

SECTION VIII OTHER ACTIONS *continued*

IMPROVING PUBLIC HOUSING AND FOSTERING RESIDENT INITIATIVES

The Housing Authority of the City of Los Angeles (HACLA) is a major player in the provision of affordable housing for the city's neediest residents. It has often been at the forefront of designing innovative programs to meet the social, educational, and health needs of the more than 22,000 residents in 19 housing sites throughout the city. Because of HACLA's presence and importance, HUD requires that the CAPER report include a commentary on its efforts to improve public housing and foster resident initiatives.

HACLA is a critical component of the City's effort to provide and maintain affordable housing for low- and very-low income residents, whose only alternative is federally subsidized housing. Residents in publicly subsidized units are generally limited to the HUD Section 8 standard of 30% of household income.

HACLA manages and maintains 18 public housing developments throughout the City of Los Angeles, and several scattered site developments. At present, HACLA owns and operates over 8,000 public housing units, approximately 1,200 senior and disabled affordable units, and administers over 50,000 tenant and project-based Section 8 Certificates and Vouchers, including special purpose programs for the homeless, veterans, persons living with HIV/AIDS, and the physically and developmentally disabled. HUD has identified the HACLA as a "Sustaining High Performer" attributable to five consecutive years with a score of "A" on the Public Housing Management Assessment Program (PHMAP).

Because of the important contribution of public housing to the overall housing picture within the city of Los Angeles, HUD requires that there be included with the CAPER an analysis of the extent and condition as well as needs of public housing developments within the City. Table provides information on present as well as future funding needs for renovation at these developments. The public housing unit count of 6,218 is based upon current unit configuration, not original configuration. This is due to conversion of smaller units into larger units at Ramona Gardens, Imperial Courts, and William Mead Homes.

- Of the current total projected current dollar renovation needs, 65% pertains to dwelling units, 18% to the building environment, and 14% to the site itself.
- Nickerson Gardens, Jordan Downs and Mar Vista Garden, the three largest public housing developments with 2,362 units account for over 39% of projected current dollar renovation needs.
- Of the total dollar renovation needs for developments for the current year and through the next 20 years, Pueblo Del Rio has the greatest need for years 0-5 at 48%, with projected renovation costs of \$17.1 million.

In order to address future physical needs given the Capital grant reductions, HACLA is exploring two alternatives. The first is securitization of the annual capital grant. With this option, HACLA issues bonds secured by its capital grant, raises money in the capital markets and pays interest to bondholders. HACLA then uses proceeds from bond sales to address its pressing physical needs situation. HACLA is also considering more mixed-finance projects. This option allows HACLA to replace existing units while also encouraging deconcentration.

Table VI, Housing Authority of the City of Los Angeles – Evaluation of Renovation Needs

Public Housing Development	Number of Units	Total Renovation Cost/Need Per Site (Present)	Total Renovation Cost/Need Per Unit	Total Renovation Cost Imminent and 1-5 Years (Estimated)	Total Renovation Cost 6-10 Yrs. (Estimated)	Total Renovation Cost 11-15 Years (Estimated)	Total Renovation Costs 16-20 Years (Estimated)	Total Renovation Costs, Years 0-20	% of Total in 1-5 Year Range
Avalon	164	\$18,742,845	\$114,286	\$2,692,360	\$6,188,165	\$3,255,105	\$6,607,215	\$18,742,845	14.4%
Estrada Courts	214	\$23,289,320	\$108,829	\$2,084,085	\$4,513,850	11,691,785	\$4,999,600	\$23,289,320	8.9%
Estrada Courts Extension	200	\$21,159,850	\$105,799	1,725,065	\$5,063,980	\$7,592,635	\$6,778,170	\$21,159,850	8.2%
Gonzaque Village	184	\$22,730,490	\$123,535	\$1,021,670	\$11,732,385	\$7,184,315	\$2,792,120	\$22,730,490	4.5%
Imperial Courts	490	\$38,717,900	\$79,016	\$4,452,080	\$15,031,135	\$10,372,140	\$8,862,545	\$38,717,900	11.5%
Jordan Downs	700	\$65,100,070	\$93,000	\$4,716,995	\$20,914,075	\$29,605,085	\$9,863,915	\$65,100,070	7.2%
Mar Vista Gardens	601	\$57,686,800	\$95,985	\$21,243,225	\$5,502,315	\$15,089,280	\$15,851,980	\$57,686,800	36.8%
Nickerson Gardens	1,066	\$101,421,555	\$95,142	\$28,026,615	\$28,395,930	\$35,261,825	\$9,737,185	\$101,421,555	27.6%
Pueblo Del Rio	390	\$35,245,585	\$90,373	\$17,187,285	\$8,169,445	\$3,803,205	\$6,085,650	\$35,245,585	48.8%
Pueblo Del Rio Extension	270	\$10,785,970	\$39,948	\$242,440	\$2,114,825	\$1,672,865	\$6,755,840	\$10,785,970	2.2%
Ramona Gardens	498	\$38,881,750	\$78,076	\$7,535,360	\$7,086,295	\$18,374,545	\$5,885,550	\$38,881,750	19.4%
Rancho San Pedro	284	\$31,027,825	\$109,253	\$3,697,065	\$6,170,765	\$20,126,000	\$1,033,995	\$31,027,825	11.9%
Rancho San Pedro Extension	194	\$19,874,280	\$102,445	\$3,534,810	\$3,904,560	\$11,226,335	\$1,208,575	\$19,874,280	17.85%
Rose Hill Courts	100	\$10,538,020	\$105,380	\$3,700,980	\$4,813,275	\$739,790	\$1,283,975	\$10,538,020	35.1%
San Fernando Gardens	448	\$38,857,430	\$85,619	\$10,082,720	\$8,059,970	\$11,415,415	\$8,799,325	\$38,357,430	26.3%
William Mead Homes	415	\$37,973,470	\$91,502	\$5,868,440	\$20,042,045	\$7,856,680	\$4,206,305	\$37,973,470	15.5%
Total	6,218	\$571,533,160		\$117,811,195	\$157,703,015	\$195,267,005	\$100,751,945	\$571,533,160	20.6%

HACLA administers a wide variety of programs to help public housing residents work toward self-sufficiency. Several years ago, HACLA commissioned an analysis of current and projected job growth, and projections by area, for industrial, commercial and manufacturing potential in public housing and areas immediately adjacent to it. This market analysis will form the basis for a realistic economic development plan. HACLA administers Workforce Investment Act programs for adults and youth as a WorkSource One-Stop satellite, with ten portals throughout the city.

Five of these portals, the Community Service Centers, provide additional resources for social services, training, and education, referrals, and resolution of housing issues. HACLA over the last several years has initiated several important resident initiatives, including the Jobs Plus Program, a national research program designed to address concentrated joblessness within urban public housing communities by examining innovative responses to such conditions. Los Angeles is one of seven cities participating in the program, but the only site to have two sites, Imperial Courts and William Mead Homes.

The Jobs Plus Program's goals are to:

- Substantially increase employment rates, obtain better jobs with higher pay, and build equity;
- Improve the quality of life for urban housing residents;
- Generate knowledge to inform policy makers and practitioners about the merits of locally designed, place-based, work-first approaches that improve the lives of low-income residents; and
- Training to provide all economic opportunities desired, as well as provide support needed to build and sustain community economic development.

To achieve these goals, Jobs Plus uses a three-prong approach:

- Establish best practices in employment and training efforts;
- Offer financial incentives to cap rents as residents go to work; and
- Create community support for work, which fosters networks of work-related information sharing, peer support, and mutual aid inside and outside public housing.

Cumulative accomplishments for the Jobs Plus program at both William Mead Homes and Imperial Courts conventional public housing developments include, for the period 4/98 – present:

Replace second to last paragraph with: Since its inception, Jobs-Plus has impressively increased employment levels for both communities by 30 percent. In five years, Jobs-Plus has enrolled a total of 1,156 participants. Over 650 have been placed in jobs, 80% of which were full-time positions, 438 have participated in educational activities, and 245 have been enrolled in a skills training program. In addition, 492 households have enrolled in the Rent Incentive Program and over 13,000 (duplicated) people have participated in Community Supports for Work programs.

Replace last paragraph with: In 1998, the Family Self Sufficiency Unit was created to serve individuals with a family history of welfare dependence and multiple educational, financial, and social barriers in obtaining employment and achieving economic self-sufficiency. Originally designed to serve welfare to work clients, programs have evolved to provide employer-customized training; training and education for child care providers, literacy programs, and support for limited-English speaking persons. These programs have partnered with Bank of America in a very successful training program for a variety of entry-level bank positions, and with USC Multimedia Academy in a training program that combined integration of computer technology, multimedia tools, and design with grammar, mathematics, and other fundamental subjects. All programs now partner with the Section 8 Family Self Sufficiency Program to assist Section 8

clients become economically independent of all public assistance.

HACLA has also partnered with trade unions to train and employ hundreds of public housing residents in the construction field. Residents often begin work on internal HACLA construction projects, and move on to the private sector. HACLA has an active Section 3 program to assure maximum participation in hiring of residents.

The Authority assiduously follows HUD's Section 3 mandate -- to foster local economic development, neighborhood improvement, and individual self-sufficiency -- in its construction contracting efforts. In fact, even before Section 3 of the HUD Act was amended in 1995, the Authority had already implemented resident job development training activities, either by employing residents directly or by encouraging contractors to offer employment.

The Authority maintains that union apprenticeships, in particular, offer low-income persons meaningful opportunities for lasting economic advancement. The Authority has agreements with 14 building construction trades unions for priority entry of residents into union apprenticeships. Also, a requirement for participation with union apprenticeship and training programs is built into the Authority's construction bid requirements.

In addition to providing opportunities in construction trades, the Authority provides significant employment opportunities in association with its construction activities in areas such as relocation counseling, organizing and packing resident relocations, and security for construction and relocation services. In FY2003, 92 of the 118 persons newly hired for Capital Fund and HOPE VI construction projects were residents of the Authority's public housing developments, representing a Section 3 new hire rate of 77.96%.

To further develop economic self-sufficiency and build leadership capacity, HACLA has contracted with several of its Resident Management Corporations, non-profits formed by the elected representatives of public housing residents. Most of these contracts were for ancillary services related to redevelopment or modernization of the public housing stock, such as security, moving, or cleaning.

HACLA, through contracts, grants, and collaborative efforts, is currently providing housing assistance and other services to over 7,000 households.

Through new initiative grants, the Housing Authority offers services to targeted high-priority groups, i.e. the chronically homeless, the mentally ill, those with chronic substance abuse, and AIDS/HIV patients.

The purpose and goals of these programs are to decrease / end homelessness. In addition to housing assistance, through matching funds programs, the Housing Authority coordinates supportive intervention to further promote the clients' stability, to improve the quality of life issues and to move progressively towards self-sufficiency through other programs, such as Welfare-To-Work, Homeownership, etc.

Under the Shelter Plus Care and SRO Moderate Rehabilitation Programs, HACLA has provided over \$82,000,000 in housing assistance to approximately 3428 households.

Family Self-Sufficiency (FSS) Program

The Section 8 Family Self-Sufficiency (FSS) Program coordinates Section 8 assistance with other public and private resources to help families achieve economic independence and self-sufficiency. Services include job placement, language training, transportation assistance, childcare referral or other support services.

Families may develop an Individual Training and Services Plan (ITSP) and enter into a Contract of Participation (COP) for a 5 year period with an option of a 2 year extension. Participants who enroll in the

FSS program and increase their earned income may establish an escrow account that can be used for Homeownership without restrictions. Since its inception, there have been 187 successful graduates.

Section 8 Homeownership Program

In October 2000, HUD rules changed so that housing authorities could choose to allow Section 8 participants to use their Vouchers to buy a home. Participants must meet the program eligibility requirements and attend a first-time homebuyer education workshop. Eligible participants are also required to meet minimum income and employment requirements (unless elderly or disabled). HACLA will use the participant's Housing Assistance Payment (HAP) toward the monthly homeownership cost, which includes principle, interest, taxes insurance, utilities, and reserves for replacement and repair. Approved participants are responsible for choosing a lender, meeting the lenders requirements and locating the property (single family residence, townhouse, condominium, etc.) of their choice within the City of Los Angeles. Since its inception in 2000, HACLA has successfully assisted 30 clients to become homeowners. Currently, 3 clients are in escrow and 28 are conducting housing search. At present, the average HAP for a Homeownership participant is \$774, and only 38% of the homeowners have purchased condominiums. The purchase prices have ranged from (\$95,000 to \$248,000).

The Section 8 Homeownership Program is currently working to expand current partnerships with various lending institutions, certified Homebuyer Education providers, Individual Development Account/Empowerment Programs and private agencies to provide ample resources to eligible program families. While each family selects the home that will meet their individual needs and requirements, HACLA continues to market and inform approved families of affordable housing choices throughout the City of Los Angeles area.

Special Programs Summaries

Shelter Plus Care

Shelter Plus Care is designed to promote permanent housing with supportive services to persons who have HIV/AIDS with or without associated diseases, serious mental illness, chronic substance abuse, or some combination of these disabilities, coming from the streets and emergency shelters. Shelter Plus Care grants require a supportive services match equal to, or greater than, the Section 8 rental assistance award.

The Housing Authority has successfully competed for Shelter Plus Care Homeless Assistance Funding since 1992. In 2003-04 HACLA has provided \$51,257,582 in rental assistance subsidies, and Shelter Plus Care partner agencies have provided 39,666 in supportive services. 1,127 households are supported through the Shelter Plus Care Program.

SRO Moderate Rehabilitation

The Section 8 rental assistance provided under this program is designed to bring more SRO units into the local housing supply to assist homeless persons into permanent housing. Much like the Moderate Rehabilitation Program, HUD's strategy is to convert existing housing, a rundown hotel, or even an abandoned building into safe and decent housing. The target population for SRO Moderate Rehab funding is homeless individuals coming directly from the street, or from emergency and transitional shelters. The Housing Authority has successfully competed for Section 8 Moderate Rehabilitation Homeless Assistance funding since 1990 with 935 units awarded, totaling \$54,436,320 in funding. Currently there are 1,016 units having received over \$71,557,586.

Homeownership Program

To participate, a family must be eligible for Section 8, and must be a "first time home buyer." No family member can have been an owner for at least 3 years before receiving ownership assistance, and no one may have an interest in another home.

The family must have an annual household income of at least \$10,300. Welfare income and SSI will be counted toward the minimum for elderly and disabled buyers, but no one else. Except for the elderly or disabled, the family also must have at least one adult member who has been employed full-time for a year.

The family will also be required to attend counseling sessions to obtain a better understanding of all that ownership entails. There will be no charge for any session. Thirty households have closed escrow to date.

Collaboratives (Demonstration Grant Projects)

LA HOPE Collaborative

This demonstration grant targets the chronically homeless population who wish to work. Individuals receive initial support through the AB2034 Program. They are housed through the Shelter Plus Care Program. A total of \$2,992,440 has been awarded to the Housing Authority and the Collaborative to house 76 individuals, who will be housed by February 4, 2005.

Skid Row Collaborative

This demonstration grant targets the chronically homeless population with chronic substance abuse issues. Individuals are housed through the Shelter Plus Care Program. A total of \$689,760 has been awarded to the Housing Authority to house 24 individuals, who will be housed by August 1, 2004.

Connections Collaborative

This demonstration grant targets the homeless, or those at imminent risk of being homeless, who have AIDS/HIV. The Housing Authority has been awarded \$1,080,000 rental assistance for 105 individuals and their families if any, who will be housed by August 2004.

Shelter Plus Care and Section 8 Single Room Occupancy (SRO) Moderate Rehabilitation Programs

Although the Shelter Plus Care and Section 8 SRO Moderate Rehabilitation programs are not part of the city's Consolidated Plan, they are nevertheless important components of HACLA's overall strategy to address the needs of those that are homeless, or at risk of becoming homeless. HACLA complements and strengthens LAHSA's efforts to address the housing and supportive needs of the homeless. HACLA has administered these two programs for several years, and HUD has asked that the city report on progress in both the annual Action Plans and CAPER document.

The Shelter Plus Care program is designed to assist homeless persons with disabilities by providing rental subsidies with supportive services. The Section 8 SRO Moderate Rehabilitation program is designed to help homeless persons by helping them afford permanent housing. Project sponsors and other agencies within the network provide supportive services.

Shelter Plus Care program accomplishments during Program Year 2003-2004 consisted of housing formerly homeless households, and leveraging \$39,569,274 million in supportive services. Projects are concentrated primarily in low-income areas of downtown Los Angeles, including Skid Row; but projects have been successfully undertaken in the Harbor area and on the Westside of Los Angeles.

HACLA believes that an important goal for the Shelter Plus Care program is to improve program performance by adopting and following a monitoring plan for subrecipient management and oversight.

ADDITIONAL HIGHLIGHTS OF PROJECTS UNDERTAKEN IN REPORTING PERIOD RELATING TO RESIDENT INITIATIVES AND IMPROVEMENT OF PUBLIC HOUSING

Program Year 2003-2004 saw significant achievements in the inauguration or completion of projects critical to the well being of public housing residents. HACLA hosted a Fun to Read Festival for over 3,000 children and family culminating a three-year project to enhance early learning and literacy. The festival offered stage performances, a petting zoo, activities, children's characters, food, music and the 11th

Annual Housing Authority Spelling Bee. HACLA also developed an Etiquette Curriculum to educate, motivate, and acculturate public housing residents and youth to social and business environments. HACLA also continues to operate on-going programs and services at public housing sites including the Homework Academy, parenting workshops, resident art classes, the Anti-Violence Campaign, and numerous educational and cultural field trips, activities, and events.

HACLA also provides monthly leadership seminars for resident leaders, in addition to foundation support and guidance in parliamentary and electoral procedures for Resident Advisory Councils, Resident Management Corporations and Youth Councils. HACLA continuously works with these resident groups to seek input, while developing support and participation in all initiatives, services and programs.

LAPD Chief William Bratton Security addressed security in the developments through increased cooperation between the residents and police during a historic meeting with leaders of public housing in the City of Los Angeles. As the Housing Police Department was phased out, HACLA strengthened communication and cooperation with LAPD. The chief urged resident leaders' involvement in working with LAPD to make the public housing developments safer. As a concern of the residents, the city council strengthened the no trespassing ordinance and ensured the posting of signs in the developments. HACLA continues to work closely with assigned LAPD liaisons.

Approximately 200 public housing tenants, Section 8 participants and landlords attended the HACLA public hearing about its agency plan for the year 2004 on Aug. 20, 2003. Residents of public housing, Section 8 participants and landlords stepped up to the microphone to voice their concerns or offer suggestions during the public comment period. The comments and concerns raised by the speakers will be included in the final draft of the plan that was adopted by the HACLA Board of Commissioners and submitted to HUD for final approval.

The Independent Square Senior's Computer Center, located in Council District 10, received \$38,000 in CDBG funding through reprogramming of CDBG funds in 2001. The project modified its existing space into a 430 square foot computer center for seniors. The center was officially dedicated on September 17, 2003 with the attendance of Representatives of state and federal elected officials, Housing Authority commissioner, executives, resident advisory council leaders and numerous tenants who have taken advantage of class instruction and one-on-one assistance to learn basic computing, Internet and Microsoft Office software. As part of a system of eleven HACLA computer centers throughout the City, Independent Square is the first to specialize services to seniors. The Center currently serves 50 residents and participation continues to grow, providing an isolated population to various forms of communication and connection to the community.