policies and programs are developed to address the County's projected affordable housing needs.

To address the barriers to affordable housing in Fiscal Year 2007-2008, the County will continue to implement the density bonus program and allow second units under certain circumstances to increase the supply of affordable housing for low and moderate households and senior citizens. In addition, the County will continue to reduce or exempt fees for affordable housing developers for minor modifications to conditional use permits or from payment of zoning and subdivision fees for their projects.

As mentioned above, the CDC has also established high priorities for fostering and maintaining affordable housing for the CDC's low- and moderate-income households. The four strategies developed by the County are: 1) expanding the supply of affordable rental and homeownership housing; 2) increase homeownership among low and moderate-income prospective homebuyers; and 3) preserve and improve the existing stock of affordable housing; and 4) ensure equal access to housing. To implement these strategies in 2007-2008 and to support the County Housing Element, first-time homebuyer loans, housing rehabilitation,

tenant-landlord counseling, fair housing, and the development of new affordable housing will be provided. In addition, the CDC will continue to provide infrastructure improvements to low- and moderate-income neighborhoods. Proposed housing and infrastructure activities to be undertaken during the 2007-2008 program year are located in Volume II of the Annual Action Plan.

Evaluation and Reduction of Lead-Based Paint Hazards

Since September 14, 2000, the CDC has implemented HUD Lead Based Paint Regulations (Title X), which requires federally Funded rehabilitation projects to address lead hazards. Recently, the CDC procured, through a Request for Qualification, the services of Certified Lead Consultants to conduct testing on all CDC existing loan and grant programs. On February 8, 2005, the Board of Supervisors approved the Board Letter allowing the CDC to enter into agreements with 13 certified Lead Consultants. The contracts are up for renewal this year and have provisions for a one (1) year extension which have been approved. Additionally, a Lead Abatement Grant is offered up to \$10,000 to address hazardous materials including lead based paint, asbestos, mold and other environmental hazards. This grant is also offered to first time homebuyers to assist in addressing lead based paint hazards at the close of escrow. The CDC also participates on the Lead Plan Housing Committee in collaboration with 15 other public agencies. The Committee purpose is to promote lead safe practices for contractors and foster efforts to reduce and eliminate lead based paint poisoning in homes with children 6 years or younger by 2010.

Reduce the Number of Poverty-Level Families

Many factors contribute to poverty, including a low level of education, a lack of job skills, a depressed regional economy, as well as a shortage of affordable childcare that prevents single-parents from joining the work force. Section 10 of the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County* contains an Anti-Poverty Strategy that describes how the CDC's goals, programs, and policies for producing and preserving affordable housing and community development activities contribute to reducing the number of poverty level families.

The CDC supports the State's overall anti-poverty strategy of moving low-income people to self-sufficiency in part by funding activities with CDBG, HOME, and ESG. The Commission consults with many public, private, and nonprofit organizations to help ensure that its goals, programs, and policies for activities such as producing and preserving affordable housing are effectively coordinated to best reduce the number of poverty level families.

In the 2007-2008 program year, the County will continue to support its job training programs and economic development activities to expand employment

opportunities. Specific activities are located in Volume II of the Annual Action Plan.

- **Affordable Housing:** Providing low-income households with housing assistance allows them to live in safe, decent, attractive housing. It provides a base for them to maintain employment, provides a nurturing environment to raise children, and helps them become a part of the community where they work. The affordable housing projects funded by the CDC for low-income renters and homeowners directly support the anti-poverty strategy. Homeownership also helps families build individual wealth by building home equity.
- **Job Training:** Education and training are important for a low-income person to gain the skills needed to obtain and maintain employment. As part of welfare reform activities, the County will continue to implement the job training programs and activities to help families transition out of the public assistance dependency cycle. In addition, the CDC will make every effort to provide additional opportunities through the federal Section 3 program. This program requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- and moderate- income residents in connection with projects and activities in their neighborhoods.
- **Support Services:** Such service enables people to prepare for, find, and keep a job. Families that are moving from welfare to work need a variety of services to help them find and keep employment and successfully transition off of assistance. This year, many of the CDBG-funded public services help with this goal.
- **Safe, Affordable Child Care:** Childcare facilities and services are necessary if families are to move from the welfare rolls to the job rolls. As part of welfare reform activities, the County will continue to implement childcare programs and activities to assist families to transition out of the public assistance dependency cycle. This year, the Annual Action Plan contains activities that will provide quality affordable childcare and enable very low-income persons, including welfare recipients and single parents, to continue working or to receive training, while their children are in a safe environment. The Annual Action Plan also includes activities to design and plan additional childcare centers and to increase the availability of these crucial services.
- **Transportation:** Lack of transportation is one of the most common barriers to employment. The most frequently authorized transportation services are bus passes to enable lower-income people to travel to job locations and schools. The Annual Action Plan contains activities that will provide bus tokens and vouchers for persons that are homeless so that they are able to

receive job training, education assistance, and access to gainful employment. Transportation will also be provided to teenage parents to allow them to attend remedial education classes and receive other training to develop marketable skills to enter the workforce.

In addition, the following programs also serve to assist persons to meet their basic needs and/or to become self-sufficient:

- Family Self-Sufficiency (FSS) program, which help residents set and achieve personal, educational, and career objectives as well as transition to market rate rental housing or homeownership.
- Computer learning centers, which offer literacy and other remedial education, English as a Second Language, General Equivalency Degree (GED) preparation, and computer classes.
- The Living Wage Program requires applicable Contractors and the subcontractors to pay their full-time employees providing services to the CDC, no less than a living wage. The purpose of providing a living wage is to allow a person or family to obtain a wage that is sufficient enough to meet their basic needs.

Enhance the County's Housing and Community Development Delivery System

State agencies, local governments, nonprofit organizations, businesses, and financial institutions, and other organizations help carry out numerous housing and community development-related policies and programs in the Urban County. The CDC values its partners and recognizes their vital contribution.

The CDC continues to foster greater cooperation and coordination of efforts with other local governmental agencies and has identified a variety of programs, services, and strategies suitable for the significant involvement of other County departments. Strengths and gaps regarding the institutional structure emerged from the focus groups, community meetings, and other research.

In the coming year, the CDC will continue to enhance the County's Housing and Community Development Delivery System by using the strengths listed in Section Two of the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County* to provide the basis for cooperative strategies to fill gaps in the Urban County's housing and community development system.

As lead agency for the Consolidated Plan, the CDC's focus on the institutional structure is a broad strategy of coordination, empowerment, and communication with the public, private, and nonprofit sectors:

Leveraging Housing and Economic Development Resources: The use of public funds and solicitation of private resources is a key element in expanding the supply of affordable housing and in neighborhood revitalization efforts. The organizational

structure of the CDC optimizes the coordination of a variety of resources brought to bear in the production of affordable housing.

Therefore, in the coming year, the CDC will administer housing activities that range from the production of rental housing to the funding of a First-Time Homebuyers Program and fulfill the role of “lender of last resort” for activities serving very low-income and special need beneficiaries. These activities are not typically produced through conventional financing.

Typically, the CDC lacks sufficient and flexible monetary resources to meet the demand generated for these activities. The County’s fiscal crisis has severely affected its ability to provide basic services at previous levels. The shortage of resources means that fewer affordable housing units can be preserved or produced and, consequently, longer waiting lists result for public housing. The CDC attempts to assemble a package of resources that can be applied, as appropriate, at every stage of the development process. Greater flexibility in the use of federal funds to “take-out” other Federal monies and collateralize private financing would be useful.

Coordination of Housing Production and Preservation Activities: In the coming year, the CDC will coordinate the development and rehabilitation of supportive housing by working with other County Departments and nonprofit housing providers in those instances where the CDC has access to land, capital funds, or specialized grants appropriate for such housing. The CDC capabilities extend from writing funding applications through resource packaging and the production of housing.

Such developments are usually driven by the availability of capital funds or assets, and the ability to coordinate support services and project management resources. However, this coordination is time consuming and can be a limiting factor for a variety of reasons: (1) the diverse and large number of funding entities involved, including public agencies, private foundations, nonprofit service or housing providers; (2) coordinating the timing of the various funding sources; and (3) difficulty in determining the particular role each party will have in the development’s character, construction, service delivery, and management.

The CDC will contract with nonprofit homeless and housing organizations to educate, assemble, and assist the appropriate parties involved in the production of service-enhanced housing, and to develop feasible housing proposals for submittal to the CDC. In this way, the CDC can gain efficiency by enhancing its role as a lender of “last resort” and minimizing its role as a direct developer.

Creating Public and Private Partnerships: In the coming year, the CDC will work with local nonprofit organizations, including HOME program community housing development organizations (CHDOs). The CDC has established public–private partnerships in the production and rehabilitation of service-enhanced housing.

Fair Housing Actions

For fiscal year 2007-2008, the CDC will contract with a fair housing service provider to perform services to meet the goals set forth in the County's fair housing strategic plan; *Fair Housing Strategy for the Los Angeles Urban County for Fiscal years 2003-2008*, which appears in Section 7 of the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County*. The fair housing service provider will specifically perform fair housing services such as, responding to housing discrimination complaints and inquiries from Urban County residents, conducting investigations regarding complaints, disseminating informational literature and announcements to landlords, managers and realtors, conducting educational seminars and trainings. Additionally, in support of the fair housing strategy, some participating cities will be using their CDBG funds to contract out for their own fair housing services provider for the performance of similar tasks and services.

Enhance Coordination Between Public and Private Housing and Social Service Agencies

The Consolidated Plan is based on collaborative processes and consultations to develop a unified vision for meeting housing and community development needs. Extensive outreach has been made to public and private agencies organizations and the general public to solicit input on housing, neighborhood revitalization, economic development, and homeless and human services needs.

The following actions between public and private housing and other agencies are anticipated for the coming year:

- Coordination of housing and community development activities with the Continuum of Care and welfare reform efforts.
- Referral coordination between the Department of Children and Family Services with CDBG and other locally funded agencies providing juvenile delinquency prevention programs and emancipated foster youth housing.
- Coordination of various neighborhood improvements and housing rehabilitation activities with code enforcement activities conducted by County Department of Regional Planning Building and Safety and other municipal agencies.
- Coordination of CDC rehabilitation activities to address health and safety violations with Federal Aviation Administration and Los Angeles World Airport funds to further improve housing through sound attenuation measures.
- Marketing and coordination of CDC redevelopment activities, such as façade improvements and redevelopment planning, with local merchant association and redevelopment project area committees.

Foster Public Housing Improvements and Resident Initiatives

The Housing Authority of the County of Los Angeles (HACoLA), through the Resident Initiatives program, assists individual residents to achieve self-sufficiency through literacy, job training, job placement, and various supportive services. Many of these support the economies of public housing developments as well as the surrounding communities. The Resident Initiatives program also provides youth in our public housing developments with literacy and recreational programs to promote the values of teamwork, personal development, and achievement.

The following activities are provided year round:

- **Educational Partnerships:** The CDC's Office of Community and Educational Partnerships (OCEP) builds and coordinates productive partnerships with educational institutions and community organizations. OCEP supports all of the agency's divisions as well as the residents of its public housing communities. OCEP supports existing programs and brings new opportunities to the CDC through collaboration and resource development. The CDC embraces new partnerships that are committed to providing educational resources, program delivery and needs-based solutions to the communities it serves.

The CDC provides services through academic internships, service-learning, practicums, civic engagement and viable partnerships designed to be mutually beneficial. In the 2005-2006 fiscal year over 310 university and college students volunteered their time offsetting \$180,345 in CDC funding. Students receive real-life training in a variety of fields including: after-school education, social services, criminal justice, workforce development, art, human resources and training, information technology, community development, public administration and various fields of research.

- **Resident Services Programs:** In collaboration with Housing Authority, OCEP provides programs within their large public housing communities including: youth development, education and literacy, resident empowerment and senior services. Education and literacy programs provide a safe and supportive educational environment for youth and families. Youth development programs support self-esteem, self-expression, teambuilding, and create positive social interaction. In addition, Resident Services provide leadership and workforce development activities as well as senior services to assist in improving their quality of life.
- **Family Learning Centers:** In 1988, the CDC established the first Family Learning Center (FLC) to address the need for education, literacy and after-school programming in public housing. This commitment to education and accessibility for youth and adults helped establish a variety of learning centers across the County's large family housing developments including:

Carmelitos, Harbor Hills, Nueva Maravilla, and South Los Angeles. Almost 20 years later, the FLCs provide after-school programs, adult education, training and other educational classes. In its continuing support of education, the CDC increased the technological capacity with new computers and high speed internet access in 2007, to ensure that FLCs have the ability to prepare youth and adults for the 21st century.

- **Resident Opportunities and Self-Sufficiency Program:**

To date, HUD has awarded the Housing Authority a total of seven (7) Resident Opportunity and Self Sufficiency (ROSS) Grants, totaling \$2,700,000. Through the numerous ROSS Grants, the Housing Authority has been providing the below supportive services since 2004 and will continue through 2010.

ROSS Family Grants

The ROSS Family Grant is designed to increase self-sufficiency among low- and moderate-income individuals residing at the Housing Authority's forty-nine (49) conventional public housing development sites by providing an array of comprehensive workforce development employment services. Some of the services provided by these grants include: skills assessment; job counseling and placement assistance; follow up & employment pattern assessment; employment skills development; credit counseling and budgeting training, transportation voucher assistance; and referral to childcare services.

ROSS Elderly and Persons with Disabilities Grants

The ROSS Elderly and Persons with Disabilities Grants provide a supportive services program to promote independent living for up to 1,364 elderly and persons with disabilities who reside at twelve conventional public housing sites. The implementation of these grants has allowed the Housing Authority to provide an array of supportive services including case management, transportation, resource referrals, counseling, forms assistance, translation and entertainment and cultural activities. These services are designed to both increase quality of life and assist our residents in aging in place.

- **Youth in Focus:** Through this program, public housing youth are taught technical and artistic aspects of photography. Students are encouraged to explore photography as a career option while it helps in building self-esteem and a better understanding of themselves. Youth participants also have the opportunity to showcase their work in various ways throughout the year.

- **Capital Fund Program for Public Housing:** The Housing Authority of the County of Los Angeles (HACoLA) uses the Capital Fund Program (CFP) to provide for rehabilitation, repair and physical improvements of county-owned public housing developments as well as management improvements. The program operates on the federal fiscal year from July 1 to June 30. Through CFP, housing authorities across the country receive a formula allocation amount based on unit count, size, and need. HACoLA is receiving \$5,665,390 in CFP funds for Fiscal 2007.

The CFP program requires that a physical and management needs assessment is done every 6th year, in which work items are identified and prioritized. It is not unusual to have more needs than can be reasonably funded over the next 10-20 years.

A Five-Year Plan is then developed to identify which projects, across the county, will be funded in years one through five. Emergency work items and those required by statute take priority over other needs and are funded in the first year, provided funding is available. The remaining work items are identified based on need and available funding. Any remaining work items that are not included in the Five-Year Plan are carried over for consideration in the next needs assessment. Major work items may require funding for multiple years.

The Housing Authority of the County of Los Angeles plans to rehab the following housing sites with CFP funds during 2007:

- Nueva Maravilla: Replace fire systems, replace carpet for the seniors and stains in the family units.
- West Knoll Apartments: Remodel bathrooms.
- Palm Apartments: Remodel bathrooms.
- Marina Manor I and II: Replace fire alarm systems and smoke detectors.
- Carmelitos: Install new gas lines from buildings to main gas lines; and replace elevators.
- Harbor Hills: Remodel kitchens.
- Herbert: Replace elevators.
- Francisquito: Replace Elevators

CFP actions for federal FY 2007-2008 are consistent with the County's assessment of low-income housing needs as evidenced in the Consolidated Plan.

Monitoring

As the lead agency for the Consolidated Plan, CDC has the responsibility to ensure that the Urban County's CDBG, HOME, and ESG programs follow applicable laws and regulations. Therefore, the CDC continually hones its monitoring procedures. It views monitoring as an opportunity to provide ongoing technical assistance and support to help its grantees and participating cities reach project goals, achieve Consolidated Plan goals, and improve service.

PRINCIPAL OBJECTIVE

It is the principal objective of the CDC, as the grantee, to develop a standard approach to monitoring which ensures that federal funds received from HUD are used only for approved activities and that they are administered in accordance with all applicable statutory and regulatory requirements. This established monitoring approach provides an early indication of problems or potential problems in meeting applicable requirements. This approach also helps to prevent fraud, waste, and mismanagement. Finally, through an active process of agency interaction including instructional training, ongoing technical assistance, routine site visits, quarterly reporting, and annual monitoring, the CDC promotes efficient and effective grantee performance.

MONITORING STANDARDS

To achieve the stated objective, the CDC maintains a qualified professional monitoring staff, which conducts thorough financial and programmatic monitoring on an annual basis. The monitoring process utilized is designed to incorporate a variety of monitoring techniques and tools into a coordinated effort, which ensures that all funded activities receive an appropriate level of review. Currently, the following four types of monitoring techniques are incorporated into the CDC's comprehensive monitoring approach:

Individual Project Monitoring

This is the primary technique used for monitoring and reviewing funded activities implemented by the CDC and its subrecipients. Principally, in-house staff are assigned specific agencies or projects with the responsibility to conduct comprehensive reviews of either active or completed projects on an annual basis.

Team Monitoring

A supplementary technique used by the CDC allows staff the opportunity to schedule monitoring reviews in groups of two or three persons. The tool is effective for conducting in-depth financial and construction compliance reviews. These teams may be comprised of generalist and specialists including general program managers, accountants, and a construction contract compliance officer. Finally, this technique is utilized to provide ongoing training opportunities for new and inexperienced monitoring staff.

In-House Monitoring

This approach provides a greater level of flexibility for the CDC, and allows for some projects to be reviewed through an in-house process. It provides for agencies to bring project documentation into the CDC for review. The technique is used only for very simple projects and in the course of providing technical assistance.

Desk-Top Monitoring

This fourth monitoring technique is used on a routine basis and provides staff with another tool for examining ongoing project activities. Through this review process, agencies are required to submit quarterly reports that identify ongoing activities. CDC staff then analyze and assess this information and make decisions regarding the need for additional technical assistance or future on-site visits. Desk-Top reviews include an analysis of an agency's accomplishments-to-date and rate of expenditures. This review is documented in the CDC's project files, and serves as a source of information utilized during the final comprehensive review of program performance.

Comprehensive Technical Assistance (CTA) Visits

This monitoring technique is used to assist agencies with their ongoing projects. If an agency is encountering project implementation problems, CDC staff will visit the agency and conduct a comprehensive review of programmatic and financial records. Commission staff also conducts mid-year technical assistance visits for all community based non-profit organizations administering CDBG-funded programs.

Based on a review of the records and an examination of the program, technical assistance is provided and a follow-up letter may be sent to the agency. The issues addressed during the CTA visit are maintained in the CDC's project files and the information is used as reference material during future monitoring visits.

MONITORING STRATEGY

The CDC's monitoring plan establishes some general criteria against which funded activities can be evaluated to determine both the necessity for and the appropriate level of review. This approach is based on both our past monitoring experience and a "Risk Analysis" approach. Overall, this approach focuses primarily on reviewing

completed projects. However, it also incorporates two levels of review for ongoing or active projects: the desk-top monitoring review, and the on-site monitoring review, which is used depending on the determined need. Using these approaches, the following general assumptions have been made regarding monitoring activities administered by cities, county departments, CDC divisions, and community-based organizations:

Cities

Participating cities, which have been involved in the CDBG Program since its inception, are thoroughly acquainted with the Program and generally have the most experienced staff. They generally fund continuing activities that change little from year to year and, if costs are questioned, have access to other funding sources that can be utilized to readily repay disbursed funds. Based on these facts, cities represent the lowest risk potential as it relates to monitoring findings or disallowed costs. For these reasons, it has been determined that some monitoring emphasis can be shifted away to other areas where the potential for problems is higher. To accomplish this, the CDC has determined that ongoing city projects, those activities that are funded annually, can be reviewed every other year, should the following specific conditions exist:

- Either minor or no programmatic or financial findings were identified and resolved during the last review;
- The scope of the activity has not substantially changed;
- There have been no recent staff changes within the program that would jeopardize project integrity; and
- A review of previous program operations indicates a good expenditure and drawdown record with no glaring project/program design deficiencies.

County Departments

A majority of Los Angeles County Department funded activities are one-time capital improvement projects or continuing activities that change little from year to year. Some specific ongoing public service activities, such as youth programs operated by the County Sheriff's Department, are candidates for in-house monitoring. Depending on their size and scope, other County projects will primarily receive individual or group monitoring visits.

Community-Based Organizations (CBOs)

CBOs are funded for a wide variety of CDBG funded activities, especially public services. However, their experience and training in implementing these activities in compliance with applicable statutory and regulatory requirements vary widely. In addition, some projects are a one-time effort while others are ongoing activities. Based on this diversity, the CDC has determined that some of these projects can represent the highest potential for risk, while others represent a very low risk.

Therefore, completed projects will be candidates for the full range of monitoring tools, from intensive individual reviews to limited reviews conducted within the context of the in-house monitoring approach. Monitoring of CBOs, has been augmented by mid-year technical assistance visits that are provided to every CBO in an effort to enhance programmatic compliance. Further, ongoing CBO projects receive annual on-site monitoring visits.

CDC Divisions

Through its internal divisions, the CDC implements a wide range of diverse projects that include both ongoing and one-time effort activities. The CDC also maintains experienced staff to implement these activities. However, just as outside agency projects are assessed and the appropriate monitoring strategies used, the CDC also conducts the same analysis to determine the level of monitoring necessary for its internal divisions. This analysis and monitoring are conducted by the CDC's administrative CDBG Division, which maintains a separate and independent relationship from the other internal divisions. Drawing from all available monitoring tools, the CDBG Division closely monitors completed and ongoing projects implemented by the CDC's other divisions.

HOME Assisted Activities

As a condition of receiving HOME funds, recipients agree to maintain all HOME-assisted units as affordable housing and in compliance with Housing Quality Standards (HQS). A site visit is made to each development and multifamily rehabilitation project in order to conduct mandatory tenant file reviews and physical inspections. The greater of 10 units, or 10 percent of the total development units are inspected and tenant files reviewed. All sampling is performed randomly. Tenant file reviews consist of evaluating documentation, verifying rent amounts, conducting income calculations, and lease review. On site inspections are performed in accordance with HQS.

All deficiencies encountered are referred to the property management company and owner for corrective action. A recommended plan of action is also made available to the property management company and owner. Additional site visits are made at a later date to ensure all deficiencies have been addressed.

Additionally, first time homeowner units are monitored. Annually, each homeowner is sent a letter requesting verification that the home continued to be their primary residence and that they were maintaining the property. Also, title reviews are completed on a sampling of the units monitored and random curbside visits are also made to ensure the sites were being maintained.

CONCLUSION

Based on the monitoring tools available and the general assumptions made above, the CDC's monitoring staff work to develop an annual monitoring schedule that determines the level of review necessary. Staff then utilizes the appropriate monitoring tools available and ensures that all funded activities receive a professional monitoring to ensure compliance with all CDC and HUD requirements.