

Section One: General Narratives



WHAT IS THE ANNUAL ACTION PLAN?

URBAN COUNTY PROGRAM DESCRIPTION

CONSULTATION AND CITIZEN PARTICIPATION

RESOURCES EXPECTED TO BE AVAILABLE FOR 2003–2004

ANNUAL ACTIONS FOR 2003–2004

MONITORING

Introduction

The *Los Angeles Urban County 2003-2004 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 2003–2004 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), and Emergency Shelter Grant (ESG) programs.

The County of Los Angeles does not submit the application for HOPWA funds and therefore is not required to meet HOPWA program-specific requirements. As the largest city in the Los Angeles eligible metropolitan statistical area (EMSA), the City of Los Angeles submits the application for HOPWA funds, and therefore must meet any HOPWA program-specific requirements. 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.

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

WHAT IS THE LOS ANGELES COUNTY ANNUAL ACTION PLAN?

This Annual Action Plan is the first of five annual plans covered under the 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.

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. The *Los Angeles Urban County One-Year Action Plan for 2003-2004* is the first of five Action Plans under the Consolidated Plan.

ANNUAL ACTION PLAN ELEMENTS

In accordance with HUD requirements, the *Los Angeles Urban County One-Year Action Plan for 2003-2004* 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.** The Appendices to the Annual Action Plan contain 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. For a comprehensive description of the CDC and other housing and community development organizations, see Section Two of the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County*.

FUNDING DECISIONS

HUD awards CDBG, HOME, and ESG program funds annually to entitlement jurisdictions such as the 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 2003–2004 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 48 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.
- The amount of funds proposed for public services, relative to the total entitlement CDBG grant, including program income, will be no more than 25 percent through 2004.
- 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 the Appendices 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 48 participating cities are:

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

1. Agoura Hills	18. El Segundo	35. Rolling Hills Estates
2. Arcadia	19. Hawaiian Gardens	36. San Dimas
3. Artesia	20. Hermosa Beach	37. San Fernando
4. Avalon	21. Irwindale	38. San Gabriel
5. Azusa	22. La Canada Flintridge	39. San Marino
6. Bell	23. La Habra Heights	40. Santa Fe Springs
7. Bell Gardens	24. La Mirada	41. Sierra Madre
8. Beverly Hills	25. La Puente	42. Signal Hill
9. Calabasas	26. La Verne	43. South El Monte
10. Cerritos	27. Lawndale	44. South Pasadena
11. Claremont	28. Lomita	45. Temple City
12. Commerce	29. Malibu	46. Walnut
13. Covina	30. Manhattan Beach	47. West Hollywood
14. Cudahy	31. Maywood	48. Westlake Village
15. Culver City	32. Monrovia	
16. Diamond Bar	33. Rancho Palos Verdes	
17. Duarte	34. Rolling Hill	

Most of these cities operate their own CDBG programs, and a few trade their funds for other types of program monies. Forty-five 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 2003-2004 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 March 1997. 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: 2003/2004 Action Plan by Region* lists activities for each County District by Strategy Area and investment level. An update of the Community Profile is currently underway and it will be used for next year's Annual Action Plan.

Funds are distributed among 48 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

CDBG funds are allocated by HUD 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 the Appendices 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 2003–2004 is \$61,735,965, comprised of \$37,233,041 in new allocation, \$264,041 in reallocated CDBG funds, \$4,000,000 in program income, \$19,757,883 in prior year's funds, and \$481,000 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. The City of Cerritos will again exchange its funds for the 2003–2004 program year.

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. Funds are allocated by HUD 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 participating cities, for a period of six months, and the remaining funds are allocated to the unincorporated areas. Following the

six-month reserve period HOME funds not used in participating cities become available for use in both the County's unincorporated areas and participating cities. A portion of HOME funds is also 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 2003–2004 HOME allocation is \$14,422,532.

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, help meet 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. Subsequently, on November 15, 1994, the County approved entering into a grant agreement with the City and HUD to implement the Los Angeles Area Homeless Initiative pursuant to the "HUD Demonstration Act of 1993." The County and City have designated LAHSA to administer the Homeless Initiative. All funds were spent and the Initiative is no longer an active funding source. LAHSA is the agency designated by the County and all participating cities within the County except Pasadena, Glendale, and Long Beach, to make annual application 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 2003–2004 ESG allocation is \$1,298,000.

CONSULTATION WITH ADJOINING JURISDICTIONS

CDC notified all 48 participating cities of the availability of the draft Consolidated Plan and Action Plan, which was available at various public libraries throughout the county. In addition, the CDC also invited 37 local jurisdictions to provide comments on the draft Consolidated Plan and 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 Consolidated Plan and Annual Action Plan**

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

SUMMARY OF CITIZEN PARTICIPATION PROCESS

To encourage citizen participation in the preparation of the 2003-2004 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 eight (8) community meetings throughout the Urban County (see Appendix B for a summary of each).

- Made the Action Plan available at 25 public libraries and posted it on the CDC website at www.lacdc.org, 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 oral and written comments at the meetings and public hearing (See Appendix E).

COMMUNITY MEETINGS

From September 5 through October 4, 2002 the CDC conducted eight (8) community meetings at times and locations convenient to potential and actual program beneficiaries. After receiving and analyzing the input collected from these meetings and briefing, the CDC returned to the community for eight (8) mid-year meetings in the month of April, 2003.

The meetings were held at the same venues and times as the September through October meetings for the purpose of updating the community as to which needs they identified will be addressed in the 2003-2004 fiscal year.

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 community meetings were comprehensive, interactive forums for citizens, facilitated by CDC staff, to identify community and economic development needs.

The goal of the meetings included increasing public attendance through a proactive marketing strategy, which included 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 the community needs and local programs. In addition, small group discussions were assembled through the use of breakout groups, which reported back to the whole assembly.

Feedback

A summary of comments received orally at all the community meetings is included in Appendix B: Community Meetings Comments and Responses. Written comments received at the meetings or mailed to the CDC are also included in Appendix B.

Advertisements

In August 2002, the community workshops 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 workshop 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.

Results from the Community Meetings in the Unincorporated Areas of the County

Introduction

The CDC recorded the public's comments at the community meetings by asking meeting participants what community services and facilities they felt already existed in their communities, which ones needed improvement, and what new services or facilities were needed in their community. Meeting participants were then asked to identify which services and facilities took priority and were most in need of receiving funding, given that available funding was limited and could not address all their needs. The responses received were recorded on flip charts and then transcribed. The input was then forwarded to each Los Angeles County Supervisor so that they could use this information when making funding decisions for Fiscal Year 2003-2004. Also, note the attendees filled out a Residents Survey to address long term needs and priorities. Please see the *2003-2008 Housing and Community Development Consolidated Plan for the Los Angeles Urban County* for the results of the survey.

First District

Two community meetings were held in the First District including five breakout groups. Two breakout groups were assembled at the Roosevelt Park Senior Center and three groups were assembled at the Sunshine Park Multi-Purpose Room.

At the Roosevelt Park Senior Center community meeting, held on September 12, 2002, an estimated 36 residents were in attendance. Also present, was First District Deputy, Steve Gutierrez.

Local residents were given the opportunity to participate in the planning process relative to how CDBG funds can be spent in their community by organizing into breakout groups. There, they were asked a series of questions designed to stimulate discussion and involvement concerning their community. The questions enabled residents to identify what resources they felt were currently available and what services or improvements they felt were needed. To help each participant focus on the issues they felt were most important to the area, the breakout groups were then asked to select the three (3) most important issues identified during the session. These issues were then identified as the group's top three (3) priorities:

Breakout Session # 1 Top (3) Priorities:

- Address specific concerns regarding the Blue Line
- Increased Traffic Control in the area
- Poor street drainage in the area

Breakout Session # 2 Top (3) Priorities:

- General community clean-up (street trash, graffiti)
- Increased services for the elderly
- Keep the Florence/Firestone clinic open

At the Sunshine Park Multi-Purpose Room community meeting, held September 19, 2002, an estimated 61 residents were in attendance. Also present were First District Deputy, Gil Lopez and Case Worker, Nolvia Cortez. The top three priorities for breakout sessions at this meeting were:

Breakout Session # 1 Top (3) Priorities:

- General community clean-up for the La Puente area, especially for large trash items found throughout the neighborhood
- More community based policing to combat crime
- General problem with the infrastructure in the community

Breakout Session # 2 Top (3) Priorities:

- Traffic control
- Neighborhood code enforcement
- Need for a youth program and anti-gang program

Breakout Session # 3 Top (3) Priorities:

- Graffiti removal in Valinda
- Zero gang tolerance
- Animal control in La Puente area

Second District

Two community meetings were held in the Second District. Two breakout groups were assembled at the Lennox Park Community Center, and three groups assembled at Bethune Park.

At the Lennox Park Community Center community meeting, held on September 17, 2002, an estimated 36 residents were in attendance. Also present was Second District Deputy, Maria Cerdas. The top three (3) priorities identified by each breakout group are as follows:

Breakout Session # 1 Top (3) Priorities:

- Increased programs and activities for youth
- General community clean-up for the Lennox community
- More community based policing to combat crime

Breakout Session # 2 Top (3) Priorities:

- Graffiti removal
- Housing Rehabilitation
- Address code violations

At the Bethune Park community meeting, held September 26, 2002, an estimated 50 residents were in attendance. Also present were Second District Deputy, Julia Orozco and First District Deputies, Carrie Sutkin, Vanessa Mares. The top three priorities for breakout sessions at this meeting were:

Breakout Session # 1 Top (3) Priorities:

- Increased police vigilance, particularly against narcotics and speeding
- General clean-up, including code enforcement to prevent and clean-up graffiti
- Job training for youth and adults to obtain and retain jobs

Breakout Session # 2 Top (3) Priorities:

- Increase youth programs
- Increase enforcement of code violations
- Beautification program at blue line stop area

Breakout Session # 3 Top (3) Priorities:

- Traffic safety
- Youth programs and resources
- Cleanliness and beautification

Third District

A community meeting was held in the Third District at the Boys & Girls Club of San Fernando Valley, on September 10, 200. Twenty-One (21) residents attended the meeting and participated in three breakout groups. Also present, was Third District Deputy, Lori Wheeler and George Hernandez from the City of San Fernando. The top three (3) priorities identified by the group are as follows:

Breakout Session # 1 Top (3) Priorities:

- Affordable housing and homeownership opportunities
- Road repair on Osborne Place between Glenoaks and Norris
- Health Clinics in the San Fernando community and countywide

Breakout Session # 2 Top (3) Priorities:

- Need for more businesses/jobs
- Sidewalk/Street Improvements
- Crime Prevention

Breakout Session # 3 Top (2) Priorities:

- Reduce traffic congestion near Morningside Elementary School – along Maclay Avenue and Brand Streets (City of San Fernando)
- There is a need for a pedestrian walk way and signs in the general area (Cities of Los Angeles and San Fernando)

Fourth District

A community meeting was held at Steinmetz Park-Community Building in the Fourth District, on September 5, 2002. Four breakout groups were assembled, and an estimated 72 residents were in attendance. The top three (3) priorities identified by each breakout group are as follows:

Breakout Session # 1 Top (3) Priorities:

- Community Center
- Improved marketing/communication of County services and community activities
- Need for childcare center

Breakout Session # 2 Top (3) Priorities:

- Improved public transportation
- Graffiti Removal
- Beautification of Stimson Ave.

Breakout Session # 3 Top (3) Priorities:

- Crime prevention
- Better police response time
- Traffic problems

Breakout Session # 4 Top (3) Priorities:

- More housing programs
- Traffic enforcement
- More adult programs

Fifth District

Two community meetings were held in the Fifth District. Three breakout groups were assembled at the Business Technology Center and four groups assembled at Vista San Gabriel School.

At the Business Technology Center community meeting, held on September 24, 2002, an estimated 102 residents were in attendance. Also present was Fifth District Deputy, Sussy Nemer. The top three (3) priorities identified by each breakout group are as follows:

Breakout Session # 1 Top (3) Priorities:

- Need for youth recreation center, with open green space for sports activities
- Infrastructure improvements (North Lake business district, Altadena, and Monrovia Islands)
- Need for urgent care and emergency facility (to replace services provided by St. Luke's prior to closing)

Breakout Session # 2 Top (3) Priorities:

- More law enforcement including more officers
- More community centers with after school and youth programs
- Public transportation, more East/West routes

Breakout Session #3 Top (3) Priorities:

- Youth/Community Center
- Improved Code Enforcement
- Street improvements

The Vista San Gabriel School community meeting, held October 1, 2002, had an estimated 95 local residents attend. Also present, was Fifth District Deputy, Conal McNamara. The top three priorities for breakout sessions at this meeting were:

Breakout Session # 1 Top (3) Priorities:

- Need for a multi-purpose center with programs for youth and seniors, including an indoor pool, green space for sports activities, computers and senior activities; allow for a cooperative agreement for Lake L.A. High School students to use the facility
- Increased police vigilance, particularly against narcotics and speeding
- Need for a shuttle bus system, including more buses and stops, bus shelters and benches

Breakout Session # 2 Top (3) Priorities:

- Crime prevention – increased police vigilance
- Comprehensive multi-purpose community center, before/after school programs for youth, post office, bank, and other public facilities
- Increased job creation, training and retention in general and particularly in the aerospace industry

Breakout Session # 3 Top (3) Priorities:

- Emergency service center
- Multi-purpose community center
- Supermarket with pharmacy facility

Breakout Session # 4 Top (3) Priorities:

- A great need exists to have a local market with a 24 hour pharmacy
- Police station
- Landscaping at least around major thoroughfares (specifically at Avenue O and P)

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 25, 2003, in the legal section of the *Los Angeles Times* advertising a public hearing on May 27, 2003, on the draft 2003-2008 Consolidated Plan, including the 2003–2004 Action Plan. The notice was published in several newspapers with daily or weekly circulation within the week following April 25, 2003.

The notice invited citizens to review the draft Consolidated Plan and Action Plan and to attend the public hearing to present oral and written comments to the Board of Supervisors for consideration in approving these documents. 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 Consolidated Plan and Action Plan were also made 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 Appendices.

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 the Appendices. These comments were accepted for inclusion into the final documents. The transcript 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 Proposition A transportation monies, general funds and other local resources. For FY 2003–2004, CDBG funds are leveraging \$40,660,357 in other funding. Table 1-2 below shows the breakdown of 2003–2004 leveraged funds.

**Table 1-2
Leveraged Resources**

Source	Leveraged Amount
Economic Development Initiative	\$ 1,000,000
General Fund	\$ 2,199,801
Other State	\$ 266,506
Other Local	\$ 15,031,854
Other Federal	\$ 14,776,403
Other Private	\$ 652,288
Other	\$ 6,700,066
Tax Credit	\$ 25,000
Proposition A	\$ 8,439
Total	\$ 40,660,357

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

- Rental housing developers typically utilize tax credits, State-administered funds, exercise 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, which utilizes volunteer labor, discounted materials, and “sweat equity,” is used 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, 2003. Therefore, the matches will be identified in the 2003–2004 Consolidated Annual Performance and Evaluation Report (CAPER), which will be submitted to HUD on September 30, 2004.

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) 2003/2004 allocation: \$37,233,041	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 (25% cap) - Neighborhood revitalization - Public Facilities
HOME Investment Partnership (HOME) Program 2003/2004 allocation: \$14,422,532	Flexible grant program awarded on a formula basis to implement local housing strategies. Recipients must be low- to moderate-income (up to 80% MFI) for homeownership, with low-income (up to 50% & 60%) targeting for rental housing. Requires 25% non-federal matching funds.	<ul style="list-style-type: none"> - New construction - Site Improvements - Acquisition - Demolition - Rehabilitation - Relocation - Homebuyer assistance - Community Housing Development Organization Operating Expenses
Emergency Shelter Grants (ESG) Program 2003/2004 allocation: \$1,298,000	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) (formerly Comprehensive Grant Program) 2003/2004 estimated allocation: \$7,282,694	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.
Section 8 Rental Assistance Program	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 with HIV or 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 - Los Angeles Community Development Bank - 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% MFI).	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New construction - Rental assistance - Support services
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% MFI).	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New construction - Rental assistance

**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>	<p>- Purchase and refinance of single-family homes - Acquisition, rehabilitation, relocation of unit, refinance</p>
<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>	<p>- Home Buyer Assistance</p>
<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>	<p>- Home Buyer Assistance</p>
<p>Low Income Housing Tax Credit – 9% Tax Credit estimated- \$24.2 million (2003) 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 80% MFI. However, projects competing for 9% tax credits typically set income targeting at 40% MFI or below to remain competitive.</p>	<p>New Construction – Rental Substantial Rehabilitation – Rental - Acquisition – Rental</p>

**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 limited to households earning up to 80% MFI, 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 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, housing rehabilitation, or new construction.	- 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 originally generated by City of Industry, now under control of HACOLA. Portion of funds available for permanent financing for affordable housing within any political jurisdiction within 15 miles of City of Industry, with a portion of funds reserved exclusively for unincorporated county areas within same 15 mile radius. Households must earn 80% or below MFI, with lower targeting for rental projects.	<ul style="list-style-type: none"> - New construction, acquisition/ rehabilitation of minimum 4 units permanent housing, either rental or 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	<p>Redevelopment agencies set aside 20 percent of the tax increment generated in each project area into a Low and Moderate Income Housing Fund.</p> <p>Remaining 80 percent is used for Economic Development activities within the boundaries of four existing redevelopment project areas in the unincorporated County.</p>	<ul style="list-style-type: none"> - Acquisition - Rehabilitation - New Construction - Financing - Homebuyer Assistance - Rental Assistance - Economic Development activities - Public Facilities - Infrastructure

Activities To Be Undertaken

The Proposed Projects identified in Part Five summarize the County’s eligible programs, projects, and activities to be undertaken with CDBG, HOME, and ESG funds in Fiscal Year (FY) 2003–2004. The projects are outlined in detail on the individual project summary pages. Each project summary includes an activity summary, the proposed accomplishment, the national objective and HUD eligibility citation; the priority need that will be addressed; and the estimated cost. Unless otherwise noted, the target date for completion for all CDBG-funded projects is June 30, 2004.

LINKAGE TO 5-YEAR STRATEGY

To ensure that the activities planned each year are consistent with the five-year strategy, as articulated in the Consolidated Plan, and with the Consolidated Annual Performance Evaluation Report (CAPER), the County developed the CAPER (database) System (CAPERS). This integrated database system structures and gathers data for analysis and evaluation. As one of its primary functions, it links the CDC’s one-year activities to its 5-year strategy and helps the CDC evaluate its progress in realizing long-term housing and community objectives. Three common coding variables make this linkage: the performance indicator; priority need code; and the HUD code.

The Consolidated Plan’s 5-year strategy uses 12 housing and non-housing community development priority need categories prescribed by HUD to define and categorize the CDC’s long-term and annual priorities. The priority need code ensures a direct correspondence between the needs identified in the Consolidated Plan’s *Housing and Community Development Needs Assessment, Housing and Community Development Strategic Plan* (Strategic Plan), and the activities planned annually. The priority need categories are listed below and are defined in the Appendices section called *CAPERS System Coding Terms and Definitions*.

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

Priority Need	Ranking from 5-year Strategy
1. Persons who are homeless and with HIV/AIDS	High
2. Persons with special needs who are non-homeless	High
3. Housing	High
4. Community Development (CD) – Anti-Crime	High
5. CD – Economic Development	High
6. CD – Infrastructure	High
7. CD – Planning Administration	High
8. CD – Public Facilities	High
9. CD – Public Services	High
10. CD – Senior Programs	High
11. CD – Youth Programs	High
12. CD – Other	High

Each priority need is ranked as *High, Medium, Low* or *No Such Need*, to describe the relative need for assistance in each category. Each proposed activity included in the listing of Proposed Projects (Section 5 of this Action Plan) is assigned to one priority need category to establish a direct correspondence between the 5-year strategy and the activity. Upon review of each activity in the listing of Proposed Projects, the reader can see which priority need and strategy is being addressed.

The second CAPERS coding variable consists of an activity name and corresponding code, as prescribed by HUD, such as, street improvements (03K), neighborhood facilities (03E), and employment training (05H). Each HUD code is assigned to a priority need category. This allows the County to determine, at the activity level, how a proposed one-year activity fulfills one of the long-term strategy priorities. A list of all the codes and their definitions is included in the Appendices.

The performance indicator, the third variable, classifies the performance of the activity using a unit of measure, such as households, people, businesses, public facilities, organizations, etc. in conjunction with a quantity identifying the number of units delivered or accomplished. Similarly, the Strategic Plan identifies a targeted long-term aggregate number of units to be delivered or accomplished.

Each activity proposed in the Action Plan also identifies the anticipated number of units to be delivered or accomplished during the program year. By identifying performance indicators, the County can quantify and aggregate activity achievements in the Consolidated Annual Performance Evaluation Report (CAPER), comparing its actual annual accomplishments to its projected accomplishments in the Strategic Plan. A list of Performance Indicators with corresponding definitions is also included in the Appendices.

The next table summarizes 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 2003-2004 toward meeting the five-year objectives.

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

<p align="center">Los Angeles Urban County's Priority Need Category: HOUSING</p> <p align="center">National Consolidated Plan Goal: PROVIDE AFFORDABLE HOUSING OPPORTUNITY</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 ▪ Clearing and demolition ▪ Housing development program ▪ 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 	<ul style="list-style-type: none"> ▪ 5 housing units ▪ 1,332 housing units ▪ 3 households ▪ 4 housing units ▪ 159 housing units ▪ 6 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 to assist first-time homebuyers to purchase homes 	<ul style="list-style-type: none"> ▪ 125 households 	<ul style="list-style-type: none"> ▪ 72 households

Section 1: General Narratives

Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 	<ul style="list-style-type: none"> ▪ 7,365 housing units ▪ 220 housing units ▪ 15 housing units ▪ 375 housing units ▪ 1,030 housing units 	<ul style="list-style-type: none"> ▪ 1,395 housing units ▪ 100 housing units ▪ 3 housing units ▪ 75 housing units ▪ 200 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 landlord with housing counseling. 	<ul style="list-style-type: none"> ▪ 214,990 persons ▪ 850 persons 	<ul style="list-style-type: none"> ▪ 43,000 persons ▪ 170 persons

Section 1: General Narratives

<p align="center">Los Angeles Urban County's Priority Need Category: HOMELESS AND HIV/AIDS</p> <p align="center">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 homelessness 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>	<ul style="list-style-type: none"> ▪ 29,000 persons ▪ 1,100 persons ▪ 4,500 persons <p>Total = 34,600</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>	<ul style="list-style-type: none"> ▪ 65,000 persons ▪ 5,000 persons ▪ 23,000 persons ▪ 60,000 persons <p>Total = 153,000</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 	<ul style="list-style-type: none"> ▪ 800 persons

Section 1: General Narratives

<p align="center">Los Angeles Urban County's Priority Need Category: ANTI-CRIME</p> <p align="center">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 Planned Accomplishments
Decrease crime in neighborhoods and communities in the Urban County by funding a variety of community programs.	Support community-based policing efforts.	<ul style="list-style-type: none"> ▪ Community-based policing 	<ul style="list-style-type: none"> ▪ 62,800 persons 	<ul style="list-style-type: none"> ▪ 12,500 persons
	Prevent fraud in the provision of homeowner repairs and other household goods and services	<ul style="list-style-type: none"> ▪ Homeowner fraud prevention programs 	<ul style="list-style-type: none"> ▪ 1,500 persons 	<ul style="list-style-type: none"> ▪ 300 persons
	Reduce substance abuse	<ul style="list-style-type: none"> ▪ Drug prevention programs 	<ul style="list-style-type: none"> ▪ 140,000 persons 	<ul style="list-style-type: none"> ▪ 28,000 persons
	Prevent crime by providing services for at-risk youth, their families, and others.	<ul style="list-style-type: none"> ▪ Juvenile and gang diversion programs 	<ul style="list-style-type: none"> ▪ 20,800 persons 	<ul style="list-style-type: none"> ▪ 4,000 persons
	Support citizen-based neighborhood crime prevention efforts	<ul style="list-style-type: none"> ▪ Neighborhood watch programs 	<ul style="list-style-type: none"> ▪ 78,000 persons 	<ul style="list-style-type: none"> ▪ 15,000 persons
	Help eliminate child abuse	<ul style="list-style-type: none"> ▪ Repeated child abuse prevention programs 	<ul style="list-style-type: none"> ▪ 1,600 persons 	<ul style="list-style-type: none"> ▪ 300 persons
				Total = 304,700

Of the total persons planned to be served, the following clientele may be assisted: people (all ages), children (12 years or less), and youth (ages 13-18).

<p align="center">Los Angeles Urban County's Priority Need Category: PUBLIC SERVICES</p> <p align="center">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 	<ul style="list-style-type: none"> ▪ 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 ▪ Food and essential services ▪ Health and medical programs ▪ Family services ▪ Neighborhood clean-up programs ▪ Recreation programs ▪ Volunteer programs 	<ul style="list-style-type: none"> ▪ 115,200 persons ▪ 56,000 persons ▪ 76,000 persons ▪ 33,000 persons ▪ 990,000 persons ▪ 711,500 persons ▪ 5,200 persons <p>Total = 1,988,150</p>	<ul style="list-style-type: none"> ▪ 23,000 persons ▪ 11,000 person ▪ 15,000 persons ▪ 6,000 persons ▪ 198,000 persons ▪ 142,000 persons ▪ 1,000 persons <p>Total = 396,250</p>
	Strengthen and support families by providing for a range of services			
	Help keep neighborhoods clean and safe			

Section 1: General Narratives

<p align="center">Los Angeles Urban County's Priority Need Category: SENIOR PROGRAMS</p> <p align="center">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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>	<ul style="list-style-type: none"> ▪ 20,000 seniors ▪ 36,000 seniors ▪ 121,000 seniors ▪ 32,000 seniors <p>Total = 209,000</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 	<ul style="list-style-type: none"> ▪ 1 senior center

Section 1: General Narratives

<p style="text-align: center;">Los Angeles Urban County's Priority Need Category: SPECIAL NEEDS/NON-HOMELESS</p> <p style="text-align: center;">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 Planned Accomplishments
Help persons with special needs live as independently as possible	Provide a range of supportive services and facilities with special needs services to 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 style="text-align: right;">Total = 217,950</p>	<ul style="list-style-type: none"> ▪ 90 persons ▪ 6,300 persons ▪ 1,620 persons ▪ 80 persons ▪ 680 persons ▪ 33,600 persons ▪ 1,100 persons ▪ 60 persons <p style="text-align: right;">Total = 43,530</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 ▪ 21 public facilities 	<ul style="list-style-type: none"> ▪ 95 public facilities ▪ 4 public facilities

Section 1: General Narratives

<p style="text-align: center;">Los Angeles Urban County's Priority Need Category: YOUTH PROGRAMS</p> <p style="text-align: center;">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 Planned Accomplishments
<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.</p>	<p>Promote healthy, positive youth development through quality and creative public services that meet the diverse needs of all youth.</p>	<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 	<ul style="list-style-type: none"> ▪ 313,000 persons ▪ 42,000 persons ▪ 4,700 persons ▪ 20,000 persons
	<p>Support coordinated youth activity programs that are designed for at-risk and other youth to booster self-esteem and promote better relationship with others.</p>	<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 style="text-align: right;">Total = 2,409,500</p>	<ul style="list-style-type: none"> ▪ 16,000 persons ▪ 84,000 persons <p style="text-align: right;">Total = 479,700</p>

*Youth programs (general) are those that are available at various sites, including municipal parks and community centers, and/or are programs providing multiple services. Of the total persons planned to be served, the following clientele may be assisted: people (includes all ages), children (12 years old or less), and youth (ages 13-18).

Section 1: General Narratives

Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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.	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 	<ul style="list-style-type: none"> ▪ 1 childcare center

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

National Consolidated Plan Goal:
PROVIDE A SUITABLE LIVING ENVIRONMENT

Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 	<ul style="list-style-type: none"> ▪ 1 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 	<ul style="list-style-type: none"> ▪ 2 public facilities

*Note that 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).

<p style="text-align: center;">Los Angeles Urban County's Priority Need Category: ECONOMIC DEVELOPMENT</p> <p style="text-align: center;">National Consolidated Plan Goal: PROVIDE EXPANDED ECONOMIC OPPORTUNITY</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 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 	<ul style="list-style-type: none"> ▪ 400 businesses, 2 jobs ▪ 50 businesses ▪ 15 businesses, 5 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 	<ul style="list-style-type: none"> ▪ 80 businesses ▪ 1 businesses ▪ 10 businesses ▪ 1 business ▪ 1 business ▪ not planned ▪ not planned ▪ not planned ▪ not planned

<p style="text-align: center;">Los Angeles Urban County's Priority Need Category: INFRASTRUCTURE*</p> <p style="text-align: center;">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 Planned Accomplishments
Encourage the continued maintenance and improvement of infrastructure, especially roads, 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 	<ul style="list-style-type: none"> ▪ not planned
	Improve streets and roadways	<ul style="list-style-type: none"> ▪ Street improvements 	<ul style="list-style-type: none"> ▪ 152,500 persons 	<ul style="list-style-type: none"> ▪ 30,000 persons
	Improve sidewalks	<ul style="list-style-type: none"> ▪ Sidewalk improvements 	<ul style="list-style-type: none"> ▪ 105,500 persons 	<ul style="list-style-type: none"> ▪ 20,000 persons

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

<p style="text-align: center;">Los Angeles Urban County's Priority Need Category: OTHER</p> <p style="text-align: center;">National Consolidated Plan Goal: PROVIDE A SUITABLE LIVING ENVIRONMENT</p>				
Los Angeles Urban County's 5-Year Strategy	Objectives	Planned Activities	5-Year Planned Accomplishments	2003-2004 Planned Accomplishments
Prevent and arrest the decline of the physical conditions of neighborhoods and communities.	Fund graffiti removal.	<ul style="list-style-type: none"> ▪ Graffiti removal programs 	<ul style="list-style-type: none"> ▪ 2,745,000 persons 	<ul style="list-style-type: none"> ▪ 550,000 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 ▪ 1,200 persons <li style="text-align: right;">Total = 63,800 	<ul style="list-style-type: none"> ▪ 12,500 persons ▪ 240 persons <li style="text-align: right;">Total = 12,740

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:

- Supportive Housing Program
- Emergency Shelter Grant Program
- Emergency Food and Shelter Program
- Emergency Housing Assistance Program
- Community Development Block Grant 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 development of a countywide strategic plan for the delivery of services and housing to homeless individuals and families.

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 (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.

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 1990, 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 2003-2004 program year are located in Section Five of the 2003-2004 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 2003-2004 program year have been identified in Section Five 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 2003–2004 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 2003-2004, 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 2003-2004 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, fair housing and infrastructure activities to be undertaken during the 2003-2004 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. Currently, the CDC's Preservation Unit has five State Certified Lead Consultants under contract and continues its testing and lead abatement on all CDC existing loan and grant programs. Additionally, a new proposed Lead Abatement Grant is being designed which will offer up \$10,000 to address Hazardous materials including lead based paint, asbestos, mold and other environmental hazards. The proposed grant will also assist first time homebuyers in addressing lead based paint hazards at the close of escrow.

The CDC continues its technical assistance to participating cities that are in the process of implementing their own lead-based paint program. Technical assistance includes assisting in preparing RFQ's, monitoring abatement, overseeing clearance and evaluate clearance criteria and environmental analysis reports.

The CDC continues its strong working relationship with many agencies including the Department of Health Services and Building and Safety and will continue to take referrals from these agencies. In addition, the County will continue to implement its current policy of notifying property owners, tenants, and contractors of potential lead hazards for all rehabilitation projects involving pre-1978 properties.

The CDC will also continue to implement the Residential Sound Insulation Program and associated lead abatement in the Los Angeles International Airport area. Specifically, this program targets the Lennox area, which is within the flight pattern of the airport and is in the unincorporated area of the County.

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 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 2003-2004 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 supports the anti-poverty strategy. Homeownership also helps families build individual wealth through 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.

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 help families 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 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 CDC also offers the following two programs this year:

- 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.

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, forums, 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 *2003-2003 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.

Coordinating 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 2003-2004, the CDC will contract with the Fair Housing Rights Center. The Fair Housing Rights Center will 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 Rights Center 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 social service 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 job training, job placement, small business development, and various supportive services. Many of these programs 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 recreational programs to promote the values of teamwork, personal development, and achievement. Activities for the upcoming year include:

Family Self-Sufficiency (FSS) Program: HACoLA will continue to operate the FSS program for public and assisted housing residents. This program provides opportunities for public and assisted housing supportive services to be used by public housing and Section 8 participants who may use deferred rent payments as a means of transitioning into market rate housing or homeownership.

Growing Experience: A community garden and training program at the Carmelitos housing development is one of the job training efforts sponsored by the Commission and HACoLA. It includes planned landscaped trails, planting beds, fruit trees and individual family garden plots. Graduates of the landscape training program continue to work on the development of the Carmelitos Wholesale Nursery, as well as manage the daily operations of crop production for the weekly Farmers' Market Sales at Carmelitos and, occasionally, Coral Circle Building, where the Commission and HACoLA are headquartered. Other graduates work on maintenance projects. In addition, Urban Gardener Short Course workshops are held at the Carmelitos nursery building where participants learn basic vegetable/herb/flower gardening techniques, simple and nutritious vegetable cooking, mentor gardeners, and presentations. The ultimate goal of the program is to foster personal development and pride among individual participants.

Family Learning Centers: In an age where the Digital Divide has created the gap between minority and low-income families and the corporate world, the HACoLA has committed itself to providing residents of public housing with state-of-the-art tools to succeed in a technology driven economy. By creating Family Learning Centers (FLC) in the five large-family housing developments of Carmelitos, Nueva Maravilla, South Scattered Sites, Harbor Hills, and Ujima Village, the HACoLA has begun to bridge the Digital Divide by educating residents in computer literacy and equipping them for technology-based careers. Two FLC's, Nueva Maravilla

and Carmelitos, have been selected by HUD to be members of the Twenty/20 Educational Communities (TEC).

The FLC's host Pentium II computers equipped with educational software in literacy, GED and SAT preparation, business training programs, and homework assistance programs. To complement the Pentium II computers, each of the FLC's allow residents access to digital cameras, laser printers, scanners, and the Internet. It is the goal of the FLC's to work in collaboration with the local public schools, Regional Opportunity Partnerships, colleges, state universities, and local museums.

Family Resource Centers: The HACoLA operates five Family Resource Centers (FRC) located at the housing developments of the unincorporated Los Angeles County. These FRC's were created to promote employment opportunities and training, and to provide supportive services for crime reduction and prevention, gang intervention, drug education and drug use prevention, and family support services. The staff at each FRC is available to families and individual family members who seek help or who are directed to utilize the FRC's resources. Staff are trained to provide direct assistance, identify community resources, and perform family case management.

The current Family Resource Centers are located at the following housing developments: Carmelitos in Long Beach, Harbor Hills in Lomita, Nueva Maravilla in East Los Angeles, as well as Southbay Gardens and Ujima Village, both in South Central Los Angeles.

Telemedicine Centers: To improve access to health care, the CDC and HACoLA partnered with the Charles R. Drew University of Medicine and Science in 1996 to launch the Telemedicine Program in Public Housing.

The First Telemedicine center is located at the Carmelitos housing development in Long Beach. In the spring of 1999, the Program branched out with a second center at the Nueva Maravilla housing development in East Los Angeles, and a third center is in the works for the South Scattered sites residents in unincorporated South Los Angeles County.

The partnership has grown to include the Community Health Foundation of East Los Angeles (CHFELA), which like Drew, is an activist model of community health. CHFELA is the largest and oldest community health center in the United States, serving the predominately Latino uninsured population.

The CDC was awarded an \$800,000 Telemedicine Grant from the Department of Health and Human Services/Health Resources and Services Administration. The funding enables the Telemedicine network to expand the scope of services it provides and strengthens the existing infrastructure. The medical equipment and personnel provided for in the grant allows expands our service delivery to include comprehensive HIV services through the Spectrum and Oasis clinics at Drew. The

Oasis clinic currently provides 80 percent of all the HIV medical care in South Central Los Angeles. Spectrum provides nearly all of the mental health, case management, peer support, and treatment advocacy services for the Oasis clients, providing a majority of the supportive services to HIV-infected and affected individuals in the South Central Los Angeles area.

The Telemedicine Grant also provides funding for distance health education seminars at public housing sites and other services such as dentistry and primary care including diabetic monitoring and hypertensive monitoring.

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 October 1 to September 30, as opposed to the County's fiscal year from July 1 to June 30. An action plan for use of the grant is prepared annually, but is not expected to be completed until late April, after the public review and printing of this Action Plan. Therefore, actions to be taken in the County during FY 2003-2004 are not described herein. Instead, a summary of actions for the Federal FY 2002-2003, ending September 30, 2003 will be provided.

Management improvements are supported by most of the 62 housing developments, and include operation of employment training programs for residents and provide urban garden and learning center coordinators. CFP actions for federal FY 2002-2003 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.