

3. Self Evaluation

- a. **Describe the effect programs have in solving neighborhood and community problems.**
- b. **Describe progress in meeting priority needs and specific objectives and help make community's vision of the future a reality.**
- c. **Describe how you provided decent housing and a suitable living environment and expanded economic opportunity principally for low and moderate-income persons**
- d. **Indicate any activities falling behind schedule.**
- e. **Describe how activities and strategies made an impact on identified needs.**
- f. **Identify indicators that would best describe the results.**
- g. **Identify barriers that had a negative impact on fulfilling the strategies and overall vision.**
- h. **Identify whether major goals are on target and discuss reasons for those that are not on target.**
- i. **Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.**

3) City programs funded through Consolidated Plan funds have a positive effect on neighborhood and community problems because of careful program design and a commitment to providing multiple benefits to Los Angeles neighborhoods, promoting livability, and simultaneously benefiting those in need of housing, employment and training, and other public services.

LAHD programs have a positive effect in solving neighborhood and community problems. Livable neighborhoods need a range of housing types and affordability levels, both rental and for-sale homes. LAHD's Homeownership Development programs aim to create new housing opportunities for low- and moderate-income households, revitalize neighborhoods, and remove blight within the City of Los Angeles. The City provides forward commitments to housing developers to build new or rehabilitate housing for purchase by first-time moderate-income households, thereby improving and adding to the housing stock and promoting homeownership. The Homeownership Purchase Assistance programs provide secondary mortgage loans to first-time low-income homebuyers, making home ownership more affordable.

LAHD's Homebuyer Assistance programs help to create new 'stakeholders' in low-income neighborhoods, who become active in the emerging Neighborhood Council movement, neighborhood watch and the schools. Individual families can start to build assets; to tap later for higher education and business start ups. HOPWA programs include tenant-based rental assistance, which enables clients the flexibility to find housing close to medical and social services.

The LABAP Program has had significant impact on local community economic development and small business formation:

- Entrepreneurs with limited access to working capital have now been connected to lending institutions through our technical assistance providers. For example, EDD has instituted a referral process for all LABAP service providers to coordinate efforts with Workforce Investment Act (WIA)-funded WorkSource Centers to maximize the services to business clients.
- Business owners have improved their capacity in the areas of computer technology and financial literacy through this program. Many of them complete a business plan that is useful in accessing capital for financing.
- The program has provided networking opportunities and support to self-employed business owners.

City of Los Angeles, California

- EDD's LABAP contracts specifically outline the type of records that are required to be kept, ensure that they are appropriate and that they accurately measure compliance with CDBG National Objectives and eligibility criteria. Forms such as income and eligibility determination, job creation and business growth are part of the records kept in LABAP participant files.
- City of Los Angeles Industrial Development Authority (IDA) bond financing is available to those businesses that meet eligibility criteria. Many LABAP service providers have access to SBA loans and programs.

The **PACE** program is a comprehensive code enforcement program designed to eliminate hazards, nuisances and blight in targeted areas, which in turn reduces crime. Reducing and eliminating code violations affects the quality of life for the residents in the area, as well as impacting the surrounding community. The program also assists residents by identifying resources available to them through other governmental agencies. In addition, the PACE teams attend community meetings prior to beginning a survey to identify specific needs in the targeted neighborhood.

The **Nuisance Property Abatement and Demolition** programs increase public safety in low-moderate income areas by abating open, vacant, abandoned and often vandalized buildings. A vacant building is often a source for criminal activity such as prostitution, drug and gang activity. The fencing, barricading, cleaning, graffiti removal and demolition of vacant structures enhance the overall quality of life in neighborhoods by reducing blight.

Programs such as **Operation Clean Sweep** and **Clean and Green** provide multiple benefits to the City's communities by providing employment training to youth and adults through a program of anti-graffiti activities in blighted and heavily impacted areas of the City. Through the Clean and Green program, youth are hired in jobs geared toward neighborhood beautification, providing a productive alternative to gang activity.

Programs such as **Day Laborer** also provide multiple benefits by providing a safe and clean environment away from street corners where day laborers and employers can exchange labor, while simultaneously protecting the rights of homeowners, businesses, and residents.

3(b) Generally, Consolidated Plan programs and project activities were on target, and funds expended benefited their intended clientele. All Consolidated Plan programs and project activities during 2005-2006 met at least one City Priority and Strategy, and in several cases met more than one.

Because of the sheer extent of immediate need for services, it is often difficult to map out a long-term strategy for use of Consolidated Plan funds; however, with an improving economy and with the benefit of having undertaken consolidated planning for the last ten years, future efforts in targeting federal housing and community development funds and programs in a consistent and efficient manner will be far more successful, and contribute toward the City's future goals for its residents – public safety, affordable housing, economic independence, betterment of the City's many and varied neighborhoods, and a trained and educated workforce.

3(c) The City's CDBG-funded programs fully meet HUD's Primary Objective of providing a decent housing and a suitable living environment and expanded economic opportunities for residents through operation of projects and activities that provide:

- Opportunities and incentives for home ownership;
- Operation of programs that provide training and technical assistance to Los Angeles's small business community;
- Targeting CDBG funds to provide needed infrastructure, public facility and community facility refurbishment and renovations in Los Angeles's most disadvantaged neighborhoods;

City of Los Angeles, California

- Designing and continuing to implement the Neighborhood Block Grant program, a comprehensive program of locally-based projects that concentrate on removal of blighted conditions in Los Angeles neighborhoods, reversing the deterioration of local business districts, and rehabilitation of community facilities and housing.
- Devoting CDBG funds to meet the needs of City residents with special needs, including seniors and the frail elderly, the physically and developmentally disabled, victims of domestic abuse and the continued operation of Youth and Family Centers citywide, which offer a variety of supportive services in heavily low-income areas of Los Angeles. CDBG funds are designated to provide a safety net of services for the City's most disadvantaged residents through a variety of targeted public service programs.

3(d) Economic development projects are not always completed in the program year in which they are funded due to their nature and complexity. This is also true for large public facility projects. These projects often involve lengthy negotiations for property acquisition and development that require dedicated funding up front to substantiate the City's commitment. However, funds are not spent until numerous details are resolved and the final deal is struck. Large recreational facilities also require a high degree of funding coordination, such as CDBG and Proposition K funds, and are in various states of completion. A review of such project activities through examination of project data would suggest that some of these projects are behind schedule, but in most cases are not.

To discover any isolated project problems, City departments and agencies receiving CDBG funds must now submit expenditure plans that identify in which months they expect to draw down budgeted funds and complete their projects. Departments and agencies that are not able to clearly demonstrate the ability to expeditiously use these funds are asked to release their allocations to projects that are ready to make progress and expend funds.

CDD carefully monitors the expenditure of funds during the year, and reports no less than quarterly to Council, via the City's Timeliness Task Force, on Departmental invoicing activity, potential problems and recommended solutions. Departments are also asked by CDD to submit project readiness checklists to assure that proposed activities are "ready to fund and ready to go."

3(e) In general, Consolidated Plan program activities are meeting identified needs. However, the complexity and sheer extent of need, and the difficulty in establishing techniques to qualitatively evaluate the impact of project activities remain significant hurdles in determining the impact of services rendered to Los Angeles residents. Comparison of goal vs. accomplishment data would indicate that the City is making a positive impact on identified priorities. In most cases over the five-year period of the Consolidated Plan, project accomplishments have exceeded goals. Public service programs (particularly homeless activities that are primarily funded through CDBG and ESG remain oversubscribed. The City's ability to fully meet needs is limited by national decreases in funding for these programs and the restriction imposed by the CDBG Public Service cap, limiting expenditures to 15% of the CDBG grant annually.

The City is increasingly relying on CDBG regulatory language permitting public service funding for Community Based Development Organizations (CBDOs) that have as their primary purpose economic revitalization in a specific geographic area. Public service activities that contribute to this purpose (such as provision of employment training or scheduling child care so that parents can continue to work) are permissible under the CDBG regulations at 24 CFR 570.204(b).

3(f) Identify indicators that would best describe the results.

3(g) Identify barriers that had a negative impact on fulfilling the strategies and overall vision.

3(h) Identify whether major goals are on target and discuss reasons for those that are not on target.

3(i) Identify any adjustments or improvements to strategies and activities that might meet your needs more effectively.

3(f) For all CDBG-funded activities, HUD prescribes the accomplishment code to be used for reporting performance annually in IDIS. However, departments are encouraged to develop their own performance indicators that more closely identify and distinguish their program and project accomplishments. For example, the Department of Building and Safety measures accomplishments for the PACE Program in terms of (code enforcement) citations, orders issued and orders closed. The outcome based system used by CDD's Human Services and Family Development Network measures a continuum of family condition, from "in crisis", to "stable" through "thriving". This type of outcome requires a fairly extensive knowledge of case management and the amount of narrative required to describe movement along this "continuum" would not be suitable for a report such as the CAPER. The Bureau of Street Services describes its accomplishments for the CDBG-funded Sidewalk and Tree Planting program in terms of miles of streets reconstructed, whereas HUD prescribes number of low and moderate-income persons served as the benchmark for reporting. The important point is that with the advent of performance measurement at the national and grantee level, local goals are not necessarily incompatible with HUD-prescribed reporting standards.

- **Barriers to Affordable Housing Development**

A continuing rise in land, building materials and insurance costs, and limited federal, state and local dollars for housing subsidies, are among the many challenges for developers looking to supplement the Los Angeles' affordable housing market.

To mitigate the problems caused by these challenges, LAHD created the Construction Supplemental Loan Program (CSP) in which the Department made available \$10 million to address unforeseen construction costs increases. In the 31st Program Year, the CSP assisted 19 developments comprised of 1,180 units of affordable housing that otherwise would have been put in jeopardy due to the increasing cost of construction.

- **Barriers to the HOPWA Program**

The two largest barriers achieving the goals of the HOPWA program are a lack of affordable housing and the inflexibility of various funding streams, which prevent persons living with HIV/AIDS from being housed. The number one barrier for individuals living with HIV/AIDS and their families in Los Angeles County is the lack of affordable housing. Competition for housing in Los Angeles County has led to increasing rental amounts. The HOPWA Program provides services to low and very-low income individuals and their families. These individuals often earn less than the average rental amounts in the County. Because of the increasing rents, PLWH/A's and their families may lose their housing or their disposable income is not sufficient to pay for necessities.

- **Barriers to Business Expansion**

A potential barrier to achieving economic development goals is based on the most recent reports from the City's Growth Business contract agencies. Economic conditions in some City business sectors have worsened in the last six to eight months reducing the opportunities for growth, and increasing the need to providing financing and technical assistance to faltering businesses in

order to keep them operating, or from leaving the Los Angeles area. To adapt to these changing economic conditions, it's becoming evident that business retention become, at least in the short term, as important a goal for this component as business growth and job creation. HUD guidelines permit such a focus, providing that each firm that indicates that it is in distress can document the likelihood that jobs would be lost without the provision of CDBG-funded technical assistance.

- **Barriers to Resolving Homelessness**

A significant barrier to making inroads into ending homelessness is continued reduction in funding and the lingering effects of the NIMBY syndrome (Not in My Backyard). Many of the large downtown homeless programs, including the Winter Shelter program and others, are oversubscribed and face flat or declining federal, state, and county reductions in funding.

- **Barriers to Provision of Public Services**

Many of the City's "Safety Net" programs that are largely funded through the CDBG, Community Services Block Grant (CSBG) and Workforce Investment Act (WIA) programs continue to be heavily impacted by a sustained demand for services. With decreasing federal assistance and a 2007-2008 federal budget recommendation to eliminate the CSBG program, CDD and other departments implementing public services must formulate innovative approaches to not only meeting the gap in services, but continuing to identify underserved needs.