Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Program Year 43 (PY 2017-18) Annual Action Plan is the fifth year plan of the 2013-17 Consolidated Plan (Con Plan), directing federal affordable housing and community development grant dollars to investments that provide decent housing, a suitable living environment, and expanded economic opportunities for low- and moderate-income residents of Los Angeles. The Con Plan is the City of Los Angeles’ (City) strategic plan for leveraging the Housing and Urban Development Department’s (HUD) annual entitlement allocations of four key federal grant programs: 1) the Community Development Block Grant (CDBG), 2) the Emergency Solutions Grant (ESG), 3) the HOME Investment Partnerships Program (HOME), and 4) the Housing Opportunities for Persons with AIDS (HOPWA).

This fifth year plan further advances the values established in the City’s Five-Year Con Plan:

- **Environment**: Foster a safe, healthy, and environmentally sustainable region.
- **Equity**: Foster equal access to opportunity and equitable treatment for all.
- **Engagement**: Foster social interaction and community vitality.
- **Economy**: Foster an economically prosperous and resilient region.

Municipal policies are created to respond to the City’s ongoing fiscal and policy challenges. Despite many challenges, we continue to work towards planning and investing alongside the transit investments taking place in the City.

This document, like the fourth Action Plan submitted last year, identifies and updates the state of funding and the general status of the Con Plan – its goals, strategies, outcomes and the variables that affect its implementation. The Executive Summary discusses the challenges and opportunities encountered since the adoption of the Five-Year Plan. With this in mind, we encourage stakeholders to refer back to the Five-Year Con Plan to understand the foundation on which we continue implementation of the Con Plan.

**Persistent Challenges**

The City still faces many of the challenges identified in the Five-Year Con Plan, as well as subsequent Action Plans. Although the City’s unemployment rate has improved, the City continues to deal with underemployment and with greatly reduced funding for affordable housing and essential human services, while housing affordability continues to elude renters and homeowners alike. Cost-burdened residents struggle to meet basic obligations, including paying for housing, transportation, education and health care – all integral components of healthy living. The City has a long way to go to create job opportunities that meet the needs of its businesses and unemployed and underemployed workforce. In April 2017, the City had a 4.4% unemployment rate\(^1\), slightly lower than the state (4.5%) but still higher

\(^1\) [http://www.labormarketinfo.edd.ca.gov/file/lfmonth/allsubs.xls](http://www.labormarketinfo.edd.ca.gov/file/lfmonth/allsubs.xls)
than the nation (4.1%)\textsuperscript{2}. Although it is a 1% decrease from April 2016 (5.3%)\textsuperscript{3}, the benefits of improved labor market conditions remain elusive to many City residents.

The Impact of the Wealth Gap

Across the nation, cities are grappling with the consequences and challenges brought about by disproportionate economic gains since the ongoing rebounding from the Great Recession. According to a 2015 Pew Research Center analysis of the U.S. Census Bureau data, the economic standing of the American middle class has drastically changed, showing that the group that formed the bedrock of America’s post-WWII success has shrunk, while those in the lower- and upper-income tiers have grown. From 1971 to 2015, the percentage of adults in the highest-income group grew from 4% to 9%, and the lowest-income group grew from 16% to 20%, while the middle-income segment decreased from 80 to 71% for the same period\textsuperscript{4}. This report also shows that, in 2013, the median net worth of the nation’s upper-income families was $650,074, nearly seven times that of middle-income families ($98,057), and nearly 69 times that of lower-income families ($9,465). This is considered one of the widest wealth gaps recorded since data has been collected.

Los Angeles has one of the worst rates of income inequality in the nation. A Brookings Institution January 2016 report on income distribution in U.S. cities placed Los Angeles with the seventh highest level of income inequality out of the 100 largest metropolitan areas\textsuperscript{5}. Stakeholders that observe and comment on the effects of income inequality posit that this growing and persistent gap pushes out younger residents, and leads to pockets of stubborn poverty that, in turn, have deleterious, domino effects, such as the undermining of school quality.

Los Angeles draws people seeking opportunity at each end of the income and wealth spectrum. The combined effect of fast-growing industries, such as technology, finance and entertainment, and the ongoing gentrification in certain sectors, such as downtown, draw wealthier people. Simultaneously, big cities like Los Angeles continue to entice low-income people seeking low-skilled employment.

The wealth gap phenomenon continues to exacerbate the already out-of-reach nature of homeownership affordability for many in the City, along with climbing home prices. According to the National Association of Homebuilders/Wells Fargo Housing Opportunity Index, as of the first quarter in 2017, the median price for a single family home in the nation was $245,000, a 9% increase from the first quarter in 2016\textsuperscript{6}. The LA-Long Beach-Glendale region, as of the first quarter in 2017, had a median single family home price of $535,000, or 2.2 times the national median price, a 7% increase from the same time period in 2016\textsuperscript{7}. According to the Index, the region consistently ranks at the bottom of affordability. Only about 12% of homes sold in the region in the first quarter of 2017 were affordable to

\begin{itemize}
  \item http://www.labormarketinfo.edd.ca.gov/file/lfmonth/calpr.pdf
  \item http://www.labormarketinfo.edd.ca.gov/cgi/dataanalysis/labForceReport.asp?menuchoice=LABFORCE
  \item http://www.pewsocialtrends.org/2015/12/09/the-american-middle-class-is-losing-ground/
  \item https://www.brookings.edu/research/city-and-metropolitan-inequality-on-the-rise-driven-by-declining-incomes/
  \item http://www.nahb.org/~/media/Sites/NAHB/Research/housing-economics/housing-indexes/housing-opportunity-index/20170511/1-1991-present-2017q1
  \item http://www.nahb.org/~/media/Sites/NAHB/Research/housing-economics/housing-indexes/housing-opportunity-index/20170511/2-history-by-msa-2017q1
\end{itemize}
families with a median income of $64,300\(^8\). By stark contrast, on a national level, about 60% of homes sold in the first quarter of 2017 were affordable to households earning the US median income\(^9\).

The basic contours of the story on the funding side remain – since 2011, the City has had to absorb deep losses of federal funding for Con Plan-funded programs. The funding level trends present the City with the challenges of addressing housing and social services needs for residents in poverty with diminishing resources. The PY 2017-18 Annual Action Plan budget reflects the City’s Year 4 HUD funding allocation. The graph below shows the City’s allocations, by grant program, from 2013 to 2017.

**Federal Entitlement Allocations from 2013-2017:**

<table>
<thead>
<tr>
<th>Year</th>
<th>CDBG</th>
<th>HOME</th>
<th>ESG</th>
<th>HOPWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$53,304,104</td>
<td>$18,926,430</td>
<td>$3,842,980</td>
<td>$13,304,984</td>
</tr>
<tr>
<td>2014</td>
<td>$51,090,928</td>
<td>$20,966,742</td>
<td>$4,330,357</td>
<td>$15,919,867</td>
</tr>
<tr>
<td>2015</td>
<td>$49,954,532</td>
<td>$18,839,495</td>
<td>$4,554,073</td>
<td>$14,324,879</td>
</tr>
<tr>
<td>2016</td>
<td>$49,744,488</td>
<td>$19,770,457</td>
<td>$4,496,906</td>
<td>$13,700,201</td>
</tr>
<tr>
<td>2017</td>
<td>$49,416,902</td>
<td>$19,782,920</td>
<td>$4,478,369</td>
<td>$15,610,951</td>
</tr>
</tbody>
</table>

**Evolving Challenges and Opportunities**

**Eradicating Veterans’ Homelessness**

In 2014, Mayor Garcetti joined with First Lady Michelle Obama’s pledge to end veterans’ homelessness by December 31, 2015. To do so, the Mayor collaborated with the *Home for Good Initiative*, a public/private partnership with over 100 members, led by the United Way of Greater Los Angeles and the Los Angeles Chamber of Commerce. At that time, the partnership estimated that between January 2014 and December 2015, there would be approximately 6,529 homeless veterans who would need housing.

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\(^8\) [https://www.huduser.gov/portal/datasets/il/il2017/2017MedCalc.odn](https://www.huduser.gov/portal/datasets/il/il2017/2017MedCalc.odn)

\(^9\) [http://www.nahb.org/~/media/Sites/NAHB/Research/housing-economics/housing-indexes/housing-opportunity-index/20170511/1-1991-present-2017q1](http://www.nahb.org/~/media/Sites/NAHB/Research/housing-economics/housing-indexes/housing-opportunity-index/20170511/1-1991-present-2017q1)
The City’s strategy had three main elements: 1) Bring new housing resources for homeless veterans; 2) Prioritize existing housing resources for homeless veterans, and 3) Implement a strong Coordinated Entry System (CES). A City/County partnership, the CES gathers housing and service resources in one virtual space to streamline intake and assessment and enable people with the greatest needs to be the first to get housing and services.

Since 2014, the infusion of federal rent vouchers and services has helped house more than 8,000 homeless veterans in Los Angeles (L.A.). However, the Los Angeles Times reports that that are still more than 1,200 veterans living on L.A. streets, and their numbers are growing, as four to five service members, including those returning from deployment overseas, descend on the streets of L.A. each day 10. This influx of new homeless veterans into the L.A. area has been greater than originally anticipated, and L.A.’s exceedingly tight rental market has a vacancy rate of less than 3%. The City was allocated 627 Veterans Affairs Supportive Housing vouchers in 2014 – over three times the next largest allocation; however, it has taken longer than originally anticipated to find and secure permanent housing units. In the past, the average length of time it took for a veteran to go from being homeless to becoming permanently housed was 233 days; that time period is increasing. Therefore, the City determined that placing a deadline on eradicating veterans’ homelessness would be counterproductive.

Preservation of Affordable Housing
The City is firmly committed to tracking and preserving affordable housing, particularly those units most at-risk of losing their affordability due to covenants expiring in the next five years. Over the last three years, the Los Angeles Housing and Community Investment Department (HCIDLA) has advanced its efforts to develop and enhance policies and strategies that focus on at-risk expiring properties. Specifically, HCIDLA carried out initiatives to assess and categorize the at-risk portfolio, developed financial models and recommendations to preserve affordability, bolstered its outreach and education efforts, and conducted a staff development initiative.

The City's efforts to preserve existing affordable housing was reinvigorated when it inherited the stock of former Community Redevelopment Agency (CRA/LA) housing that featured imminent expiration of affordability. The transfer of housing assets, in particular the at-risk, expiring CRA/LA covenant restricted portfolio, brought both challenges and opportunities to the City. The most notable opportunity was identifying, analyzing, and monitoring the units for occupancy by low-income residents. The most notable challenge was the size and timing of the at-risk expiring portfolio; there were 52 properties and nearly 1,770 units with affordability restrictions expiring between 2016 and 2020.

HCIDLA merged the former CRA/LA housing assets into its overall portfolio and integrated preservation into the City’s overall strategy, by establishing a dedicated preservation team and identifying program funds for preservation, prioritization, tracking, and direct outreach efforts to building owners of at-risk properties. In PY 43, HCIDLA will continue to conduct outreach to identify property owners interested in either continuing to provide affordable housing or selling their property to an entity that will continue the affordability covenants. HCIDLA staff will also continue carrying out similar efforts with the hundreds of at-risk HUD subsidized housing properties with affordability covenants expiring in the next few years.

Support for Affordable Housing Development
In October 2015, the Mayor issued a City directive that reiterated the goal, developed in his Sustainable City pLAn (pLAN), of building 100,000 new housing units by 2021. The pLAN is a comprehensive vision for protecting the environment, growing our economy, and improving equity for every Angeleno. The pLAN affirms that providing affordable and accessible housing are critical elements to make Los Angeles a strong and thriving City. The pLAN and its strategic initiatives aim to ease housing costs, promote appropriate development, encourage new housing near transit, and increase the production and preservation of affordable housing.

A major win for the City was being awarded nearly $100 million from the State of California Affordable Housing and Sustainable Communities Program to develop environmentally sustainable affordable housing. These funds support the construction of more than 700 units of affordable housing, with over 200 being specifically targeted for homeless residents, and about 100 for seniors.

Affordable Housing Linkage Fee (AHLF)
The City recognizes that as one of the few major U.S. cities with a housing affordability crisis without either a source of local funding or an inclusionary housing policy, it must take an aggressive and innovative approach to address the issue. Therefore, in October 2015, the Mayor announced his support for studying and ultimately adopting an affordable housing linkage fee on new development that could raise millions of dollars for affordable housing activities.

The study, managed by the Department of City Planning and HCIDLA, was launched in January 2016 and completed in the fall of 2016. The Study included best practices from other jurisdictions’ affordable housing linkage fees, such as San Diego and San Francisco, as well as economic and statistical research to assess the effects of and relationship between different types of development on the demand for affordable housing in L.A. Various fee scenarios with different fee structures and sizes were also developed, and the Study became the basis for the development and drafting of the City’s AHLF ordinance (Ordinance).

An amendment to the Los Angeles Municipal Code, the Ordinance will establish a permanent funding stream for the development of affordable housing by setting a fee on identified types of market rate development. The funds generated by the fee would be used for the creation of affordable housing. Once adopted, the Ordinance would put the City in a great position to continue its forward thrust in providing affordable housing for its residents. A public hearing was conducted on October 19, 2016, to inform the public of the proposed amendment.

2. **Summarize the objectives and outcomes identified in the Plan**
   
   *This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.*

   The City’s Con Plan represented the City’s first transit-oriented plan that integrates transit, community, economic, and housing development investments.

**Strategic Directions**

The strategic directions established in the five-year Con Plan are as follows:
- Build communities of opportunity by aligning community, economic and housing development investments with transit opportunities to increase their positive impact - improving access and livability - on neighborhoods.
- Maximize community and economic impact through place-based strategies focused on opportunities around transit corridors that provide access to jobs.
- Support programs that create jobs, increase family economic stabilization and mobility, create and preserve affordable and workforce housing, and reduce and end homelessness.
- Link and leverage limited Con Plan resources with other resources/investments to sustain and expand community benefit.
- Increase the operating efficiency and effectiveness of the City and our partners through continued consolidation, integration, and standardization of public services and community development activities.

**Goals and Outcomes**

Goals that can be linked to a holistic approach in investment include, but are not limited to:

<table>
<thead>
<tr>
<th>No.</th>
<th>Goal</th>
<th>PY 2017-18 Funding</th>
<th>Projected Goal Outcomes</th>
</tr>
</thead>
</table>
| 1   | Create housing opportunities for low/mod residents                    | CDBG: $5,554,360, HOPWA: $8,372,096, HOME: $30,116,628 | Rental units constructed: 300 Household Housing Unit  
|     |                                                                    |                             | Direct Financial Assistance to Homebuyers: 83  
|     |                                                                    |                             | Households Assisted  
|     |                                                                    |                             | Housing for People with HIV/AIDS added: 455  
|     |                                                                    |                             | Household Housing Unit |
| 2   | Preserve and maintain existing affordable housing                     | CDBG: $2,352,574            | Homeowner Housing Rehabilitated: 340 Household Housing Unit |
| 3   | Family economic stabilization                                        | CDBG: $6,815,610            | Public service activities other than Low/Moderate Income Housing Benefit: 32,010 Persons Assisted |
| 4   | Improve educational and job readiness                                | CDBG: $0                    | This goal is not active beginning in PY 43. The loss of the Community Based Development Organizations (CBDO) and decreased CDBG funding, especially for public services, has restricted the prior programs funded under this goal. |
| 5   | Job creation                                                         | CDBG: $8,400,000            | Jobs created/retained: 1,070 Jobs  
|     |                                                                    |                             | Businesses assisted: 20 Businesses Assisted |
| 6   | Reducing and ending homelessness                                     | ESG: $1,429,008             | Public service activities other than Low/Moderate Income Housing Benefit: 832 Persons Assisted |
| 7   | Stabilize and revitalize diverse neighborhoods                       | CDBG: $22,876,951           | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 913,535  
|     |                                                                    |                             | Persons Assisted  
|     |                                                                    |                             | Other: 2 Other |
| 8   | Housing services to individuals with HIV/AIDS                         | HOPWA: $18,750,643          | Public service activities for Low/Moderate Income Housing Benefit: 3,306 Households Assisted  
|     |                                                                    |                             | Other: 1 Other |
Goals that **build institutional capacity** include, but are not limited to:

- Integrating and aligning efforts in planning and managing goals, projects, and activities in the Con Plan. Includes alignment with assets outside of the Con Plan, such as transit efforts funded by other sources, and resources from housing finance entities including public-private partnerships such as the New Generation Fund, the City’s apportionment of Low Income Housing Tax Credits, and the City’s grant award from the MacArthur Foundation for efforts in preservation of at-risk affordable housing, for example.
- Fostering integration of efforts and cooperation by developing and utilizing cross-agency working groups to effectively and efficiently design and deliver initiatives that:
  - Leverage resources,
  - Engage the private sector,
  - Enhance civic engagement,
  - Take full advantage of aligning assets, such as transit; and,
- Using performance measurement and evaluation to inform future program design and implementation.

The Annual Action Plan articulates the specific objectives, actions, responsibilities and results for a year. It sets the framework for the submission of applications that, when funded, become the projects and results for the year. As the City aligns projects with the strategic plan, a robust and inclusive community investment strategy integrating transit, community, economic, and housing development will be achieved.

**Comprehensive Homelessness Strategy**

The City of Los Angeles continues to face growing numbers of homeless individuals and families, even as national trends show homelessness decreasing across the nation. The City’s elected leadership has taken important steps and actions to address homelessness, such as establishing the City Council’s Homelessness and Poverty Committee. This committee has passed a series of motions on topics such as safe parking, rapid rehousing and winter shelters. The Council and Mayor are also prioritizing the
prevention and reduction of homelessness in the annual City budget, with a commitment to invest $100 million per year for the next several years.

Moreover, the need to address homelessness in a comprehensive and collaborative manner was identified, and in January 2016, the City released the Comprehensive Homelessness Strategy Report, which marks a milestone in transforming how Los Angeles addresses homelessness through a regional approach. Developed in coordination with 62 entities, including the County, other cities within Los Angeles County, non profits, business leaders and others, the report lists 47 recommendations to address homelessness over the next 10 years, and estimates a cost of $1.87 billion dollars\(^\text{11}\). This investment will pay for a comprehensive strategy that will assist the homeless and those at risk of falling into homelessness with the eventual goal of eliminating homelessness altogether.

A coordinated response by the City, County and nonprofits is essential to prevent individuals from becoming homeless, provide centralized case management to help homeless individuals use resources and housing available to them, arrange short- and long-term housing, and give ongoing support to ensure permanent housing and economic sustainability. A unified intake system ensures that there is ‘no wrong door’ for a homeless individual to get the resources he or she needs, regardless of what agency is contacted first, resulting in the Coordinated Entry System (CES). CES is the core process by which homeless individuals are identified, assessed and matched with the most suitable resource. It standardizes a response to homelessness and reinforces steps that lead to housing. CES collects and streamlines data for homelessness service providers so that they may better identify and provide for the needs of individuals.

Critical to eliminating homelessness is having sufficient housing. The City will need to build interim and long-term affordable housing. Crisis and “bridge” housing provides emergency shelter and temporary housing to those in need of immediate assistance, as well as counseling and assessment to determine steps necessary to secure permanent housing. Vouchers also assist the homeless in finding and maintaining housing by subsidizing rents for a limited period of time.

Leveraging the significant amount of funding necessary from all levels of government and from other sources, to address the enormous problem by providing housing, facilities and services, necessitates having the right governance structure. Coordination with the County of Los Angeles, the 87 other cities in the County, LAHSA, nonprofits, and all other entities is essential. The proper governance structure would hold organizations accountable for the effective use of public funds, assess the outcomes of programs, and determine that the right strategy is being pursued.

**Homelessness Reduction and Prevention Housing and Facilities Bond**

In its aggressive effort to combat homelessness, the City proposed a ballot measure, Measure HHH, which Los Angeles voters overwhelmingly approved in November 2016. Through Measure HHH, the City would issue up to $1.2 billion in general obligation bonds to buy, build, or remodel facilities to provide supportive housing for homeless people; temporary shelters and facilities; affordable housing, veterans housing, housing for individuals and families with low incomes; and increase access to mental health care, drug and alcohol treatment, education and training. The projected infusion of funds generated by Measure HHH provides a funding stream to finance the development of 10,000 permanent supportive housing units over the next ten years.

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2017-18 Homeless Budget
In the City’s 2017-18 budget, the Mayor and City Council committed $134 million to address the homelessness crisis, with a combination of urgent services provided to people on the streets and long-term investments in affordable housing, including $89 million from Measure HHH, $40 million from the General Fund, and $5 million from six other departments’ special funds.

3. Evaluation of Past Performance

The City recognizes that evaluation of past performance is critical to ensuring that the City and its contractors implement activities effectively and that they align with the Con Plan’s overall strategies and goals. In addition to required HUD reporting, such as the CAPER, HCIDLA has implemented processes to track performance, which is assessed on a monthly basis via a scorecard that compares actual performance to prorated annual goals.

Services and programs in the scorecard include
- Domestic Violence Shelter Operations
- FamilySource Centers
- Homeless Services
- HOPWA
- CDBG funded activities managed by City Departments (non-HCIDLA)

In addition to the monthly scorecard that evaluates overall program performance, the HCIDLA also conducts the following performance evaluations.

Evaluation of Domestic Violence Shelters and Family Source Centers
An annual performance evaluation of its individual Domestic Violence Shelter Operations and FamilySource Center contractors is conducted. The annual evaluation and scorecard are derived from the Malcolm Baldrige criteria for performance excellence, which measures business results in the categories of Products and Services, Customer Satisfaction, Financial and Market Outcomes and Process Effectiveness. The evaluation:
- Focuses on recognizing outstanding, rather than average, performance
- Uses simple and transparent measures that are broadly understood and recognized as equitable
- Makes performance information public to create accountability
- Makes performance a requirement for continued funding

A regional needs assessment of the Domestic Violence Shelter Operations Program has been conducted and is pending the final report. The results of the needs assessment will inform the City's policies with regard to domestic violence, and the preparation of a Request for Proposal (RFP), which is planned for late 2017 to procure shelter providers for the next contract term. Following the recommendations from the needs assessment, once finalized, will ensure the continued effectiveness of the domestic violence program.

Evaluation of Homeless Services/Los Angeles Homeless Services Authority (LAHSA)
LAHSA is a Joint Powers Authority established in 1993 as an independent agency by the City and County of Los Angeles. LAHSA is the lead agency in the Los Angeles Continuum of Care (LACoC), and coordinates and manages over $70 million dollars annually in Federal, State, County and City funds for programs providing shelter, housing and services to homeless persons in Los Angeles City and County.
To improve program outcomes, LAHSA convened a continuum-wide Performance Evaluation Advisory Committee consisting of two representatives from agencies in each of the eight County Service Planning Areas, and the Committee developed criteria to evaluate all LACoC Program funded projects. Using the finalized criteria, LAHSA staff compiled performance data from all renewing applicants, and worked with its technical assistance provider, Abt Associates, to calculate a set of performance scores. The scores were reviewed and approved by the LAHSA Commission. An appeals process was established by the Performance Evaluation Advisory Committee. After completing an appeals process, a final set of scores was presented to the LAHSA Commission for final approval, and to the public for comment.

The Performance Evaluation Advisory Committee expanded the evaluation criteria to evaluate ESG funded projects, building standardized evaluation criteria for rapid re-housing and emergency shelter projects. The process and scoring methodology identifies high, moderate, and low performers. Those receiving less than high scores are targeted for technical assistance and their progress tracked. Agencies failing to improve over time will have their funding reevaluated. The overall goal is to use this process to systematically improve the LACoC performance per the HEARTH Act and the new ESG and LACoC Program Rules.

Evaluation of City Departments
Memoranda of understanding have been executed between HCIDLA and other City departments receiving CDBG funds to operate programs. Included in these MOUs is a performance plan that commits each department to meeting specific output and outcome goals. An annual evaluation of actual performance compared to the goals is conducted, and will be considered in determining whether a department should continue to be funded. Corrective action will be requested of those that do not meet their MOU goals, and the reprogramming of CDBG funds from the department will be considered if the corrective action is not implemented.

4. Summary of Citizen Participation Process and consultation process

Public Meetings
To ensure citizen participation in the development of the Action Plan, HUD requires public meetings be held twice during the development process.

Before the Plan was developed, public hearings were held in October and November 2016 to obtain input from the City's diverse population on program-related issues, past and current projects, and funding priorities for the future. After the draft Action Plan was prepared, three public meetings were held in February 2017 to present it to citizens and obtain their feedback. Translation services and Computer Aided Real-Time Transcription (CART) was offered at all meetings.

For both sets of meetings, a 30-day public comment period was observed, and a copy of the public notice was published in the Los Angeles Daily Journal newspaper. Additional information about the meetings is provided in the AP-12 Participation narrative, and a copy of the Public Comments Summary is attached.

Consultation Process
To create affordable housing and healthy communities for a diverse and large population, the City must not simply leverage its own resources, but must also strategically partner with external entities. The development of the Action Plan includes the City engaging with other governmental agencies, community leaders, service providers, and nonprofit organizations, as well as the private sector. Through consultation with these agencies, comments were collected on the draft plan and shared with the City Councilmembers and Mayor as they reviewed the plan.
**Interdepartmental Cooperation**

HCIDLA works closely with sister departments, offices and other agencies to ensure that the Con Plan goals and Annual Action Plan activities are aligned with overall City planning and development efforts.

**Department of City Planning**

*Housing Element and Annual Progress Report:* HCIDLA continues to work alongside the Department of City Planning (DCP) to support a number of Con Plan goals and objectives. It is primarily through the Housing Element, a required component of the City’s General Plan, that the joint effort in writing and reporting on the City’s Housing Element takes shape through the completion of annual progress reports. The progress reports of the Housing Element communicate accomplishments on program goals and objectives, including meeting the housing needs of the City.

The City’s overall housing goal continues to be to create for all residents a City of livable and sustainable neighborhoods, and a range of housing types, sizes and costs in proximity to jobs, amenities and services. Both the Con Plan and Housing Element documents convey mutually-supportive goals and strategies – the Housing Element emphasizes the benefits and advantages to (residential) development along transit-accessible and transit-rich sections of the City, while the Con Plan lays out a transit-oriented, strategic investment plan that will work to site services along transit corridors.

*Deep Counter for Housing:* The Deep Counter for Housing was created in 2016 at DCP’s Development Services Center to review entitlement cases that have a housing component, especially affordable housing projects, in an effort to expedite housing development.

**The Mayor’s Office**

The Mayor’s Office coordinated an effort to obtain designation by the Obama Administration of the Los Angeles Promise Zone in Central Los Angeles (January 2013) and the South L.A. Promise Zone in South Los Angeles (June 2016). The Promise Zones involve comprehensive neighborhood revitalization efforts to improve educational opportunities, create jobs, increase economic development, improve public safety, leverage private capital, preserve and expand affordable housing and reduce poverty.

This collaboration achieves a complementary effort to the ongoing Con Plan work that takes a placed-based approach. The cross sector partnership in the Promise Zones is designed to build and achieve a shared agenda, by coordinating investments between the public and private sectors, strengthening interdepartmental working relationships and connecting with the philanthropic, nonprofit, and academic communities. The ultimate goal of the Promise Zones is to create a dynamic, safe, and livable community with high academic achievement and strong economic growth over the ten-year implementation period and beyond.

**5. Summary of public comments**

At the fall 2016 public hearings, the top issues that were identified as being most important to the community surveyed and as for being addressed by Con Plan-funded programs were:

- Business and job creation, specifically, the need for more training and education.
- Homelessness – the need for more
  - Domestic violence resources
  - Mental health services
  - More shelters/affordable housing
- Public services – greater funding for domestic violence shelters
Other issues identified included the need for a well-planned transportation system; resources for senior citizens; affordable housing; academic enrichment for youth and adults; and resources for parents.

In an effort to collect more citizen input, HCIDLA also participated in the Department of Aging (DOA) Fiscal Year 2017-18 Planning and Service Area Plan public hearings. DOA held five public hearings to provide senior citizens, caregivers, and other beneficiaries of senior programs, including senior advocacy groups and service providers, an opportunity to comment on proposed program changes and service modifications of Older Americans Act Programs, Older Californians Act Programs, and/or Community Development Block Grant Programs. The main concern raised in all five meetings was the availability of decent, safe and affordable housing for seniors. The housing concerns ranged from the difficulty in finding affordable units; the condition and disrepair of senior housing units; tenant’s rights and rent stabilized units; and rent increases affecting seniors on limited income. Other concerns were the lack of senior transportation outside of business hours (evenings and weekends); issues with meals provided by senior citizen centers; and lack of compliance with ADA for housing units and street infrastructure.

Major topics identified by community members at the winter 2017 hearings that addressed the draft PY 43 Action Plan or funded programs were:

- Availability of affordable housing
- Need for more neighborhood improvement projects
- Need for programs funded through public services

6. Summary of comments or views not accepted and the reasons for not accepting them

There were no comments or views presented in the public meetings that were considered unacceptable. The public’s focus and priority on services is limited in how it can be addressed by the Con Plan because of the cap on the amount that can be spent on public services.

7. Summary

This plan continues the efforts of the City’s five-year plan, using data and mapping as part of the decision-making process, and achieving measurable goals by directing federal grant dollars to investments that provide decent housing, a suitable living environment, and expanded economic opportunities for low and moderate income residents. Under the leadership of the Mayor, the City continues exploring place-based planning and continues to work to leverage other funding, including transit-based dollars, to expand the impact of the federal funding.