CITY OF LOS ANGELES
HOUSING + COMMUNITY INVESTMENT DEPARTMENT

STRATEGIC PLAN 2015-2018
PROMOTING LIVABLE AND PROSPEROUS COMMUNITIES
# TABLE OF CONTENTS

**Housing + Community Investment Department**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>AN OVERVIEW</td>
<td>ii</td>
</tr>
<tr>
<td>VISION</td>
<td>iii</td>
</tr>
<tr>
<td>MISSION</td>
<td>iv</td>
</tr>
<tr>
<td>BACK TO BASICS: HCIDLA STRATEGIC ACTION PLANS</td>
<td>1</td>
</tr>
<tr>
<td>SG-1. Establish and ensure Affordable Housing Trust Fund with dedicated source of $100 million annually</td>
<td>5</td>
</tr>
<tr>
<td>SG-2. Preserve affordable housing and diminish threats to affordability covenants</td>
<td>6</td>
</tr>
<tr>
<td>SG-3. Expand Domestic Violence Shelter Operations Program</td>
<td>9</td>
</tr>
<tr>
<td>SG-4. Mitigate sub-standard housing with a three-year inspection cycle</td>
<td>10</td>
</tr>
<tr>
<td>SG-5. Expand FamilySource Centers</td>
<td>13</td>
</tr>
<tr>
<td>SG-6. Improve communication and customer service</td>
<td>14</td>
</tr>
<tr>
<td>SG-7. Invest in workforce capacity, capability, morale, and succession planning</td>
<td>17</td>
</tr>
<tr>
<td>SG-8. Improve data quality and accessibility</td>
<td>18</td>
</tr>
<tr>
<td>SG-9. Enhance efficiency and effectiveness of internal Consolidated Plan administration</td>
<td>19</td>
</tr>
<tr>
<td>SG-10. Ensure CDBG expenditure timeliness and enhance quality controls</td>
<td>20</td>
</tr>
<tr>
<td>MEASURING SUCCESS</td>
<td>21</td>
</tr>
<tr>
<td>HCIDLA BACK TO BASICS SCORECARD</td>
<td>23</td>
</tr>
</tbody>
</table>
The City of Los Angeles established the Community Development Department (CDD) in 1976 to implement human services, housing, and community programs funded by the Community Development Block Grant. In 1990, the Housing Preservation and Production Department (HPPD) was created as a spin-off from CDD and took oversight of CDD’s housing related programs, including rent stabilization, homeowner rehabilitation loans, and asset management. HPPD changed its name to the Los Angeles Housing Department (LAHD) in 1993 and continued to collaborate with CDD on various efforts and programs, including response to emergency situations within the City such as the Northridge Earthquake, as well as daily efforts to address chronic issues such as homelessness and neighborhood blight.

In 2013, housing assets from the Community Redevelopment Agency of Los Angeles (CRA/LA) were transferred to LAHD, contributing to a significant growth of the department’s responsibilities and assets portfolio. LAHD continued its expansion when, in 2013, CDD community development funding and functions were transferred to LAHD. As a result of the merging of a wide range of programs within LAHD, the organization was re-launched as the Los Angeles Housing + Community Investment Department (HCIDLA) in July 2013.

In August 2014, a reorganization and realignment of departmental functions was deployed to better address the Mayoral Initiatives, departmental requirements and efforts to ensure increased efficiency and effectiveness. This strategic plan, which is consistent with the Mayor’s departmental priorities, provides a platform to communicate HCIDLA’s long-term Vision aligning all efforts to achieve departmental goals and objectives.

To support and ensure effective management of this large and diverse department, the General Manager established performance management efforts that include the launch of a comprehensive departmental performance scorecard, formation of a performance data management group, development of department-wide automated scorecard system ensuring timely data, strategic planning and process improvement activities. In addition, HCIDLA works with its six City commissions, namely, the Affordable Housing Commission, Commission on Community and Family Services, Commission on the Status of Women, Community Action Board, Human Relations Commission and the Rent Adjustment Commission, who share their expertise and provide advice, feedback, and guidance in the development of HCIDLA’s program policies. Further, HCIDLA is working with the Mayor’s Office in ensuring transparency and support of Citywide goals. The following goals and objectives not only encompass the wide range of services and functions performed by HCIDLA, but also demonstrate the department’s concerted efforts to improve the City of Los Angeles and the lives of its constituents.
The champion for a Los Angeles free of poverty, homelessness, and substandard housing.
Promoting livable and prosperous communities through the development and preservation of decent, safe and affordable housing, neighborhood investment, and social services.
Mayor Eric Garcetti established a Back to Basics agenda focused on achieving the following priority outcomes within City government operations and for the City’s 3,928,864* residents.

**Livable • Safe • Prosperous • Well-Run**

The City of Los Angeles Housing + Community Investment Department’s (HCIDLA) programs support these values and efforts have been realigned to ensure focus on successful, effective and efficient achievement of the department’s mission and vision and the Mayor’s objectives and values.

*U.S. Census Bureau Estimate 2014*
HCIDLA deploys multiple programs that assist very low to moderate-income City residents access and maintain affordable housing. Financing the development of new supportive housing and ensuring the preservation of existing affordable housing for vulnerable Angelinos is a high priority for HCIDLA and the City of Los Angeles.

PERFORMANCE HIGHLIGHTS FY 2014-2015

- **5,539** Affordable housing units financed since 2012
- **616** New affordable units completed
- **81** New units completed for homeless veterans
- **283** Housing covenants extended
Strategic Goal #1 (SG-1)
Establish and ensure Affordable Housing Trust Fund with dedicated source of $100 million annually

OBJECTIVES (OB) & MILESTONES (MI)

**OB-A. Establish permanent linkage fee for Affordable Housing Trust Fund**
- MI-1: Report Back on Feasibility & Findings, December 2015
- MI-2: Enact Permanent Linkage Fees, July 2016
- MI-3: Generate a minimum of $37 Million annually in local affordable housing funding, 2017-2019

**OB-B. Leverage $50 Million in Funds through Affordable Housing & Sustainable Communities (AHSC)**
- MI-1: Develop a dedicated AHSC task force, October 2015
- MI-2: Complete MOU with Metro Transit Authority, December 2015
- MI-3: Identify City priorities for all future AHSC funding rounds, January 2016

**OB-C. Establish Innovative Financing Options**
- MI-1: Develop innovative financing strategies for multi-family rehab, seismic retrofit, mixed-income housing and other unfunded strategies, January 2016
- MI-3: Secure authority for funding for HFA, June 2016
- MI-4: Create HFA operation with full staff and one (1) funding program, December 2016
- MI-5: Expand operation to other lending programs if warranted, December 2017

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1 Aligned with Mayor’s Sustainable City pLAN Initiative #105 led by HCIDLA: Rebuild the Affordable Housing Trust Fund with a combination of federal, state, and local sources.

2 Aligned with Mayor’s Sustainable City pLAN Initiative #106 led by HCIDLA: Ensure Managed Pipeline prioritizes TOD.
Strategic Goal #2 (SG-2)

**Preserve Affordable Housing & diminish threats to affordability covenants**

**Objectives (OB) & Milestones (MI)**

**OB-A. Preserve Affordable Housing with covenants expiring within 5 years**
- MI-1: Create At Risk property preservation plan & goals, September 2015
- MI-2: Establish dedicated preservation team & identify program funds, September 2015
- MI-3: Establish leveraging partnerships, November 2016
- MI-4: Initiate outreach to identified property owners, November 2015
- MI-5: Develop and deploy outcomes tracking system, April 2016
- MI-6: Evaluate Program Effectiveness (12 months), November 2016

**OB-B. Preserve affordable housing in rapidly escalating markets**
- MI-1: Identify barriers to acquisition / rehabilitation, October 2015
- MI-2: Develop pilot acquisition / preservation program plan, November 2015
- MI-3: Select qualified developers (RFQ), November 2015
- MI-4: Develop Acquisition Rehab “Concierge” team, November 2016
- MI-5: Develop and deploy outcomes tracking system, April 2016
- MI-6: Evaluate Program Effectiveness (12 months), November 2016

**OB-C. Create a tool to inform Rent Stabilization Ordinance (RSO) & Affordable Housing Policies**
- MI-1: Develop a publicly accessible database of units subject to the RSO, January 2017

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\[\text{Aligned with Mayor’s Sustainable City Plan Initiative #110 led by HCIDLA: Use portion of local housing development funds to preserve existing affordable housing units.}\]

\[\text{Aligned with Mayor’s Sustainable City Plan Initiative #111 led by HCIDLA: Collect rent data via RSO registration process to better target affordable housing units.}\]

\[\text{Aligned with Mayor’s Sustainable City Plan Initiative #112 led by HCIDLA: Strengthen Ellis Act affordable housing replacement provisions.}\]

\[\text{Pending Mayor and City Council Approval}\]
SAFE

HCIDLA ‘s Systematic Code Enforcement Program (SCEP) helps to make our City safe through the inspection of rental housing for compliance with health and safety laws. A Safe Los Angeles is also supported through other HCIDLA programs that provide residential utility shut-off prevention, restoration of safe living conditions, and City-funded shelters for domestic violence victims.

PERFORMANCE HIGHLIGHTS FY 2014-2015

1,364 Domestic Violence victims assisted by DV Shelter Operations

149,031 Rental units inspected through SCEP

75 Residential utility shut-offs prevented annually

12,103 Units restored to safe & habitable conditions
Strategic Goal #3 (SG-3)
Expand **DOMESTIC VIOLENCE SHELTER OPERATIONS** Program

<table>
<thead>
<tr>
<th>Year</th>
<th>DVSO Funding</th>
<th>DVSO Clients Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11-12</td>
<td>$2,726,035</td>
<td>1,668</td>
</tr>
<tr>
<td>FY12-13</td>
<td>$2,493,600</td>
<td>1,673</td>
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<tr>
<td>FY13-14</td>
<td>$2,319,048</td>
<td>1,624</td>
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<tr>
<td>FY14-15</td>
<td>$1,795,392</td>
<td>1,389</td>
</tr>
<tr>
<td>FY15-16</td>
<td>$2,297,746</td>
<td>1,625</td>
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</table>

**OBJECTIVES (OB) & MILESTONES (MI)**

**OB-A.** Strengthen collaborative work with Domestic Violence Task Force to identify alternate funding sources to expand program.
- MI-1: Secure grants for Domestic Violence Shelter Operations (DVSO) annually, April 2016 – March 2018
- MI-2: Increase available menu services, July 2016

**OB-B.** Build and expand collaborative data sharing to determine capacity needs and improve services and conditions of DVSO shelters.
- MI-1: Identify available data and method for sharing, November 2016
- MI-2: Analyze shared data for demonstration of DVSO shelter capacity needs, December 2016
- MI-3: Establish recommendations for appropriate levels of service and service enhancements, June 2017

**OB-C.** Improve quality of DVSO shelters.
- MI-1: Research available City-owned facilities, January 2017 – June 2017
- MI-2: Identify & secure City-owned facilities for use as DVSO shelter(s), December 2017
OBJECTIVES (OB) & MILESTONES (MI)

OB-A. Identify alternate sources of funds for ancillary code enforcement programs.
- MI-1: Deploy needs assessment, July 2015
- MI-2: Identify number of positions to support ancillary code enforcement programs, July 2015
- MI-3: Determine need for fee adjustment increase for Systematic Code Enforcement Program (SCEP), December 2015
- MI-4: Determine impact of any potential fee adjustment, March 2016
- MI-5: Establish new fees as needed for ancillary analysis, June 2016

OB-B. Decrease inspection cycle time from 4.5 years to 3.0 years.
- MI-1: Identify number of positions needed to meet a three-year inspection cycle, July 2015
- MI-2: Determine fee adjustment, December 2015
- MI-3: Hire new inspectors, July 2016
- MI-4: Adjust inspection assignments to decrease inspection cycle time by six months annually through 2018, September 2016

OB-C. Increase Outreach to Property Owners, Landlords, and Tenants.
- MI-1: Increase property management training program participants, Ongoing
- MI-2: Decrease violations and REAP usage, Ongoing
- MI-3: Increase outreach to tenants, Ongoing
PROSPEROUS

HCIDLA promotes prosperity by providing financial tools and tax filing assistance to low income families, creating jobs through affordable housing development, enabling first time homebuyers and helping students improve their academic performance. HCIDLA looks to further support prosperity through improved customer service and public information, empowering Angeleños with knowledge and access to opportunities throughout the City.

PERFORMANCE HIGHLIGHTS FY 2014-2015

4,444
JOBS CREATED THROUGH MULTI-FAMILY DEVELOPMENT PROJECTS

$16,557,806
VALUE OF INCREASE IN CLIENT INCOME OF FSS

3,267
YOUTH CLIENTS WITH ACADEMIC ACHIEVEMENT THROUGH FSS

121
HOMES PURCHASED THROUGH FIRST TIME HOMEBUYERS PROGRAM
Strategic Goal #5 (SG-5)  
Expand **FAMILY SOURCE CENTERS**

### OBJECTIVES (OB) & MILESTONES (MI)

**OB-A. Increase resources for FamilySource Centers (FSC).**
- **MI-1:** Identify and pursue key collaborative opportunities including County counterparts, December 2015
- **MI-2:** Increase FSC funding annually, April 2016 – March 2018

**OB-B. Build collaborations to leverage and expand housing and social services.**
- **MI-1:** Expand FamilySource System (FSS) information and referral resource relationships that may include related services addressing mental health, probation, foster youth, and at-risk youth, April 2016 – March 2018
- **MI-2:** Increase FSS available menu of services, July 2016

**OB-C. Enhance delivery of core services.**
- **MI-1:** Increase client income annually by 5%, Ongoing
- **MI-2:** Increase academic achievement annually by 5%, Ongoing
- **MI-3:** Expand academic achievement services via Los Angeles Unified School District resources, June 2016
SG-6

Strategic Goal #6 (SG-6)

Improve COMMUNICATION & CUSTOMER SERVICE

OBJECTIVES (OB) & MILESTONES (MI)

OB-A. Increase communication.
- MI-1: Analyze website survey regarding communication with the public and determine baseline rating. Evaluate rating semi-annually, Ongoing
- MI-2: Release improved website, which will include survey for future enhancements, October 2015
- MI-3: Post HCIDLA Scorecard to promote transparency, November 2015
- MI-4: Publicize accomplishments, Ongoing

OB-B. Establish Customer Satisfaction Initiative
- MI-1: Deploy new Call Center System with new features including Auto Call Back, October 2015
- MI-2: Develop a customer portal for constituents to request and manage services online, Phase 1: March 2016, Phase 2: March 2017
- MI-3: Provide improved mobile technologies to field staff, July 2017
- MI-4: Redesign HCIDLA intranet site, October 2015
- MI-5: Release redesigned intranet site, October 2015
- MI-6: Release new HCIDLA Resource Directory for mass distribution, October 2015
- MI-7: Expand access to affordable and accessible housing, December 2016
- MI-8: Establish HCIDLA’s presence in social media such as HCIDLA Facebook page, October 2015

Total Hotline Calls (Thousands) Website Hits (Thousands) Average Wait Time (Minutes)
HCIDLA STRIVES TO BE EFFICIENT AND EFFECTIVE THROUGH A FOCUS ON PROCESS IMPROVEMENT, INCREASED RETURN ON INVESTMENTS, AND REDUCED WORK PROCESS CYCLE TIMES. DEPARTMENTAL EFFORTS TO CAPTURE INSTITUTIONAL KNOWLEDGE AS WELL AS SUCCESSION PLANNING ENSURE THAT THOSE WHO FOLLOW CONTINUE TO PROVIDE QUALITY SERVICES THAT STRENGTHEN THE CITY OF LOS ANGELES AND BENEFIT THE CITY’S RESIDENTS AND BUSINESSES.

PERFORMANCE HIGHLIGHTS FY 2014-2015

- **96%**
  - Code Complaints Responded to Within 72 Hours

- **338%**
  - FSS Program Return on Investment Ratio

- **95%**
  - Units in Compliance Within 120 Days of Notice to Comply

- **89%**
  - Tenant Rent Complaint Cases Resolved Within 120 Days
Strategic Goal #7 (SG-7)
Invest in WORKFORCE capacity, capability, morale, and succession planning

OBJECTIVES (OB) & MILESTONES (MI)

OB-A. Develop workforce plan to address retirements and vacancies.
   MI-1: Establish succession plan, June 2016
   MI-2: Establish outreach to encourage women into non-traditional careers, March 2016

OB-B. Initiate plan to reduce impact of program expertise loss.
   MI-1: Establish cross-training and work duty rotation throughout department, January 2016
   MI-2: Develop technology to capture workforce expertise to support transfer of knowledge, June 2018

OB-C. Increase employee morale.
   MI-1: Determine employee morale level, determine baseline rating and evaluate rating annually, June 2016
   MI-2: Identify employee morale building activities, June 2016
   MI-3: Post HCIDLA Scorecard to promote transparency, January 2016
   MI-4: Identify and deploy employee-focused communication methods i.e. intranet with news of interest to employees updated weekly, November 2015
   MI-5: Implement employee development program, January 2016

OB-D. Establish internal cross-departmental workgroups for all key operational processes.
   MI-1: Identify key operational processes where two or more bureaus significantly participate in the implementation and delivery of services and/or products, December 2015
   MI-2: Conduct cross-departmental workgroups to ensure efficient and effective operational processes, March 2016
# Strategic Goal #8 (SG-8)

**Improve DATA QUALITY AND ACCESSIBILITY**

![Graph showing distribution of unduplicated metrics by bureau](image)

**OBJECTIVES (OB) & MILESTONES (MI)**

**OB-A. Increase operational transparency and enhance public access to data.**
- **MI-1:** Determine and prioritize external frequently requested data elements to be published quarterly via Open Data Portal or HCIDLA website, November 2015
- **MI-2:** Identify data processing criteria for prioritized data most frequently requested, February 2016
- **MI-3:** Post all frequently requested data online for public access, May 2016, Quarterly

**OB-B. Improve internal data collection, accessibility and sharing.**
- **MI-1:** Identify stand-alone data sources, November 2015
- **MI-2:** Establish methods to integrate various data systems, eliminate data silos, and create sharing tools to reduce use of individual data collection methods, March 2016
- **MI-3:** Survey department to determine and analyze data frequently needed to ensure efficient data access and reporting, November 2015
- **MI-4:** Identify and establish access points to data most frequently required by staff, May 2016

**OB-C. Deploy electronic scorecard system for public and internal online publishing of performance data.**
- **MI-1:** Finalize development of non-interactive and interactive scorecard to be available online via intranet and internet, October 2015 (non-interactive), April 2016 (interactive)
- **MI-2:** Finalize automated process to update the scorecard
- **MI-3:** Release non-interactive electronic scorecard for internal and external access, October 2015
- **MI-4:** Release interactive electronic scorecard for internal and external access, April 2016

**OB-D. Deploy internal performance management dashboard.**
- **MI-1:** Develop Qlikview interactive reports and dashboard for operational management, December 2015
- **MI-2:** Establish automated process to update these reports, December 2015

*Total number of unduplicated metrics vary based on governing requirements and evaluation of metric value to the organization.*
Strategic Goal #9 (SG-9)

Enhance efficiency and effectiveness of internal
CONSOLIDATED PLAN ADMINISTRATION

Consolidated Plan Annual Funding by Source

CDBG  ESG  HOME  HOPWA

<table>
<thead>
<tr>
<th>Year</th>
<th>CDBG</th>
<th>ESG</th>
<th>HOME</th>
<th>HOPWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY12-13</td>
<td>$73,864,231</td>
<td>$4,815,631</td>
<td>$32,256,495</td>
<td>$18,276,879</td>
</tr>
<tr>
<td>PY13-14</td>
<td>$75,464,877</td>
<td>$4,229,355</td>
<td>$30,579,442</td>
<td>$19,205,755</td>
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<tr>
<td>PY14-15</td>
<td>$89,087,249</td>
<td>$6,768,409</td>
<td>$28,661,030</td>
<td>$16,004,990</td>
</tr>
<tr>
<td>PY15-16</td>
<td>$75,436,218</td>
<td>$5,592,274</td>
<td>$29,656,779</td>
<td>$15,305,260</td>
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</tbody>
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OBJECTIVES (OB) & MILESTONES (MI)

OB-A. Improve Consolidated Plan (Con Plan) Administration processes.
   MI-1: Establish Process Improvement Team, convening quarterly, to ensure continuous improvement of Con Plan administration, September 2015
   MI-2: Establish internal bureau-based priority setting to ensure eligible submissions and increased efficiency, September 2015
   MI-3: Accelerate budget submission timeframe, July 2015
   MI-4: Submit applications for internal review, August 2015

OB-B. Establish Consolidated Plan Staff Development, Training and Succession Plan
   MI-1: Establish Con Plan Staffing Task Force, September 2015
   MI-2: Develop and establish plan, January 2016
   MI-3: Develop cross-training, new hires, and job shadow program, January 2016
   MI-4: Implement plan, February 2016
   MI-5: Deploy cross-training, new hires, and job shadow program, March 2016
Strategic Goal #10 (SG-10)  
Ensure **CDBG Expenditure Timeliness** and enhance quality controls

### OBJECTIVES (OB) & MILESTONES (MI)

**OB-A. Establish internal auditing program.**  
- **MI-1:** Develop internal auditing process that will include systematic and cyclical evaluation of program files with a minimum 10% sampling of each program, December 2016  
- **MI-2:** Secure funding for one or more program auditors, July 2016 – July 2020  
- **MI-3:** Identify staff for initial internal auditing deployment, March 2016

**OB-B. Support the effective and efficient use of CDBG funds.**  
- **MI-1:** Establish a reprogramming taskforce workgroup including HCIDLA, CAO, CLA and Office of the Mayor, October 2015  
- **MI-2:** Improve programming process to ensure timeliness, April 2016  
- **MI-3:** Secure support and enforce expenditure policy of City of Los Angeles, April 2016  
- **MI-4:** Enhance technical assistance and training, May 2016
Measuring Success

In order to drive achievement of the department’s Mission, Vision and Strategic Goals, performance metrics have been identified for systematic evaluation by management. These performance metrics, organized in alignment with the Mayor’s outcome priorities of Livable, Safe, Prosperous, & Well-Run, demonstrate the department’s efforts in realizing its internal objectives and also supporting the current direction of Los Angeles City government. The following is a summary of the department’s fiscal year (FY) 2014-2015 Performance Highlights found within the strategic plan and the inaugural HCIDLA Back to Basics Scorecard FY14-15, a targeted performance measurement tool that promotes transparency and timely status of departmental performance.
Measuring Success FY 14-15

HOUSING + COMMUNITY INVESTMENT DEPARTMENT

- **5,539** Affordable Housing Units Financed since 2012
- **616** New Affordable Units Completed
- **4,444** Jobs Created through Multi-Family Development Projects
- **96%** Code Complaints Responded to Within 72 Hours
- **81** New Units Completed for Homeless Veterans
- **283** Housing Covenants Extended
- **3,267** Youth Clients with Academic Achievement
- **89%** Tenant Rent Complaint Cases Resolved Within 120 Days
- **1,364** Domestic Violence Victims Assisted by DV Shelter Operations
- **149,031** Rental Units Inspected through SCEP
- **121** Homes Purchased through First Time Homebuyers Program
- **338%** FSS Program Return on Investment Ratio
- **75** Residential Utility Shut-offs Prevented Annually
- **12,103** Units Restored to Safe & Habitable Conditions
- **$16,557,806** Value of Increase in Client Income of FamilySource System
- **95%** Units in Compliance Within 120 Days of Notice to Comply
### SAFE
**Positive Social Impact & Improved Quality of Life**
- Domestic Violence Shelter Operations, Lead Remediation Program, Healthy Homes, Systematic Code Enforcement, OTS Car Seat Distribution, Handyworker

<table>
<thead>
<tr>
<th>PERFORMANCE METRIC</th>
<th>PROGRESS TO DATE</th>
<th>CURRENT PERFORMANCE</th>
<th>YTD/ANNUAL GOAL</th>
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</thead>
<tbody>
<tr>
<td>Households Provided with Healthy &amp; Safe Homes Assistance</td>
<td>58%</td>
<td>462</td>
<td>800/800</td>
</tr>
<tr>
<td>Domestic Violence Victims Assisted by DV Shelter Operations</td>
<td>84%</td>
<td>1,364</td>
<td>1,632/1,632</td>
</tr>
<tr>
<td>Rental Units Restored to Safe Living Conditions</td>
<td>118%</td>
<td>12,103</td>
<td>10,200/10,200</td>
</tr>
<tr>
<td>SCEP Units Inspected</td>
<td>83%</td>
<td>149,031</td>
<td>180,000/180,000</td>
</tr>
<tr>
<td>Utility Shut-offs Prevented Through REAP &amp; UMP</td>
<td>75%</td>
<td>75</td>
<td>100/100</td>
</tr>
<tr>
<td>Car Seats Distributed</td>
<td>96%</td>
<td>3,376</td>
<td>3,500/3,500</td>
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### LIVABLE
**Affordable Housing & Viable Communities**
- Affordable Housing Development, Homeless Permanent Housing, Affordable Housing Preservation

<table>
<thead>
<tr>
<th>PERFORMANCE METRIC</th>
<th>PROGRESS TO DATE</th>
<th>CURRENT PERFORMANCE</th>
<th>YTD/ANNUAL GOAL</th>
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<tbody>
<tr>
<td>New Affordable Units Completed-Extremely Low Income [NEED²: 1,227]</td>
<td>38%</td>
<td>75</td>
<td>200/200</td>
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<tr>
<td>New Affordable Units Completed-Very Low Income [NEED²: 1,227]</td>
<td>85%</td>
<td>424</td>
<td>500/500</td>
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<tr>
<td>New Affordable Units Completed-Low Income [NEED²: 1,554]</td>
<td>39%</td>
<td>117</td>
<td>300/300</td>
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<tr>
<td>New Units Completed for Homeless Veterans</td>
<td>41%</td>
<td>81</td>
<td>200/200</td>
</tr>
<tr>
<td>Affordable Housing Covenants Extended</td>
<td>15%</td>
<td>283</td>
<td>1,847/1,847</td>
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### PROSPEROUS
**Local Economic Impact, Job Creation & Financial Literacy**
- Free Tax Preparation, Family Source System Social Services, Housing Development Jobs Created

<table>
<thead>
<tr>
<th>PERFORMANCE METRIC</th>
<th>PROGRESS TO DATE</th>
<th>CURRENT PERFORMANCE</th>
<th>YTD/ANNUAL GOAL</th>
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</thead>
<tbody>
<tr>
<td>Jobs Created (Multi-Family Development Projects)</td>
<td>159%</td>
<td>4,444</td>
<td>2,800/2,800</td>
</tr>
<tr>
<td>Value of Increase in Client Income of FSS</td>
<td>108%</td>
<td>$16,557,806</td>
<td>$15.4M/$15.4M</td>
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<tr>
<td>Value of Local Economic Impact of FSS</td>
<td>107%</td>
<td>$31,459,831</td>
<td>$29.3M/$29.3M</td>
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<tr>
<td>Youth Clients with Academic Achievement</td>
<td>101%</td>
<td>3,267</td>
<td>3,240/3,240</td>
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<tr>
<td>Homes Purchased through First Time Homebuyer Program</td>
<td>121%</td>
<td>121</td>
<td>100/100</td>
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### WELL-RUN
**Efficient, Effective, & Timely**

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<thead>
<tr>
<th>PERFORMANCE METRIC</th>
<th>PROGRESS TO DATE</th>
<th>CURRENT PERFORMANCE</th>
<th>YTD/ANNUAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraged Resources - Multi-Family Rental Housing</td>
<td>152%</td>
<td>$1,560.08</td>
<td>$1.54/$1.54</td>
</tr>
<tr>
<td>Code Complaints Responded to Within 72 Hours</td>
<td>107%</td>
<td>96%</td>
<td>90%/90%</td>
</tr>
<tr>
<td>CDBG Expenditure Timeliness</td>
<td>162%</td>
<td>2.44</td>
<td>1.5/1.5</td>
</tr>
<tr>
<td>Customer Satisfaction Rating—FSS (Semi-Annual)</td>
<td>105%</td>
<td>4.63</td>
<td>4.40/4.40</td>
</tr>
<tr>
<td>FSS Program Return on Investment Ratio</td>
<td>135%</td>
<td>338%</td>
<td>250%/250%</td>
</tr>
<tr>
<td>% of Units in Compliance Within 120 Days of Notice to Comply</td>
<td>106%</td>
<td>95%</td>
<td>90%/90%</td>
</tr>
<tr>
<td>% of Tenant Rent Complaint Cases Resolved w/in 120 days</td>
<td>99%</td>
<td>89%</td>
<td>90%/90%</td>
</tr>
</tbody>
</table>

*Progress to Date is based on the prorated Fiscal Year annual goal for the cumulative performance reporting period (see sub-heading above).
² Actual need level of affordable housing units within the City of Los Angeles per Regional Housing Needs Assessment (RHNA) 2015.
# Back to Basics

## Scorecard & Metric Definitions

### Safe
- **Households Provided with Healthy & Safe Homes Assistance**
  Houses that received services through the Handynote, Lead Hazard Remediation, and Healthy Homes programs.
- **Domestic Violence Victims Assisted by DV Shelter Operations**
  Total number of City Residents served through the Domestic Violence Shelter Operations.
- **Rental Units Restored to Safe Living Conditions**
  Rental units restored as a result of Compliance Division enforcement programs.
- **SCEP Units Inspected**
  Residential rental units that received an initial Systematic Code Enforcement Program (SCEP) inspection.
- **Utility Shut-offs Prevented Through REAP & UMP**
  Utility shut-offs prevented through Rent Escrow Account Program or the Utility Maintenance Program.
- **Car Seats Distributed**
  Car seats distributed through community events providing car seat safety classes.

### Livable
- **New Affordable Housing Units Completed - Extremely Low Income <=30% AMI**
  New affordable rental units completed for extremely low income households.
- **New Affordable Housing Units Completed - Very Low Income 31%-50% AMI**
  New affordable rental units completed for very low income households.
- **New Affordable Housing Units Completed - Low Income 51%-80% AMI**
  New affordable rental units completed for low income households.
- **New Housing Units Completed for Homeless Veterans**
  Rental units allocated for homeless veterans for projects that have completed construction.
- **Affordable Housing Covenants Extended**
  Current year at-risk rental units preserved as affordable as a result of HCIDLA activities.

### Prosperous
- **Jobs Created (Multi-Family Development Projects)**
  Jobs created resulting from multi-family rental housing development projects.
- **Value of Increase in Client Income of FamilySource System (FSS)**
  Total amount of increased income that participants of the FamilySource Centers (FSC) obtained as a result of rendered services.
- **Value of Local Economic Impact of FSS**
  Value of service outcomes where economic impact includes increased spending in the community.
- **Youth Clients with Academic Achievement**
  FSC Clients who obtained high school diploma or GED, and/or improvement in grades, math and reading skills, & school attendance.
- **Homes Purchased through First Time Homebuyer Program**
  Purchase assistance loans financed and Mortgage Credit Certificates Issued for first time home buyers.

### Well-Run
- **Leveraged Resources - Multi-Family Rental Housing**
  The difference of total development costs and HCIDLA loans through housing development projects.
- **Code Complaints Responded to Within 72 Hours**
  Rental housing habitability complaints processed by Complaint Inspection Program (CIP) w/in 72 hours.
- **CDBG Expenditure Timeliness**
  Ratio calculated based on HCIDLA's ability to expend a percentage of CDBG funds awarded within a prescribed period of time.
- **Customer Satisfaction Rating - FSS (Semi-Annual)**
  Rating provided semi-annually through customer satisfaction surveys deployed by CSUN at the FSCs.
- **FSS Program Return on Investment Ratio**
  Ratio of current value of Local Economic Impact of FSC Services over the total fiscal year delivery system investment into the FSS.
- **% of Units in Compliance Within 120 Days of Notice to Comply**
  Rental units that have complied with initial Notice to Comply within 120 days restoring safe, sanitary and habitable living conditions.
- **% of Tenant Rent Complaint Cases Resolved w/in 120 days**
  Tenant complaint investigations completed by Rent Division staff within 120 days of receipt of the complaint.

## Understanding the HCIDLA Back to Basics Scorecard

**Performance Metric:** An HCIDLA service or operational outcome or output evaluated to demonstrate performance and/or value.

**Progress to Date:** Progress percentage seeks positive performance of 80% of goal or higher. The exception is CDBG Expenditure Timeliness where any % above 100% is considered negative performance. In all cases, red denotes unfavorable performance and green denotes favorable performance. Progress is based on the prorated Fiscal Year annual goal for the cumulative performance reporting period.

**Current Performance:** Actual cumulative performance metric data for the specified fiscal year as of the end of the identified quarter.

**Annual Goal:** Performance target level for the current fiscal year. Identified by HCIDLA Executive Management prior to start of fiscal year based on previous performance as well as adjustments based on expected changes including funding & legislation. Adjustments are made subject to analysis by management or unanticipated changes in operational conditions.
Location and Contact Information

**Toll-free Hotline**
(866) 557-7368

**TDD**
(213) 473-5990

**E-mail**
hcidla.contact@lacity.org

**Website**
hcidla.org

**Public Counters**

- **Main Office**
  1200 W. 7th St., Suite 100
  Los Angeles, CA 90017

- **Central Regional Office**
  3550 Wilshire Blvd., Suite 1500
  Los Angeles, CA 90010

- **East Regional Office**
  2215 N. Broadway
  Los Angeles, CA 90031

- **North Regional Office**
  6640 Van Nuys Blvd.
  Van Nuys, CA 91405

- **South Regional Office**
  690 Knox St., Suite 125
  Torrance, CA 90502

- **West Regional Office**
  1645 Corinth Ave., Suite 104
  Los Angeles, CA 90025

- **Mark Ridley-Thomas Constituent Service Center**
  8475 S. Vermont Ave., 2nd Floor
  Los Angeles, CA 90044

**FamilySource Centers**

- **Lucille Beserra Roybal FSC (City-Managed)**
  2130 E. First St., Suite 110
  Los Angeles, CA 90033

- **El Centro de Ayuda Corporation**
  1972 E. Cesar Chavez Ave.
  Los Angeles, CA 90033

- **El Centro del Pueblo**
  1824 W. Sunset Blvd.
  Los Angeles, CA 90026

- **Youth Policy Institute**
  1075 N. Western Ave., Suite 110
  Los Angeles, CA 90029

**FamilySource Centers (continued)**

- **Barrio Action Youth and Family Center**
  4927 Huntington Dr., Suite 200
  Los Angeles, CA 90032

- **Tom Bradley FSC (City-Managed)**
  5213 W. Pico Blvd.
  Los Angeles, CA 90019-4041

- **New Economics for Women**
  21400 Saticoy St.
  Canoga Park, CA 91305

- **El Nido Family Centers**
  11243 Glenoaks Blvd., Suite 3
  Pacoima, CA 91331

- **New Economics for Women**
  6931 Van Nuys Blvd., Ste. 201
  Van Nuys, CA 91406

- **The Children’s Collective**
  255 E. 28th St.
  Los Angeles, CA 90011

- **Coalition of Mental Health Professionals, Inc.**
  9219 S. Broadway
  Los Angeles, CA 90003

- **1736 Family Crisis Center**
  2116 Arlington Ave., Suite 220
  Los Angeles, CA 90018

- **Community Build**
  8730 S. Vermont Ave.
  Los Angeles, CA 90044

- **Bradley Milken FSC (City-Managed)**
  1773 E. Century Blvd.
  Los Angeles, CA 90002-3051

- **Watts Labor Community Action Committee (WLCAC)**
  958 E. 108th St.
  Los Angeles, CA 90059

- **Latino Resource Organization, Inc.**
  4804 S. Centinela Ave.
  Los Angeles, CA 90066

- **Central City Neighborhood Partners**
  501 S. Bixel St.
  Los Angeles, CA 90017

- **Toberman Neighborhood Center**
  131 N. Grand Ave.
  San Pedro, CA 90731

- **Oakwood Family Resource Center**
  3910 Oakwood Ave.
  Los Angeles, CA 90004