WORKING TOGETHER FOR A BETTER FUTURE

YEAR END HIGHLIGHTS

FY 2016-17
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Hello, and welcome to the Community Development Commission (CDC) and Housing Authority of the County of Los Angeles’ (HACoLA) Fiscal Year (FY) 2016-17 Year End Highlights. Thirty-five years ago, the Los Angeles County Board of Supervisors consolidated three entities – the Housing Authority, the Community Development Department, and the Redevelopment Agency – to form the CDC. Today, the CDC is comprised of two separate legal entities, HACoLA and the CDC, both of which are part of the County family.

Over the years, the agency has fought diligently to preserve the resources that ensure residents have access to safe parks, community centers, and libraries. The agency has advocated for continued affordable housing funds to make sure production in the County does not stall, and low-income families, seniors, and veterans do not lose access to quality housing they can afford. Examples of our efforts over the past year are demonstrated in this publication.

However, the CDC remains in the middle of its hardest fight by far. Funding to build and preserve affordable housing continues to shrink, and faces the threat of elimination, while the 2017 Los Angeles County Homeless Count shows the need grows greater. For example, Los Angeles County saw a steep 23% increase in the homeless population in 2017 compared to 2016. The contrast of funding versus need forced the CDC and HACoLA to seek partners willing to pool resources and work arm in arm to take an aggressive approach to combating homelessness, and deliver services to help residents become self-sufficient.

In the upcoming year, the CDC and HACoLA will strive to protect the state, federal, and local resources that allow us to advance our mission: We Build Better Lives and Better Neighborhoods. We will advocate for program security, leverage every dollar received to ensure the greatest benefit to those who utilize our services, and continue to develop new and innovative award-winning practices that best serve the citizens of Los Angeles County. We look forward with excitement to see what we can accomplish in the year ahead!
LEADERSHIP

MONIQUE KING-VIEHLAND
Deputy Executive Director

SEAN ROGAN
Executive Director

EMILIO SALAS
Deputy Executive Director
The FY 2016-17 CDC and HACoLA budgets totaled $466,367,100, and reflected an increase of $35,573,800, or 8.3%, from the FY 2015-16 budget. The CDC’s programs were supported by three primary funding sources: State and County Revenue (inclusive of reserves from construction projects), Community Development Block Grant (CDBG) funds, and Sound Attenuation Grants. HACoLA’s programs were mainly supported by two major funding sources: Housing Assistance Revenue and Public Housing Program Funds.

The budget increase was due to greater activity in support of affordable housing, as well as an additional $13,173,200 for construction projects that the CDC administered on behalf of Los Angeles County, primarily in the Second and Fourth Supervisorial Districts. Improved lease-up levels and higher per unit costs contributed to the $11,693,600 increase in the Housing Choice Voucher program, including use of prior years’ surplus funds from the U.S. Department of Housing and Urban Development (HUD).

Over the past six years, the CDC and HACoLA have faced continual reductions in funding resources from the federal government, as well as local resources. FY 2016-17 reflected a slight increase from the previous year and the hope is that funding for these much needed programs will continue to improve.

The CDC and HACoLA budgets included 581 Full-Time Equivalent (FTE) employees, with 551 regular and 30 contract positions. This is an increase of eight FTE employees over the previous year, primarily for the Assisted Housing Division to maximize their lease-up efforts.

The FY 2016-17 budget was structured to fund successful existing programs and initiate new efforts to provide housing, community, and economic development within Los Angeles County.
Establishment
1982

Fiscal Year
July 1 – June 30

Executive Director
Sean Rogan

FY 2016-17 Budget
$466,367,100

CDC Budget
$130,845,700

HACoLA Budget
$335,521,400

Service Area
4,084 Square Miles of Los Angeles County

FY 2016-17 Budgeted Positions
581 FTE Employees
551 Regular Positions and 30 Contract Positions

Divisions
Assisted Housing (Section 8)
Housing Management
Community Development
Economic and Housing Development
Administrative Services
Financial Management

Rental Assistance Vouchers and Certificates
25,020

Public/Affordable Housing Units
3,229 units at 68 sites

FY 2016-17 Family Self-Sufficiency (FSS) Graduates
25

FY 2016-17 Major Funding Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tr>
<td>Operating Subsidy</td>
<td>$8.4M</td>
</tr>
<tr>
<td>State and County</td>
<td>$42.7M</td>
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<tr>
<td>Capital Fund Program</td>
<td>$6.4M</td>
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<td>CDBG Program</td>
<td>$29M</td>
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<tr>
<td>HOME Program</td>
<td>$4.9M</td>
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<tr>
<td>Rent Revenue</td>
<td>$12.2M</td>
</tr>
<tr>
<td>Other Federal Grants</td>
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</tr>
<tr>
<td>Sound Attenuation Grants</td>
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</tr>
<tr>
<td>Other Income</td>
<td>$1.2M</td>
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<tr>
<td>Section 8 Rental Assistance</td>
<td>$291.2M</td>
</tr>
<tr>
<td>HAP and Administration</td>
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In FY 2016-17, the CDC was recognized for its efforts to improve internal efficiencies and enhance service delivery. The CDC will continue to operate as a high-performing, award winning, best practice agency.
Combating Homelessness: An Incentive-Based Approach

June 2017

2017 NACo 100 Brilliant Ideas at Work

Government Finance Officers Association

Distinguished Budget Presentation Award

FY 2016-17 Budget

March 2017

2017 NAHRO Awards of Merit

TGE-ERC Revitalizes Carmelitos Public Housing

Ending Jurisdictional Boundaries for Veterans

Enhanced Client Services through Survey Research

Plight to End Homelessness in Los Angeles County

Strategies Lead to 100% VASH Voucher Utilization

Landlord Incentive Program to End Veteran Homeless

Comprehensive Health Services at Star Apartments

May 2017

2017 NACo Achievement Awards

Combating Homelessness: An Incentive-Based Approach

South Los Angeles Recuperative Care Center

May 2017

Government Finance Officers Association

Certificate of Achievement for Excellence in

Financial Reporting FY 2016-17

May 2017
On March 20, 2017, the CDC and HACoLA were proud to launch an official Facebook page. The new page came just in time to celebrate National Community Development Week in April 2017. The CDC used the page to share a video from a group of seniors who participate in CDBG-funded programs at the YWCA Greater Los Angeles. With the Federal FY 2018 budget threatening to eliminate CDBG, the seniors wanted to share how important this program is to them. On Facebook, the seniors’ message reached over 2,000 people, including national organizations and community groups, and was watched almost 900 times.

Since going live, subscribership, shares, and likes have steadily increased. The platform has proven to be an effective tool to share news with residents, partners, and the public about our programs, groundbreakings, grand openings, resident events, and advocacy efforts.

Check out and like our Facebook page at: www.facebook.com/LACommunityDevelopment
STAYING CONNECTED

While an automated world is great for program efficiency, face-to-face interaction, customer service, and mentorship, offer the opportunity to build relationships and keep processes moving. Below are examples of how the CDC and HACoLA stay connected with partners and program participants throughout the year.

JULY 2016

HACoLA hosted a one-day Reality Check Conference, exclusively for program participants pursuing higher education. The conference focused on educational workshops and resources, career panels, and more. The highlight of the event was the presentation of more than $54,000 in Housing Authority Resident Scholarship funds to 39 public housing and Section 8 participants attending a four-year university, community college, or vocational program.

SEPTEMBER 2016

The CDC invited residents to a community meeting seeking input to help shape the County’s annual Action Plan, which outlines the use of approximately $29 million in housing and community development funds. The Action Plan proposed funding for revitalization of community infrastructure, childcare programs, services for senior citizens, and homebuyer assistance. During the meeting, residents, community organizations, and local interest groups provided input on what they see as the biggest local need.

APRIL 2017

The CDC and HACoLA participated in the nation-wide celebration of the passing of the Fair Housing Act. This year’s theme, *Fair Housing Equals Opportunity*, highlighted equality in housing as a foundation upon which aspirations can be achieved. Over 265 residents attended six community meetings throughout the County to gather information and engage with local agencies. HACoLA invited its program participants to free resource fairs where they received information on fair housing, and HACoLA’s FSS and landlord incentive programs.

APRIL-JUNE 2017

The CDC administered a survey to assess fair housing needs of residents throughout the County. Nearly 6,000 survey responses were received. The survey results will be used to set fair housing goals, increase fair housing choices, and provide equal access to opportunity for everyone.

MAY 2017

The CDC and HACoLA launched bi-weekly e-newsletters to keep partners informed on the latest news and program updates. Nearly 650 subscribers have been kept up-to-date with agency news, and the list continues to grow!
HACoLA remains committed to positioning itself at the forefront of the war on homelessness. Through a series of information sessions, branded HouseLA, HACoLA provided information to landlords on the incentives available for accepting subsidized tenants with HACoLA-issued housing vouchers and certificates. HouseLA represents a unique joint venture between the Los Angeles County Board of Supervisors, local government agencies, and community-based organizations.

To streamline the administration of the homeless incentive programs and the coordination of the HouseLA events, in November 2016, HACoLA created a Housing Advisor Unit dedicated to administering the homeless incentive process. The Unit focuses on locating available housing, navigating homeless voucher and certificate holders to these units, providing retention follow-up to ensure the long-term success of the individual or family’s tenancy, and mediating landlord/tenant concerns. Offering a dedicated Unit to ease landlord concerns has been one of the key elements to securing owner participation as landlords feel confident that staff are working with them every step of the way.

At a HouseLA event in August 2016, hosted by Los Angeles County’s First Supervisorial District, the Housing Advisor Unit met face-to-face with nearly 100 landlords interested in learning more about the incentive programs. Due in part to the innovative HouseLA landlord engagement series, and the proactive efforts of the Housing Advisor Unit, through June 30, 2017, over 700 homeless individuals and families have been housed, with a combined $1.3 million in financial incentives being paid out to participating landlords. HACoLA’s initiatives have been instrumental in ending homelessness one individual, one veteran, and one family at a time.
Over 700 homeless individuals and families have been housed.
HOMELESS FAMILIES TAKE PRIORITY
HACoLA is eager to do its part toward combating homelessness. The agency has historically given admission priority to homeless families, veterans, and victims of domestic violence seeking placement in public housing. On July 1, 2016, HACoLA’s Public Housing Program implemented a new homeless initiative as an additional means of addressing the Los Angeles County homelessness crisis. As units at the South Scattered Sites (SSS) Family Public Housing Developments, located in Los Angeles County’s Second Supervisorial District, become available, they are offered to a homeless family first.

Through a collaboration with the Los Angeles Homeless Services Authority, once housed, families are provided with a wide variety of supportive services such as job placement, advocacy, home visits, budgeting, and counseling services, at no cost to HACoLA or the resident. Families are also provided with the opportunity to participate in HACoLA programs such as FSS and the Juvenile Justice Crime Prevention Program, which provides activities specifically designed for at-risk youth between the ages of 13 and 17.

Through June 2017, 20 homeless families, totaling 87 household members, have been housed at SSS, with dozens more being referred and approved for housing in anticipation of available units. Formerly homeless families are now searching for employment, working full-time shifts, and enrolling in school to attain their General Educational Diploma. For one recently housed family of nine, a mother reports she can now begin chemotherapy treatments, which she had long delayed due to the lack of housing.

As formerly homeless families move into SSS, they are optimistic about their journey to self-sufficiency, and thankful for a place to call home.
The Homeless Prevention Initiative (HPI) funding augmented and extended rapid re-housing services for homeless families with children who were previously assisted with First 5 LA funding. Through the combined efforts of eight housing service providers who leveraged these funds with other homeless funding sources, the HPI program successfully assisted 197 families, including 528 children, in securing permanent housing during FY 2016-17.

Since 2013, the CDC has taken on the role as technical advisor and program administrator for programs to rapidly re-house families and children experiencing homelessness. During FY 2016-17, the CDC’s Community Development Division continued that work by successfully administering programs that put over $6.2 million into action through the following activities:

**Families Coming Home Together**

$250,000

The Families Coming Home Together (FCHT) Program provided rapid re-housing and case management services to families where the sole barrier to re-unification was the parents’ homelessness. During FY 2016-17, 58 families were referred to the FCHT Program, of which 17 were successfully reunited and placed into permanent housing.

**Family Re-Unification Housing Subsidy**

$3 million

Building on the success of FCHT, during FY 2016-17, the Family Re-Unification Housing Subsidy (FRHS) Program worked with housing service providers to administer rapid re-housing and case management services throughout Los Angeles County. Since the program’s inception half way through the FY, 98 families, with 218 children, have been referred from 211 LA County; 76 of those families are currently enrolled, and nine have been reunited and placed in permanent housing.
WE ARE HOME
Each year, about 1,500 foster youth age out of the Los Angeles County child welfare system. Most foster youth have nowhere to turn for jobs, housing, higher education, and support. On October 28, 2016, the CDC, along with joint developers, A Community of Friends and David & Margaret Home, Inc., celebrated the grand opening of Cedar Springs Apartments, a mixed-use affordable housing development, located in the County’s Fifth Supervisorial District in the City of La Verne, featuring 36 residential units. The project provides 25 affordable units for Transitional Age Youth (TAY), including TAY living with a mental illness, three units for families with persons living with a mental illness, and seven units for low-income families, plus one manager’s unit.

Cedar Springs Apartments provides a variety of tenant-supportive services, including case management, mental and physical healthcare, substance abuse counseling, and employment training. In addition to supportive services, residents enjoy the development’s amenities including a community room, edible garden, computer lab, barbecue area, tot lot, and media room. The development received a Leadership In Energy and Environmental Design (LEED) Platinum designation, and features photovoltaic panels for renewable energy. The site meets EnergyStar Home requirements, and includes a dual greywater system that provides water to the development’s irrigation system and toilets, the first of its kind in Los Angeles County, saving over 700,000 gallons of water annually. Cedar Springs Apartments was the first affordable housing development in Southern California to be carbon neutral in operational energy.

The CDC provided construction and permanent financing of $2,673,441 in federal HOME Investment Partnerships funds, and $224,446 in Fifth Supervisorial District Homeless Bonus funds to assist with the development of the project. The loan also included a $150,000 incentive to improve the project’s energy efficiency. HACoLA provided 28 Project-Based Vouchers to ensure rents remain affordable for residents.
The maintenance staff at HACoLA’s public housing sites have worked hard throughout the years, ensuring that residents are safe and preserving the integrity of the developments. The 45-member maintenance team manages 3,200 units of public and affordable housing spread across 68 sites throughout Los Angeles County.

In February 2017, the maintenance workers went above the call of duty when Los Angeles County experienced the strongest rainstorms in seven years. HACoLA maintenance staff took on the responsibility of ensuring that the low-income families, seniors, and disabled residents living in HACoLA’s housing developments were safe in their homes during the storm.

Proactive emergency response plans were implemented and staff worked around the clock to address roof leaks and mitigate water intrusions, flooding conditions, and power outages. The actions taken ahead of time saved the personal property of residents, and protected HACoLA’s buildings. In April 2017, the maintenance staff were recognized by the Board of Supervisors for their impressive work.

While emergency situations, such as the rainstorms, require immediate attention, HACoLA’s maintenance staff dedicates itself every day to making the sites look good, and residents feel comfortable in their homes.
EVERYDAY HEROES
On May 31, 2017, the CDC joined Los Angeles County’s Third Supervisorial District, Skid Row Housing Trust, City of Los Angeles officials, and community members to celebrate the grand opening of Crest Apartments, a 64-unit permanent supportive housing development located in Van Nuys.

The CDC provided $1.7 million in Affordable Housing Trust Funds for construction and permanent financing. Crest Apartments includes 63 units reserved for individuals experiencing homelessness or chronic homelessness, including veterans, and one manager’s unit. Residents of Crest Apartments have access to an onsite healthcare clinic, community room, and laundry facilities.

To further promote healthy stable living, Crest Apartments provides supportive services such as legal assistance, attendant care, employment training, money management, and social activities. A community garden allows residents the opportunity to grow healthy produce right onsite, and a rooftop terrace is accessible to enjoy views of the surrounding area.
SOUTH WHITTIER’S NEWEST JEWEL
On November 21, 2016, the CDC joined in the grand opening celebration of the over 14,000 square-foot South Whittier Library. The CDC provided oversight for the development of the $13.5 million project, funded by Los Angeles County’s Fourth Supervisorial District.

Just 17 months after breaking ground, the new facility was completed and ready to welcome visitors to the new adult, teen, and children’s reading areas, early childhood/family place area, and homework center. Multiple group study rooms allow ample space for student learning. A 100-seat community meeting room equipped with an audio-visual system and kitchenette is available for hosting community events. The new library includes information service pods, public access computers, Wi-Fi, public restrooms, and an outdoor reading patio. Express-service checkout machines in the lobby improve the visitor’s library experience. Most importantly, the expanded library offers visitors an additional 20,000 more books and resource materials than the previous library.

The South Whittier Library achieved a LEED Platinum Rating, the highest possible. It contains many sustainable features such as permeable paving, bicycle storage, drought-tolerant landscaping, and a photovoltaic system. The project included parking for 61 vehicles and incorporates an exterior civic art element.

“We were very excited to unveil this new facility to the community,” said Sean Rogan, CDC Executive Director. “The contribution of each partner allowed us to offer an amazing, state-of-the-art library that’s perfect for the South Whittier Community.”

The library is located at 11543 Colima Road in South Whittier and is operated by the County of Los Angeles Public Library.
BUSINESSES GET A LENDING HAND

Since 1987, the CDC has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts. During FY 2016-17, the CDC expanded its portfolio to offer two new economic development programs - the Manufacturing Loan Program and the RENOVATE Façade Improvement Program. Throughout the FY, CDC staff worked diligently to market these programs and negotiate service contracts with local businesses. Examples of funded businesses include:

**RCO2, Inc.**, a waste tire collection service that recycles and manufactures finished products. RCO2 recovers used tires and retreads them for reuse. When reuse is no longer a viable option, the tires are recycled into new products such as loading dock bumpers, rubber mulch for playgrounds, running tracks, and “crumb” rubber, a mandated additive in regrading asphalt for California roads. On May 5, 2017, RCO2, Inc. received a $100,000 loan to be used for working capital, the purchase heavy-duty equipment and tools, and to hire additional staff to help the company grow and expand its services. Per the requirements of this loan, RCO2, Inc. is required to create two FTE jobs and retain eight full-time jobs, of which 51% are reserved for low- and moderate-income workers.

**Casa Honduras Restaurant**, serving Latin American cuisine in the unincorporated area of the Second Supervisorial District. On May 10, 2017, the CDC executed its first RENOVATE program grant agreement to revitalize the restaurant’s exterior. The existing 4,336 square-foot building was built in 1961 and features a dated form of architecture that arose in the post-war era. Through the RENOVATE program, Casa Honduras is receiving new paint, stucco, windows, doors, an enclosed outdoor seating area, and modern signage. Owner Jose Alvarado said, "I am truly thankful to the CDC for my restaurant having been selected as the very first RENOVATE project for Los Angeles County. I am very excited to see how my business and the Athens Westmont community will improve through these enhancements!"

**Limerick, Inc.**, a woman-owned business that originally developed the prototype of their breast pumps in a room behind one of the owner’s garage. Today, Limerick, Inc. manufactures their revolutionary hospital-grade, portable, electric breast pumps at its manufacturing site in the City of Burbank. On May 20, 2017, the CDC approved a $1.4 million loan to assist in the purchase of commercial property to expand the company’s current operation. Per the requirements of this loan, the company will create 10 new jobs and retain a minimum of 18 FTE jobs, of which 51% are reserved for low- and moderate-income workers.
ATTRACTION CUSTOMERS

RETAIEN EMPLOYEES

EXPAND YOUR BUSINESS
HUMAN RESOURCES

Human Resources (HR) provides a wide range of services for employees including benefits oversight, retirement support, recruitment and retention, labor relation services, and unemployment claims administration. In FY 2016-17, HR launched a new employee relations initiative aimed at providing front line supervisors the support and tools to manage employee issues effectively and efficiently. HR also initiated a comprehensive review of all existing internal standalone policies to ensure consistency with the Administrative and Personnel Policies as well as effectiveness in managing personnel conduct through effective business practices.

INTERGOVERNMENTAL RELATIONS AND PUBLIC INFORMATION

The Intergovernmental Relations and Public Information (IGR/PI) Unit effectively advocates for the agency’s priorities at the federal, state, and local levels, proactively assisting the agency in maintaining and increasing its funding, and positively communicating its mission and programs to key internal and external audiences. In FY 2016-17, IGR/PI tracked 122 pieces of state and 36 pieces of federal legislation, managed 197 requests received under the California Public Records Act, monitored over 1,690 public inquiries via the Public Inquiry Portal, and coordinated the agency’s annual advocacy trip to Washington, D.C.

FINANCIAL MANAGEMENT

The Financial Management Division (FMD) provides financial and accounting services for the CDC and HACoLA. FMD is also responsible for the agency’s investment portfolio, with an average balance of $332 million and estimated investment earnings for FY 2016-17 of $5.8 million. In 2017, FMD was awarded its 32nd consecutive Government Finance Officers Associations Award for Excellence in Financial Reporting, and was notified that its annual financial audit, Single Audit, and Southern California Housing Finance Agency financial audit conducted by external auditors resulted in no findings for FY 2015-16.

TRAFFIC ADMINISTRATION SERVICES

The Traffic Administration Services (TAS) Unit provides traffic assistance program services on behalf of the Los Angeles Superior Court (Court). In FY 2016-17, TAS managed a staff of 17 Traffic Court Specialists assigned at various Court locations to process and receive traffic citations. Additionally, TAS provided citation and traffic school related assistance to 9,556 customers who contacted TAS via telephone, email, and the CDC/TAS website. As directed by the Court, TAS published and distributed 405,380 hardcopies of the Traffic Violator School List during FY 2016-17.
The CDC is always seeking ways to improve its employees’ performance and productivity. To that end, in December 2016, the CDC’s Information Technology (IT) Unit rolled out its Virtual Desktop Infrastructure (VDI).

VDI is a virtualization technique that “moves” the user’s personal computer software to a server in the agency’s data center. VDI allows employees to access the same platform at any workstation, or through any mobile device. Through the implementation of VDI, management that are required to be offsite for meetings, or employees working at the agency’s remote locations, have the same connectivity and desktop experience as those located in the agency’s main office.

The VDI implementation was transparent to employees and has improved their productivity. “The transition was seamless, no disruption in daily activities at all,” said a Resident Manager at HACoLA’s South Bay Gardens public housing development. In fact, employees located offsite have reported improvements in their morning login speed, and easier accessibility to agency servers. By the end of FY 2016-17, nearly 200 employees had successfully migrated to the VDI environment with minimal issues. The migration will continue in FY 2017-18 for the balance of the agency’s employees.
WORKING TOGETHER FOR A BETTER FUTURE

BELL OASIS APARTMENTS
Groundbreaking May 2017
BOARD OF COMMISSIONERS

HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District
We Build Better Lives & Better Neighborhoods

COMMUNITY DEVELOPMENT COMMISSION OF THE COUNTY OF LOS ANGELES

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