



Harper House
Affordable Housing in Hollywood

Report of ...

Mayor James K. Hahn's

**Housing
Trust
Fund
Advisory
Committee**



Village Green
Affordable Housing in Sylmar



**REPORT OF THE HOUSING TRUST FUND ADVISORY COMMITTEE
PRESENTED TO MAYOR JAMES K. HAHN
NOVEMBER 14, 2002**



**MAYOR JAMES K. HAHN'S
HOUSING TRUST FUND ADVISORY COMMITTEE**

November 14, 2002

Hon. James K. Hahn
Mayor, City of Los Angeles
City Hall
300 N. Spring Street
Los Angeles, CA 90012

Re: Enclosed report of your Housing Trust Fund Advisory Committee

Dear Mayor Hahn:

On behalf of your Housing Trust Fund Advisory Committee, it is my pleasure to transmit our recommendations regarding Los Angeles's Housing Trust Fund.

Through your vision, the support of the City Council, and the concerted efforts of leaders throughout Los Angeles, our city is beginning to come to grips with an acute shortage of decent, safe and affordable housing. Providing meaningful resources to the Trust Fund was a vital beginning. Assuring the Trust Fund is spent effectively and efficiently is at least as important to residents contending with the many ramifications of our housing crisis. This report—the product of more than five months of focused deliberations among a broad array of housing experts—contains recommendations on how to achieve these goals.

The report addresses three key subjects: how the Trust Fund should be spent, how it should be governed, and how it should be sustained over the long term. The Committee anticipates Los Angeles's elected and appointed officials will move swiftly to evaluate and, ideally, implement these recommendations. With this direction in place, the City should act rapidly to make Trust Fund allocations that target Los Angeles's housing priorities.

Notwithstanding the Committee's sense of urgency in the face of our housing emergency, this is also a moment of great promise. Spent and administered wisely, the Housing Trust Fund—along with the newly passed statewide housing bond (Proposition 46), and other public and private resources—can make a genuine impact on our residents' quality of life. Thank you for the opportunity to shape the future direction of this powerful vehicle for improving the state of housing in Los Angeles.

Sincerely,

Michael Feuer
Chair, Housing Trust Fund Advisory Committee

Enclosure

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HOUSING TRUST FUND ADVISORY COMMITTEE MEMBERS

HOUSING TRUST FUND ADVISORY COMMITTEE MEMBERS

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Thanks for the special efforts of

Sarah Dusseault, Doris Frierson, Jenna Hornstock, Jeff Malin, Nataki Finch Richards

INTRODUCTION

As with other major cities across the nation, the City of Los Angeles confronts a widely documented, acute shortage of decent, safe and affordable housing.¹ Low and middle-income families struggling with the widening gap between wages and housing costs feel this shortage most profoundly.

Recognizing that Los Angeles's housing crisis poses significant challenges to the local economy, transportation infrastructure, education system, health care delivery system, and basic quality of life, Mayor James K. Hahn has committed to allocate an unprecedented \$100 million to the city's Housing Trust Fund (the "Trust Fund"). The Trust Fund was created to provide resources to alleviate Los Angeles's severe affordable housing shortage. The city's 2002-03 budget includes \$42 million for the first phase of the Mayor's funding plan.

In May, 2002, Mayor Hahn appointed a broad array of stakeholders with housing expertise to the Housing Trust Fund Advisory Committee (the "Committee"). The Mayor charged the Committee with recommending policies to assure the Trust Fund addresses the City's housing needs as effectively as possible. The Committee convened from June through October, 2002.

This report is the result of the Committee's research and deliberations. It is presented to the Mayor for his review, and will also be submitted to the City Council. With these recommendations as guidelines, the Committee anticipates that the Mayor and Council, with input from the public, will develop an implementation plan for the Trust Fund.

¹ "Affordable" housing is defined by the United States Department of Housing and Urban Development ("HUD") as requiring no more than 30% of household income. HUD goes on to define categories such as "very low," "low" and "moderate" income based on an Area Median Income ("AMI") for the Los Angeles-Long Beach metropolitan area. These affordability levels are defined in Appendix 5.

EXECUTIVE SUMMARY**General Principles**

The Committee used the following general principles to guide its recommendations:

- The Committee should set broad policy goals, leaving the administrators of the Trust Fund sufficient flexibility to adapt to changing conditions.
- The City should balance the goal of allocating Trust Fund dollars as easily and rapidly as possible--pursuant to clear, consistent and intelligible guidelines--with the aim of assuring a sufficiently thorough proposal evaluation process that results in allocations being directed to well-planned projects likely to succeed.
- The Trust Fund should target low-income households and play a role in sustaining middle-class housing in Los Angeles.
- The Trust Fund should focus primarily on increasing production of housing units. Funding to preserve existing affordable units should be a more limited Trust Fund goal, as should funding to ease the purchase of existing homes (single-family or condominiums) by first-time homebuyers.
- There should be specific expectations, developed with meaningful public input, against which to measure the success of the Trust Fund. City government should be structured to assure ongoing oversight of the Trust Fund.
- Trust Fund administration must be performed at as little additional cost as possible, to assure that Trust Fund revenue is directed overwhelmingly to creating and improving housing. The quality of this administration, however, must reflect an improvement over the existing administration of the City's housing programs.
- The Trust Fund should have reliable, permanent, dedicated, local sources of revenue.

Recommendations

Based on these general principles, the Committee developed recommendations using three broad categories: (1) How the Trust Fund Should be Spent, (2) How the Trust Fund Should be Governed, and (3) How the Trust Fund Should be Sustained. The remainder of this Executive Summary provides an overview of these recommendations.

How The Trust Fund Should Be Spent

- The principal priority of the Trust Fund should be to expand and preserve the number of rental units in Los Angeles for households with combined incomes less than 60% of the Area Median Income (AMI). The 60% AMI cut-off is intended as a cap, not a target. Thus this priority includes allocations to benefit households with combined incomes substantially below 60% of AMI, including families in poverty. The vast majority of this funding should be devoted to increasing the number of housing units in Los Angeles. The increase in housing units can be accomplished through (a) new construction, (b) adaptive re-use of existing structures, (c) increasing the number of units within a given structure, and (d) rehabilitating existing structures or units so that formerly uninhabitable units become habitable and affordable. Within this priority, secondary emphasis should be placed on preserving affordable housing at risk of losing subsidies or covenants that assure long-term affordability.

EXECUTIVE SUMMARY

- The second priority of the Trust Fund should be to provide funding to assist low and middle-income working families, with combined household incomes at or below 120% of AMI, to become first-time homebuyers in Los Angeles. This 120% AMI cut-off is intended as a cap, not a target. The vast majority of this funding should be devoted to constructing new units within the City.
- The third priority of the Trust Fund should be to prevent homelessness by providing one-time grants to very low-income tenants faced with immediate eviction or relocation for which there is no other assistance.
- Trust Fund allocations should be available for predevelopment costs, including land acquisition, in limited circumstances.
- Trust Fund administrators should place a priority on allocations that leverage outside funding sources, such as other public subsidies and private market capital, including conventional loans or financing alternatives. Trust Fund administrators should annually set a Trust Fund-wide leveraging target. (The national average is 7 additional dollars to 1 Trust Fund dollar.) Allocations should be in the form of loans, grants or guarantees.
- Leveraging should be a primary factor in selecting among competing proposals. Trust Fund allocations should also be available, however, to high priority developments for which little or no alternative funding is available.

How The Trust Fund Should Be Governed

- The Los Angeles Housing Department (“LAHD”) should administer the Trust Fund, coordinating this administration with other programs it implements, and with appropriate input and involvement from other city departments and agencies with housing-related responsibilities, including but not limited to the Community Redevelopment Agency (“CRA”), Los Angeles Homeless Services Authority (“LAHSA”), and Housing Authority of the City of Los Angeles (“HACLA”).
- The LAHD overhead to administer the Trust Fund should be limited to those expenses absolutely necessary to assure an efficient allocation and evaluation process.
- The Trust Fund should be administered by a high level executive position within LAHD, under an Assistant General Manager whose responsibility is housing production.
- An enhanced Affordable Housing Commission should assist the Mayor and City Council to oversee Trust Fund administration.
- The Mayor should charge the Affordable Housing Commission to:
 - Recommend benchmarks for the Trust Fund’s effectiveness, based on public input through public hearings conducted at least annually; and
 - Work with the Council, Mayor and Trust Fund Administrators to create a comprehensive plan for spending Trust Fund dollars.

Both of these plans should be subject to ratification of the Council and Mayor.

The comprehensive plan should be crafted between June 2003, and August 2003, for funds to be disbursed in FY 2003-2004. In the current fiscal year, the Commission, Mayor and Council should release funds prior to crafting a comprehensive plan, but after adopting guidelines such as those contained in this report.

- Trust Fund allocations and disbursements should be made through a streamlined and simplified competitive process. This process should be as consistent as possible with the processes employed by other public funding sources, to reduce administrative costs for developers and funding agencies. Trust Fund administrators should also have the ability to respond to unique market opportunities that may occur outside of a competitive process, to maximize the flexibility and creative opportunities of the Trust Fund.

How The Trust Fund Should Be Sustained

- Trust Fund administrators should expend 2002-2003 resources efficiently and quickly. Trust Fund administrators should give top priority to financially feasible projects that demonstrate the ability to commence immediately upon receipt of a Trust Fund allocation. Uncommitted and available Trust Fund dollars should be the subject of a competitive allocations process as soon as possible following the adoption by the Mayor and Council of policies and principles to guide Trust Fund allocations.
- The Council and Mayor should adopt the appropriate ordinances to establish dedicated, permanent and local revenue sources for the Trust Fund by the end of fiscal year 2002-2003. These revenue sources should not be subject to annual budget appropriation. The Trust Fund should reach \$100 million in dedicated, permanent, local revenue sources by 2004-05.
- The Council and Mayor should amend the existing Housing Trust Fund Ordinance (“the Ordinance”) to incorporate key recommendations from the Committee, to ensure effective and efficient implementation of the Trust Fund.
- The City should attract private investment to augment the Trust Fund and engender community-wide support for affordable housing. The Mayor should establish an advisory committee to explore ways to attract private investment to supplement the Trust Fund’s public resources. The proposed advisory committee should pursue proposals that attract new, private dollars, rather than simply transfer existing funding from not-for-profit organizations to the Trust Fund.

FACTUAL BACKGROUND OF THE HOUSING CRISIS IN THE CITY OF LOS ANGELES

Los Angeles' housing crisis has many dimensions, documented through multiple studies during the past fifteen years. In short, Los Angeles has far too few housing units, those that do exist are often overcrowded and riddled with substandard conditions, rents vastly exceed the earning capacities of a significant percentage of the city's population, and home ownership is out of reach for most middle and low income households. A sampling of key statistics underscores the challenges confronting Los Angeles:

Construction Needs

According to the Southern California Association of Governments (SCAG), Los Angeles needs more than 28,000 new housing units by 2005 just to accommodate residents earning less than 80% of the Area Median Income (AMI) for our region.² Between June 30, 1998, and July 1, 1999, the City of Los Angeles experienced a population increase of 65,000 people, but only 1,940 new housing units were built.³ Table 1 summarizes the new construction, rehabilitation, and preservation (of affordable rent levels) needs between 1998 and 2005.

Table 1: Housing Rehabilitation and Conservation Goals, 1998-2005

Income Category	Number of Dwelling Units		
	New Construction	Rehabilitation	Preservation
Very Low Income <50% of Area Median Income (AMI)	17,990	13,040	221,328
Low 50% to 80% AMI	10,416	7,606	270,995
Moderate 80% to 120% AMI	11,314	1,086	157,373
High >120% AMI	20,560	0	60,985
TOTAL	60,280	21,732	700,681

Source: Draft Housing Element 2001, page 3-34

Rent Increases

The housing shortage has caused rents to increase dramatically. Almost 75% of families with annual incomes of \$26,000 or less-- 120,000 families--spend more than half their incomes on rent. In the City of Los Angeles the average two-bedroom apartment rents for about \$1100/month. Using the HUD guideline that a family should not spend more than 30% of their income on housing costs, a single full-time worker needs to earn \$21.15/hour to afford the average two-bedroom apartment. This means that the Housing Wage for the City of

² For 2001, the AMI for a family of four was \$54,500.

³ Source: CA Dept. of Housing and Community Development (HCD).

FACTUAL BACKGROUND OF THE HOUSING CRISIS

Los Angeles is about \$44,000/year.⁴ Decent rental housing is out of reach for workers in various trades. See Table 2 below.

Table 2: Occupations for which Fair Market Rate (FMR) Rental Housing is > 30% of Income

Occupation	Earning
Fast food workers	\$14,000/year
Garment workers	\$14,000/year
Nurses aides	\$14,400/year
Cashiers	\$14,500/year
Assemblers	\$14,500/year
Security Officers	\$14,900/year
Janitors	\$16,100/year
Telemarketers	\$16,500/year
Dental Assistants	\$17,100/year
Truck Drivers	\$18,500/year
Receptionists	\$18,700/year
Data Entry Clerks	\$20,300/year
Sales Agents	\$24,700/year
Bookkeepers	\$25,600/year
Electricians	\$28,800/year
Nonunion Carpenters	\$32,100/year
Auto Mechanics	\$32,100/year

Source: SCANPH, 2002

Overcrowding

In 2000, the City had more than 372,000 overcrowded units, defined as units containing more than 1.01 persons per room. Of that, 102,000 were severely overcrowded, with more than 1.5 persons per room.⁵

Substandard Housing

According to a report published by the *Los Angeles Times* in 1987, over 40,000 garages have been illegally converted to housing.⁶ Two reports in the last fifteen years found that 150,000

⁴ According to the Southern California Association of Non-Profit Housing (SCANPH), the Housing Wage means the generally accepted guideline that a family should not spend more than 30% of their income on housing costs – a single full-time worker needs to earn \$21.15/hour to afford the average two bedroom apartment.

⁵ Source: 2000 US Census

⁶ To date, there are no accurate numbers on garage units.

FACTUAL BACKGROUND OF THE HOUSING CRISIS

apartments in our city are substandard.⁷ According the City’s Systematic Code Enforcement Program, over 1 million violations have been cited for the housing stock inspected to date, which accounts for only about half of the City’s total housing units.

Table 3 summarizes data from the 1999 SCAG Regional Housing Needs Assessment, which documents the overpayment, housing repair and overcrowding crisis facing the City of Los Angeles.

		<30% Median Income		30-50% Median Income		50-80% Median Income		80-95% Median Income		>95% Median Income		Total	
All Households	Renters	184,915	83%	134,013	78%	160,531	72%	61,696	65%	212,307	40%	753,462	61%
	Owners	38,792	17%	37,616	22%	63,785	28%	33,633	35%	316,196	60%	490,022	39%
	Total Households	223,707	100%	171,629	100%	224,316	100%	95,329	100%	528,503	100%	1,243,484	100%
Households w/Any Housing Problem	Renters	155,817	87%	119,617	87%	117,293	79%	31,079	67%	52,100	38%	475,906	73%
	Owners	23,006	13%	18,346	13%	30,288	21%	15,145	33%	85,718	62%	172,503	27%
	Total Households	178,823	80%*	137,963	80%*	147,581	66%*	46,224	48%*	137,818	26%*	648,409	52%*
Households w/Overpayment	Renters	146,851	87%	99,813	85%	73,806	73%	17,973	58%	21,272	22%	359,715	70%
	Owners	22,298	13%	17,238	15%	27,390	27%	12,808	42%	74,483	78%	154,217	30%
	Total Households	169,149	76%*	117,050	68%*	101,196	45%*	30,781	32%*	95,755	18%*	513,931	41%*
Households w/Overcrowding	Renters	64,406	94%	57,226	90%	58,024	83%	16,483	75%	28,856	58%	224,995	82%
	Owners	3,931	6%	6,518	10%	12,237	17%	5,391	25%	20,612	42%	48,689	18%
	Total Households	68,338	31%*	63,774	37%*	70,262	31%*	21,875	23%*	49,468	9%*	273,717	22%*

* This percentage is as a percent of All LA Households. Renter and owner percentages are % of total households with that housing problem.

Table 3: 1999 SCAG RHNA Summary of Housing Conditions in LA County

Home Ownership

Los Angeles has one of the lowest rates of home ownership of any major city in the nation. Just 38.6% of Los Angeles’s residents own their homes.⁸ Further, the median home price in Los Angeles has been steadily increasing, reaching over \$328,000 this past year. Table 4 summarizes information about homeownership in Los Angeles County.

Table 4: Median Home Price Affordability Information

Median Home Price, City of L.A.	Annual Income Needed to Afford	Monthly Payment	Number of Hours Per Week at Minimum Wage Needed to Afford
\$328,219	\$78,619	\$1,965.28	224

Source: CA Assoc. of Realtors August 2002 state estimate vs. 1990 & 2000 U.S. Census; SCANPH calculation assuming 30 year mortgage, 10% down-payment, 7% interest rate

⁷ 1990 US. Census data reported 144,000 units as substandard. In 1997 the Blue Ribbon Citizen’s Committee on Slum Housing reported 150,000 units based on data just released by the 1995 American Housing Survey (US Census Report).

⁸ Source: *Ibid.*

FACTUAL BACKGROUND OF THE HOUSING CRISIS

In particular, the housing crisis has made homeownership unattainable for moderate-income workers.⁹ Employers find it difficult to recruit for positions such as police officer, firefighter, school teacher or nurse when it is almost impossible for these wage earners to purchase homes close to where they work. Table 5 summarizes homeownership rates based on several “moderate-income” earning occupations.

Table 5: Homeownership Rates Based on Occupation

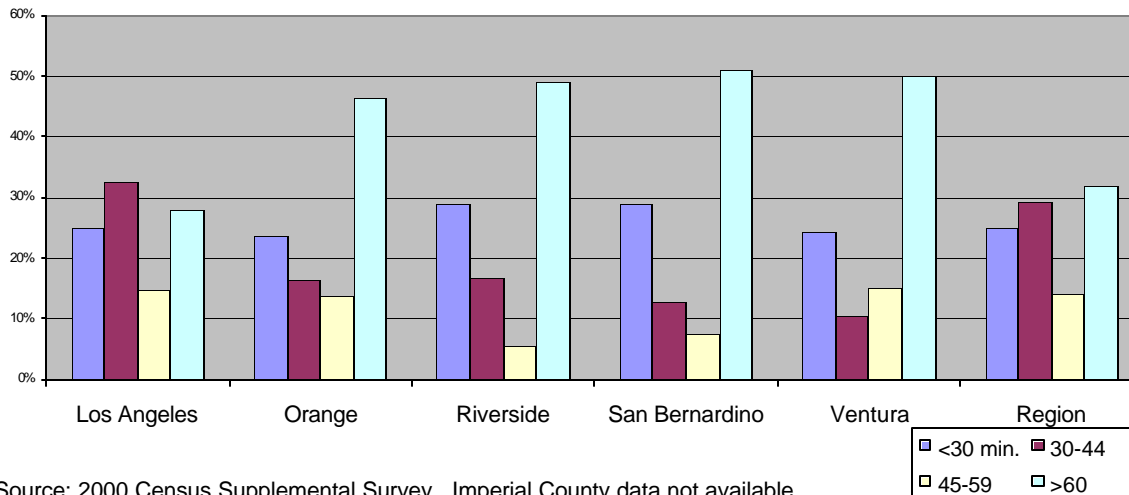
Occupation	Income	Homeownership Rate
Fast Food Workers	\$14,000	18.80%
Data Entry Clerks	\$20,300	23.00%
Teachers	\$39,000	36.60%
Firefighters	\$44,500	36.60%
Police Officers	\$48,000	36.60%
Registered Nurses	\$50,000	49.90%

Source: U.S. Census, Bureau of Labor Statistics, 2000

Quality of Life

The housing crisis threatens Los Angeles’s economy and strains our transportation system. When jobs are not accompanied by affordable housing, employers move to outlying areas. Our freeways are congested and air quality is worsened by the increasing number of workers traveling greater distances from their workplaces in search of affordable housing. In Los Angeles, 51.4% of residents that work outside of the home spend 25 minutes or more traveling to work.¹⁰ As indicated in Table 6, over 30% of Los Angeles County residents spend 30 – 45 minutes traveling

Table 6: Travel Time to Work by Transit (2000)



Source: 2000 Census Supplemental Survey. Imperial County data not available.

to work.

⁹ A common term for housing targeting *moderate* income families (families making 80-120% of AMI) is “workforce housing.” The Committee prefers to call these families “moderate income,” in recognition of the fact that very-low and low-income families are also part of the workforce.

¹⁰ Source: *Ibid.*

FACTUAL BACKGROUND OF THE HOUSING CRISIS

The housing crisis also has broad implications for the education system. Children who endure overcrowded or otherwise substandard housing conditions lack necessities as basic as a quiet place to concentrate on homework. These conditions foster illness and disease, contributing to the burdens on the health care delivery system.

In sum, it is difficult to overstate the importance of contending with Los Angeles's housing crisis. LAHD administers numerous housing production, homeownership, and home repair programs. Funding for each program, however, is inadequate to satisfy demand. The Trust Fund is therefore a crucial ingredient in the city's response to this emergency.

HISTORY OF THE TRUST FUND

The Los Angeles City Council first established the Trust Fund in the 2000-2001 budget. Because this is a *trust fund*, its monies may only be used to advance the purposes of the Trust Fund as defined by ordinance, and not redirected to other municipal purposes. Pursuant to the currently operative ordinance, the Trust Fund may be used for a variety of affordable housing development and preservation needs, including loans or grants for predevelopment, acquisition, development, new construction, rehabilitation or restoration of rental or ownership housing. (LAAC § 5.1222(c) (1), (2).) The Ordinance provides that the Los Angeles Housing Department will administer the Trust Fund. (See Appendix 2.)

Mayor Hahn and the City Council provided \$42 million for the Trust Fund in the 2002-03 budget, as the first installment of a three-year, \$100 million commitment. This represents the largest commitment to a housing trust fund of any city in the United States.¹¹ In the 2002-03 budget, the Trust Fund receives appropriations from the city's general fund, the Community Development Block Grant (CDBG), the Community Redevelopment Agency, the Department of Water and Power's public benefits fund, and bond savings. (See Appendix 7.)

COMMITTEE HISTORY AND COMPOSITION

In May, 2002, the Mayor appointed a Housing Trust Fund Advisory Committee. He directed that the Committee provide recommendations for policies and principles to govern Trust Fund allocations and administration, to assure the Trust Fund be as effective as possible.

Committee members included housing advocates, a tenant, a housing preservation expert, the Affordable Housing Commission President, nonprofit and for-profit housing developers of rental and single-family housing, housing finance experts, labor union officials, a former City Council member and others. (Biographies are listed in Appendix 8.)

The Committee organized its work around five subcommittees focused on different, though related topics. Housing advocate Jan Breidenbach led a subcommittee focused on whom the Trust Fund should benefit. Fannie Mae Los Angeles Partnership Office Director Barbara Zeidman chaired a subcommittee on what kinds of projects and funding the Trust Fund should provide. Nonprofit housing developer David Grunwald chaired a subcommittee focused on how best to leverage Trust Fund dollars. Affordable Housing Commission President Ken Ashford chaired a subcommittee on the administration and oversight of the Trust Fund. Nonprofit housing design and development expert Robin Hughes led a subcommittee on how to sustain the Trust Fund over time.

The Committee first convened in June, 2002, meeting five times through October, 2002. In addition, its subcommittees met frequently throughout this period, developing specific recommendations for the full Committee to consider. To the extent possible, the Committee sought to obtain consensus concerning the recommendations in the report. For those issues for which the Advisory Committee did not reach consensus, a "minority report" is offered with the differing viewpoints and rationale.

The recommendations contained in this report are advisory, not binding on either the Mayor, or the City Council. Ultimately those officials must determine whether more specific guidelines beyond those set forth in the Trust Fund's enabling legislation are necessary. The Committee has concluded its work with the submission of this report.

¹¹ According to the Center for Community Change, Seattle's Trust Fund (composed of several funds) is the next largest, at \$87,635,000.

COMMITTEE RECOMMENDATIONS

No single funding source, or set of policies, will resolve Los Angeles's housing crisis. The Committee believes that the Trust Fund's effectiveness would be maximized, however, were the Mayor and Council to adopt the recommendations discussed below.

1) **How The Trust Fund Should Be Spent**

- **The principal priority of the Trust Fund should be to expand and preserve the number of rental units in Los Angeles for households with combined incomes less than 60% of the Area Median Income (AMI). The 60% AMI cut-off is intended as a cap, not a target. Thus this priority includes allocations to benefit households with combined incomes substantially below 60% of AMI, including families in poverty. The vast majority of this funding should be devoted to increasing the number of housing units in Los Angeles. The increase in housing units can be accomplished through (a) new construction, (b) adaptive re-use of existing structures, (c) increasing the number of units within a given structure, and (d) rehabilitating existing structures or units so that formerly uninhabitable units become habitable and affordable. Within this priority, secondary emphasis should be placed on preserving affordable housing at risk of losing subsidies or covenants that assure long-term affordability.**

Rationale: Among the Committee's most difficult decisions was determining whether Trust Fund expenditures should emphasize production of new housing units, rehabilitation of existing units, preservation of existing affordable units, or some combination. Ultimately the Committee concluded that the lion's share of the Trust Fund resources should be devoted to housing production--including, at the discretion of Trust Fund administrator, housing for people with special needs--given the extraordinary shortage of housing units in Los Angeles. (According to SCAG estimates, 60,000 more units are needed by 2005).

The Committee recommends that funding to rehabilitate existing units and buildings be limited to situations in which the rehabilitation will result in the creation of more housing units on site than existed before the rehabilitation, such as adaptive re-use of existing space, and that preserving the affordability of units that already exist be a limited Trust Fund goal. It is, of course, crucial to rehabilitate the enormous number of substandard units in the city, and address the severe dilemmas posed by the expiration of Section 8 housing. Nonetheless, the Committee believes that the Trust Fund will have the most significant impact on the housing crisis if it is concentrated on the most pressing housing issue facing Los Angeles – production.

Minority Report:

Ruth Schwartz proposed that the Committee amend this recommendation to include the following: "This includes funding for transitional housing as well as permanent housing." She also proposed that the Committee's recommendations focus even more heavily on benefiting the city's lowest income populations.

Minority Report Rationale: Without doubt, the greatest need for affordable housing in the City of Los Angeles is housing for people who are the poorest amongst us, especially the 22% of the population (801,050 individuals) that live below the poverty line (U.S. Census, 2000). These households have the worst-case housing scenario as measured on all housing indicators, including living in overcrowded conditions, paying 70 percent or

COMMITTEE RECOMMENDATIONS

more of their limited income on housing and in extreme cases, not having any housing at all. In fact, all indicators are that the problems of poverty and homelessness are increasing in our City and have reached crisis proportions.

The so-called “safety net” programs have been unraveling at an alarming rate making the population in the City living in poverty even more at-risk for homelessness.

We must address and focus our resources on the needs of our most impoverished as the highest priority before we can reasonably address the needs of other populations, including first-time homebuyers.

With the passage of Proposition 46 on the November 5th ballot, the City will be able to leverage considerable dollars for programs that focus on the poor. Additionally, Section 8 Project Based Assistance (PBA), administered by HACLA, will provide the rental subsidy needed to make the units affordable to the poorest amongst us.

Finally, the rehabilitation of housing includes not only the rehabilitation of housing at risk of losing subsidies or covenants, but also the large stock of multifamily housing that is in danger of loss because of neglect and age. This housing must be converted into long-term affordable housing for low and very-low income households for the generations to come.

- **The second priority of the Trust Fund should be to provide funding to assist low and middle-income working families, with combined household incomes at or below 120% of AMI, to become first-time homebuyers in Los Angeles. This 120% AMI cut-off is intended as a cap, not a target. The vast majority of this funding should be devoted to constructing new homeownership units within the City.**

Rationale: The main goal of this recommendation is to produce new for-sale units. Secondary emphasis should be placed on allocations to purchase existing affordable units within the City. While the Committee chooses to leave the precise form of this assistance to the administrators of the Trust Fund, an example of such aid includes “soft-second” mortgages, which fund the difference between purchase price, on one hand, and the sum of the maximum down payment and mortgage for which the home buyer can qualify, on the other.¹² Other forms of assistance include, but are not limited to: grants, recoverable loans (short- and long-term), interest buydown loans, and program-related income grants.

By complementing existing programs and the AFL-CIO’s new \$100 million-home ownership initiative, the Trust Fund could help enable workers in critically-needed services including teachers, public safety officers, nurses and others to live closer to jobs, enhance recruiting for these highly valued positions, and strengthening our city’s neighborhoods.

- **The third priority of the Trust Fund should be to prevent homelessness by providing one-time grants to very low-income tenants faced with immediate eviction or relocation for which there is no other assistance.**

Rationale: There is little or no financial assistance currently available for some tenants confronting eviction. Therefore, the Committee feels that a *limited* portion of the Trust Fund should be made available to those who are at risk of becoming homeless due to a catastrophe, or no fault eviction for which there is *no other source of assistance*.

¹² The LAHD’s home ownership unit currently funds this assistance through two separate programs, though the qualifying household income threshold for at least one of these programs is only 80% of AMI.

The Committee believes that in limited circumstances the Trust Fund can be a source of one-time funds to such tenants. The Committee cautions that such programs can be labor intensive, and therefore expensive to administer. Therefore, the Committee recommends that elected officials and Trust Fund administrators carefully consider how to structure programs providing such grants, employing successful practices from other jurisdictions. If, in a given year, Trust Fund resources are not used for such emergency rental assistance, they should be rededicated to other purposes, such as production of new emergency shelters.

- **Trust Fund allocations should be available for predevelopment costs, including land acquisition, in limited circumstances.**

Rationale: The Committee recommends that Trust Fund allocations be available for predevelopment costs, including land acquisition costs, in circumstances where Trust Fund administrators believe (1) that the project is of particularly high priority; and (2) where the applicant demonstrates that the project is an innovative approach to developing new housing. This is to enable the Trust Fund administrators to maximize leveraging opportunities for projects likely to receive other sources of funding.

Minority Report:

Lisa Sugino of the Little Tokyo Service Center recommended eliminating the phrase, “in limited circumstances.”

- **Trust Fund administrators should place a priority on allocations that leverage outside funding sources, such as other public subsidies and private market capital, including conventional loans or financing alternatives. Trust Fund administrators should annually set a Trust Fund-wide leveraging target. (The national average is 7 additional dollars to 1 Trust Fund dollar). Allocations should be in the form of loans, grants or guarantees.**

Minority Report Rationale: The Trust Fund should leverage outside funding sources. Nationally, studies show that each dollar spent by a housing trust fund leverages seven dollars in additional housing funding.¹³ The Trust Fund can close an array of funding gaps, enabling recipients including first-time homebuyers, and private developers incorporating affordable housing into market rate developments, to obtain outside funding which, but for the Trust Fund, would be unattainable.

Requiring some form of repayment for loans made from the Trust Fund could help assure the viability of the Trust Fund later on. There may also be circumstances, however, where grants are the most effective means of building new units of housing quickly. Trust Fund administrators should have the discretion to determine in which cases to employ which methods.

Trust Fund proceeds should also be available as a source of guarantee or collateral in transactions where this strategy will increase private dollars in a transaction. It would allow the Trust Fund to leverage greater private participation without necessarily expending funds, providing a hedge against risk that will make private capital more easily available and at better cost. This ultimately will allow the City to achieve greater affordability and faster production, at less expense to the Trust Fund.

¹³ *Workbook for Creating a Housing Trust Fund*, Mary Brooks, Center for Community Change, Washington, D.C., July 1999.

COMMITTEE RECOMMENDATIONS

- **Leveraging should be a primary factor in selecting among competing proposals. Trust Fund allocations should also be available, however, to high priority developments for which little or no alternative funding is available.**

Rationale: The Committee extensively debated, and rejected, requiring a specific minimum leveraging ratio for each project receiving Trust Fund allocations. This is to allow the Trust Fund to be a funding source for projects for which there may be little or no alternative resources, but which nonetheless fulfill high priority housing needs.

Trust Fund administrators should develop guidelines, by project category, for appropriate minimum leveraging ratios, taking into account available outside funding sources. These ratios may vary dramatically depending on the type of project.

(See Appendix 6 for examples of other programs that can be leveraged.)

2) **How the Trust Fund Should Be Governed**

- **The Los Angeles Housing Department should administer the Trust Fund, coordinating this administration with other programs it implements, and with appropriate input and involvement from other city departments and agencies with housing-related responsibilities, including but not limited to the Community Redevelopment Agency, Los Angeles Homeless Services Authority, and Housing Authority of the City of Los Angeles.**

Rationale: The Committee believes that LAHD's execution of the programs it currently administers is deficient. However, the Committee nonetheless believes that LAHD is the proper entity to administer the Trust Fund. LAHD currently administers the vast majority of Los Angeles's housing programs. The Committee believes that creating a new bureaucracy just for the Trust Fund would be redundant and wasteful.

At the same time, the Committee recommends that the Mayor, City Council, and other officials closely monitor and work to improve LAHD's administration of the City's housing programs.

- **The LAHD overhead to administer the Trust Fund should be limited to those expenses absolutely necessary to assure an efficient allocation and evaluation process.**

Rationale: The Committee believes that LAHD currently has inadequate capacity to perform the functions with which it is charged, let alone a \$100 million Trust Fund. The Committee recommends that the Mayor authorize additional staff to administer the Trust Fund, using Trust Fund dollars. The Committee was very concerned that Trust Fund monies be used as efficiently as possible, and that any additional staff for Trust Fund administration be leveraged with existing LAHD staff and infrastructure.

- **The Trust Fund should be administered by a high level executive position within LAHD, under an Assistant General Manager whose responsibility is housing production.**

Rationale: The Trust Fund should be administered at a level that reflects its priority and importance. It should be supervised by a designated executive level administrator, who plays an integral role in LAHD and is able to focus solely on the Trust Fund.

- **An enhanced Affordable Housing Commission should assist the Mayor and City Council to oversee Trust Fund administration.**

Rationale: Given the significance of the affordable housing crisis, the city's Affordable Housing Commission should play an increased role in overseeing the production of new housing units, and housing conditions. The Commission should complement Mayoral and Council oversight by performing aggressive, systematic oversight of the administration of the Trust Fund. Taking advantage of the benchmarking and public hearings discussed below, the Commission should evaluate the efficacy of the Trust Fund on an annual basis, issuing a report to the Mayor and Council. This enhanced role would not require changes in the City Charter or ordinances; rather, the Mayor should simply charge that the Commission undertake these responsibilities.

- **The Mayor should charge the Affordable Housing Commission to:**
 - **Recommend benchmarks for the Trust Fund's effectiveness, based on public input through public hearings conducted at least annually; and**
 - **Work with the Council, Mayor and Trust Fund Administrators to create a comprehensive plan for spending Trust Fund dollars.**

Both of these plans should be subject to ratification of the Council and Mayor.

The comprehensive plan should be crafted between June 2003, and August 2003, for funds to be disbursed in FY 2003-2004. In the current fiscal year, the Commission, Mayor and Council should release funds prior to crafting a comprehensive plan, but after adopting guidelines such as those contained in this report.

Rationale: The Mayor should charge the Affordable Housing Commission with developing benchmarks against which the Trust Fund's performance can be measured. To accomplish this, the Commission should hold public hearings that (in combination with Mayoral and Council input) should provide information on which to base these standards. Periodic public input will help assure accountability for Trust Fund expenditures, and provide decision makers with a fresh perspective on emerging affordable housing issues.

Once the Commission has developed these benchmarks, it should submit them to the Mayor and Council for approval. Some potential metrics to consider are:

- Number of units built;
- Number of households (or individuals) served;
- Income levels served;
- Number of loans approved / funded;
- Minimum administrative / overhead cost;
- Number of temporary and permanent jobs created;
- Loan repayment (over time);
- Demonstrated ability to leverage (and quantify) other resources;
- Ability to promote neighborhood revitalization; and
- Development cost efficiency.

COMMITTEE RECOMMENDATIONS

The Commission, Mayor and Council should apply these benchmarks in conducting evaluations of the Trust Fund's effectiveness on at least an annual basis. These evaluations should be memorialized in an annual report on the Trust Fund. These benchmarks and evaluations should also be employed when conducting the annual performance review of the LAHD General Manager.

The comprehensive plan for the Trust Fund should take account of other funding sources, and, in particular, the timeframes and deadlines for these funding sources.

- **Trust Fund allocation and disbursement should be made through a streamlined and simplified competitive process. This process should be as consistent as possible with the processes employed by other public funding sources, to reduce administrative costs for developers and funding agencies. Trust Fund administrators should also have the ability to respond to unique market opportunities that may occur outside of a competitive process, to maximize the flexibility and creative opportunities of the Trust Fund.**

Rationale: A thorough and comprehensive application process for Trust Fund allocations would promote the goal of directing Trust Fund dollars to well-planned projects most likely to succeed. At the same time, however, the Committee believes that the application process for Trust Fund money allocations should be as consistent as possible with applications for housing funding from other public agencies, reducing the need for housing developers to devote time and resources to applications, rather than housing units. Further, the Committee also recommends that the Mayor and Council consider granting authority to the Assistant General Manager designated to administer the Trust Fund to pre-qualify developers.¹⁴ This would reinforce the ability to implement creative opportunities in a timely manner.

3) How the Trust Fund Should Be Sustained

- **Trust Fund administrators should expend 2002-2003 resources efficiently and quickly. Trust Fund administrators should give top priority to financially feasible projects that demonstrate the ability to commence immediately upon receipt of a Trust Fund allocation. Uncommitted and available Trust Fund dollars should be the subject of a competitive allocations process as soon as possible following the adoption by the Mayor and Council of policies and principles to guide Trust Fund allocations.**

Rationale: Efficient expenditure will demonstrate the ability to meet Trust Fund goals, and thus make a case that the Trust Fund should be sustained over the long term.

- **The Council and Mayor should adopt the appropriate ordinances to establish dedicated, permanent and local revenue sources for the Trust Fund by the end of fiscal year 2002-2003. These revenue sources should not be subject to annual budget appropriation. The Trust Fund should reach \$100 million in dedicated, permanent, local revenue sources by 2004-05.**

Rationale: A key facet of the Trust Fund is that once money is deposited into it, those funds are sequestered from use for other public purposes, no matter how important.

¹⁴ Prequalification allows developers to submit qualifications, through the Request for Qualifications Process (RFQ), which show their financial capacity and experience for the scope of services being requested. The City can use a list of pre-qualified developers in its Request for Proposal (RFP) process, subject to criteria established by the Mayor and Council (and approved by the City Attorney) to expedite the RFP process.

Thus, there will always be tension between maximizing the flexibility and discretion of elected decision makers charged with difficult budget choices, and assuring a viable, dependable Trust Fund insulated from fiscal emergencies or other challenges.

Given the long-term nature of Los Angeles' housing crisis, and the concerted, multi-year efforts necessary to alleviate it, the Committee believes that the Mayor and Council should explore every possible revenue source to fund the Trust Fund. Possible dedicated local revenue sources that currently exist, some or all of which could annually fund the Trust Fund, include but are not limited to:

- Transient Occupancy Tax (TOT);
- Tobacco Settlement; *
- Increase in the redevelopment tax increment housing set-aside;*
- Department of Water and Power – Public Benefit Fund;*
- Growth in the Citywide property taxes;
- Program income generated from the repayment of all housing loans from LAHD and CRA;
- Documentary transfer tax;
- Sales tax increase increment;
- Parking users' tax; and
- Community Development Block Grant (CDBG) Funds.*¹⁵

* Revenue sources marked with an asterisk are currently being used to fund the Trust Fund.

New revenue sources that may be considered include but are not limited to:

- Inclusionary zoning ordinance with an in-lieu fee;
- Property tax from the closure of Redevelopment Project Areas; and
- Local general obligation bond.

- **The Council and Mayor should amend the existing Ordinance to incorporate other key recommendations from the Committee, to ensure effective and efficient implementation of the Trust Fund.**

Rationale: Amending the Ordinance would assure that the purposes of the Trust Fund are clear and broadly understood, as well as increase accountability for the Trust Fund's performance.

These recommendations include, but are not limited to, elements pertaining to:

- Eligible households and population served, including income targeting;
- Eligible uses;
- Eligible housing types;

¹⁵ This is neither a local nor a permanent revenue source.

COMMITTEE RECOMMENDATIONS

- Type of funding – loans and grants;
 - Term of affordability;
 - Administration;
 - Oversight and governance; and
 - Leveraging.
- **The City should attract private investment to augment the Trust Fund and engender community-wide support for affordable housing. The Mayor should establish an advisory committee to explore ways to attract private investment to supplement the Trust Fund’s public resources. The proposed advisory committee should explore proposals that attract new, private dollars, rather than simply transfer existing funding from not-for-profit organizations to the Trust Fund.**

Rationale: Given the costs associated with implementing a comprehensive housing policy agenda, the City of Los Angeles should identify ways to infuse private dollars into the Trust Fund. The City should consider how other jurisdictions, such as Santa Clara County and Boston, have garnered private resources to enhance and sustain their Trust Funds. The Committee was concerned that pursuing such partnerships could redirect existing financial contributions currently going to other housing entities. In its efforts to infuse private capital into the Trust Fund, the City should work to ensure that these are new sources of funds.

CONCLUSION

By providing the Trust Fund with meaningful resources for the first time, Mayor Hahn and the City Council have taken the first step toward aggressively tackling Los Angeles’s immense housing crisis. The Committee’s recommendations are designed to provide the Mayor with guiding principles to govern the operation of the Trust Fund in this crucial time. Concentrating Trust Fund allocations on a defined set of fundamental needs, and implementing steps to assure the Trust Fund is administered effectively and accountably, are imperative as the City begins to make an impact on one of its most pressing challenges.

November 14, 2002

Mayor’s Housing Trust Fund Advisory Committee

APPENDICES

APPENDIX 1: MAYOR'S STATEMENT REGARDING THE HOUSING TRUST FUND**FOR IMMEDIATE RELEASE****Contact:** Julie Wong,

January 17, 2002

213/978-0741

MAYOR HAHN ANNOUNCES \$100 MILLION HOUSING TRUST FUND PROPOSAL

LOS ANGELES -- Mayor Jim Hahn today announced his proposal for a \$100 million Housing Trust Fund to address Los Angeles's pressing housing needs. Mayor Hahn's plan is a historic commitment to support affordable housing.

"If Los Angeles is going to be a 21st Century city, we must have a 21st Century housing policy," said Mayor Hahn at a press conference at the construction site for the Park Plaza Artist Colony senior apartment community in North Hollywood. "The Housing Trust Fund is the centerpiece of that effort. It is an investment in our city's future that will benefit the economy and city residents far in excess of the amount the city contributes."

Mayor Hahn's Funding Plan for the Housing Trust Fund would reach \$100 million available for affordable housing by July 1, 2004. In Fiscal Year (FY) 2001-02, \$10.5 million has been appropriated to the Housing Trust Fund. In FY02-03, \$42.4 million will be provided to the Housing Trust Fund primarily from General Fund Sources. In FY03-04, \$47.1 million will be provided to the Trust Fund, for a cumulative total of \$100 million. After FY03-04, the city would annually allocate funding to maintain the Housing Trust Fund at \$100 million.

In his Funding Plan, Mayor Hahn made every effort to preserve funding for existing programs and dedicated trust funds currently used for other purposes. The Funding Plan relies on funding sources that can provide revenue annually and does not impose any new fees.

Affordable housing advocates who joined Mayor Hahn at his press conference included Housing LA Executive Director Jan Breidenbach, L.A. Family Housing CEO David Grunwald, and Executive Secretary Treasurer of the Los Angeles County Federation of Labor/AFL-CIO Miguel Contreras.

"The labor movement in Los Angeles has worked hard with housing advocates and the community," said Contreras. "It is significant that the Housing Trust Fund is announced on the eve of Martin Luther King, Jr.'s birthday. There could be no more fitting tribute to his legacy than to close the economic and moral gap that exists in Los Angeles."

Mayor Hahn also announced that he will convene a Housing Trust Fund Advisory Committee comprised of key leaders involved in affordable housing, including nonprofit and for-profit developers, community and business leaders, housing advocates, and land use experts. The Advisory Committee will provide input on issues such as the percentage of Housing Trust Fund dollars apportioned to rental and homeownership assistance, the Housing Trust Fund's structure and governance, and funding methods and guidelines.

APPENDIX 2: AFFORDABLE HOUSING TRUST FUND ORDINANCE

ORDINANCE NO. 174,709 Eff. 8/24/02

An Ordinance amending Subsection (a) of Section 5.522 and Subsections (b) and (d) of Section 5.531 of the Los Angeles Administrative Code, to provide for the allocation of new revenue attributable to the enactment of Revenue and Taxation Code Section 1955.1 (AB 63).

THE PEOPLE OF THE CITY OF LOS ANGELES

DO ORDAIN AS FOLLOWS:

Section 1. The third complete sentence of Subsection (a) of Section 5.522 of the Los Angeles Administrative Code is amended to read:

Pursuant to the approval of the Council and Mayor, referred to in Subsection (d) of Section 5.531 of this division, an amount equal to 25% of the initial and continuing net revenue attributable to the 2001 business tax and payroll expense tax amnesty program and the initial and continuing net revenue attributable to the revenue program initiated pursuant to information obtained as a result of the enactment of Revenue and Taxation Code Section 1955.1 (AB 63) received in the applicable reporting period shall be allocated to the Fund and shall be transferred by the Controller from the General Fund to the Fund.

Sec. 2. Subsection (b) of Section 5.531 of the Los Angeles Administrative Code is amended to read:

(b) The purpose of the Fund shall be for the receipt, retention and disbursement of all monies allocated to it by the Council and Mayor out of the initial and continuing net revenue attributable to the 2001 business tax and payroll expense tax amnesty program and the initial and continuing net revenue attributable to the revenue program initiated pursuant to information obtained as a result of the enactment of Revenue and Taxation Code Section 1955.1 (AB 63) received in the applicable reporting period and any other monies designated for it by the Council and Mayor.

Sec. 3. Subsection (d) of Section 5.531 of the Los Angeles Administrative Code is amended to read:

(d) The Director of Finance shall keep a record of the gross revenue and costs attributable to the 2001 business tax and payroll expense tax amnesty program and any revenues generated as a direct result of the revenue program initiated pursuant to information acquired by the City as a result of the enactment of Revenue and Taxation Code Section 1955.1. The Director shall report on a bi-annual basis, commencing with the period ending on June 30, 2002, to the Council and Mayor the amount of net revenue attributable to the 2001 amnesty program and the net revenue attributable to the enactment of Revenue and Taxation Code Section 1955.1 received in the preceding six-month period. Net revenue shall be gross revenue less costs. This bi-annual report shall be filed within 60 days of the close of each six month period and include, but not be limited to, the data and assumptions used in calculating administration costs, including the total cost of staffing directly associated with implementation and enforcement of the amnesty program and the revenue program for the collection of taxes from taxpayers identified pursuant to the enactment of Revenue and Taxation Code Section 1955.1; the direct costs or reimbursements made by the City to the State of California, the State Franchise Tax Board or any other authorized entity to implement and/or continue to provide taxpayer information to the City pursuant to Revenue and Taxation Code Section 1955.1; the publicity costs and lost normal revenue attributable to regular revenue producing positions; and any other costs associated with the implementation or administration of the programs. An amount equal to 75% of the net revenue received in each six-month period, as approved by the Council and Mayor, shall be allocated to the Fund and shall be transferred by the Controller from the General Fund to the Fund.

APPENDICES

Sec. 4. The City Clerk shall certify to the passage of this ordinance and have it published in accordance with Council policy, either in a daily newspaper circulated in the City of Los Angeles or by posting for ten days in three public places in the City of Los Angeles: one copy on the bulletin board located in the Main Street lobby to the City Hall; one copy on the bulletin board located at the ground level at the Los Angeles Street entrance to the Los Angeles Police Department; and one copy on the bulletin board located at the Temple Street entrance to the Los Angeles County Hall of Records.

I hereby certify that this ordinance was passed by the Council of the City of Los Angeles, **by a vote of not less than two-thirds** of all of its members, at its meeting of

Approved:

MAYOR JAMES K. HAHN

J. MICHAEL CAREY, City Clerk

By _____
Deputy

Approved as to Form and Legality on May 30, 2002:

ROCKARD J. DELGADILLO, City Attorney

By

Miguel A. Dager

Deputy City Attorney

File No. 02-0075

164987

APPENDIX 3: LOS ANGELES JOBS/WAGES/HOUSING COSTS INFORMATION, 1999-2000
I. Information for the City of Los Angeles in 1999 & 2000¹⁶**General data:**

- a. Total persons: 3,694,820.¹⁷
- b. Median household income in 1999: \$36,687.
- c. 1,337,668 housing units (single family detached homes = 39%; apartments = 60% (60% are smaller properties with less than 20 rental units); and 1% are mobile homes, cars, vans & boats).
- d. 61% of all occupied housing units are renter-occupied.
- e. The current national standard is that paying 30% of gross household income towards housing costs is considered *affordable to renters as is 35% of gross income for owners*. (Before 1981 the national standard was 25% of gross income.)
- f. 29% of owner households in the City pay 35% or more of their household income on housing payments.¹⁸
- g. 18% of housing units in the City are severely overcrowded, with 1.51 or more persons per room, or the equivalent of 7 persons living in a 2-bedroom apartment.

Statistics for low-income households earning less than 80% of county median income:

- a. Maximum income \$30,850 for one person, \$44,100 for family of four.
- b. Affordable rent is \$771 for one; \$1,102 for four.
- c. Affordable monthly mortgage and related costs total \$900 for one; \$1,286 for four.

Statistics for median income households earning between 80% and 100% of median income:

- a. Income range from \$30,850 - \$38,600 for one person, \$44,100 - \$55,100 for four.
- b. Affordable monthly rent range is \$771 - \$965 for one; \$1,102 - \$1,378 for four.
- c. Affordable monthly mortgage and related costs total \$900 - \$1,126 for one; \$1,286 - \$1,607 for four.

Statistics for moderate-income households earning between 100% and 120% of median income:

- a. Income range from \$38,600 - \$46,320 for one person; \$55,100 - \$66,120 for four.
- b. Affordable rent range is \$965 - \$1,158 for one; \$1,378 - \$1,653 for four.
- c. Affordable monthly mortgage and related costs total \$1,126 - \$1,351 for one person; \$1,607 - \$1,929 for four.

Statistics for middle income households earning between 120% and 160% of median income:

- a. Income range from \$46,320 - \$61,760 - for one person; \$66,120 - \$88,160 for four.
- b. Affordable rent range is \$1,158 - \$1,544 for one; \$1,653 - \$2,204 for four.
- c. Affordable monthly mortgage and related costs total \$1,351- \$1,801 for one person; \$1,929 - \$2,571 for four.

¹⁶ Sources include US Census, U.S. Bureau of Labor Statistics, LAUSD, City website

¹⁷ Source: U.S. Bureau of the Census, Census 2000. Summary File 1 (SF1) 100-percent data.

¹⁸ Source: U.S. Bureau of the Census, Census 2000. Table DP-4. Selected monthly owner costs as a percentage of household income in 1999.

APPENDICES

II. Jobs and selected wages in Los Angeles by industry

Educational, health and social services.....17% of all jobs

- Home Health Aides \$19,050
- Substance Abuse and Behavioral Disorder Counselors \$24,760
- Social and Human Service Assistants \$25,600
- Licensed Vocational Nurses \$28,031
- LAUSD teacher (non-credentialed and B.A.): \$34,853-\$43,860 (depends on experience)
- Child, Family, and School Social Workers \$37,350
- LAUSD teacher (regular credential and B.A.): \$39,974-\$45,910 (depends on experience)
- Registered Nurses \$54,720

Manufacturing.....13% of all jobs

- Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic \$23,450
- Machinists \$31,100

Professional, scientific, management, administrative, waste management services.....13% of all jobs

Retail trade.....10% of all jobs

Arts, entertainment, recreation, accommodation and food services.....10% of all jobs

- Hotel, motel and resort desk clerks \$16,380
- Food Preparation Workers \$16,700

Finance, insurance, real estate, and rental and leasing.....7% of all jobs

- Bank Tellers \$21,500

Information.....7% of all jobs

Other services (except public administration).....7% of all jobs

- Laundry and Dry Cleaning Workers \$15,800

Construction.....5% of all jobs

Transportation and warehousing, and utilities.....4% of all jobs

Wholesale trade.....4% of all jobs

Public administration.....2% of all jobs

- LA Police Officers \$46,771 (plus overtime pay immediately)
- LA Firefighters \$44,474 (plus overtime pay immediately)

Agriculture, forestry, fishing and hunting, and mining.....0.2% of all jobs

Source: U.S. Dept of Labor - Bureau of Labor Statistics; 2000 Metropolitan Area Occupational Employment and Wage Estimates; Los Angeles-Long Beach, CA PMSA

APPENDIX 4: CITY OF LOS ANGELES HOUSING RESOURCES 2002/03

LOS ANGELES HOUSING DEPARTMENT					
By Income Level Served as Percentage of Area Median Income					
	0-35%	35-50%	50-80%	80-100%	>100%
Homeownership \$9.4 Million					
Major Projects \$22.2 Million					
NPP \$14.1 Million					

HOUSING AUTHORITY OF CITY OF LOS ANGELES					
By Income Level Served as Percentage of Area Median Income					
	0-35%	35-50%	50-80%	80-100%	>100%
Section 8 \$296.7 Million					
Public Housing \$60.1 Million					

LOS ANGELES HOMELESS SERVICE AUTHORITY					
By Income Level Served as Percentage of Area Median Income					
	0-20%	20-35%	35-50%	50-80%	>80%
Emergency Shelter & Services \$5.0 Million					
Transitional Housing \$27.0 Million					
Permanent Housing for Persons w/ Disabilities \$10.8 Million					

Footnote: Although LAHSA Operates Countywide, these are allocations for services within the City of Los Angeles

APPENDICES

APPENDIX 5: MAXIMUM RENTS FOR NEW PROJECTS

2002 Housing Department Loan Underwriting Guidelines

	<u>0 Bed/Eff.</u>	<u>1 Bdrm</u>	<u>2 Bdrms</u>	<u>3 Bdrms</u>	<u>4 Bdrms</u>	<u>5 Bdrms</u>
Very Low: 35% AMI	\$337	\$385	\$434	\$482	\$559	\$636
Very Low: 50% AMI	\$482	\$551	\$620	\$688	\$798	\$909
Low: 80% AMI	\$579	\$661	\$744	\$827	\$959	\$1,090
Moderate: 120% AMI	\$1,060	\$1,212	\$1,364	\$1,515	\$1,758	\$2,000

Note: The above maximum gross rents are for all housing costs. The rents charged to tenants who are responsible for the payment of utilities must be adjusted downward to reflect the cost of utilities.

APPENDIX 6: SUMMARY OF HOUSING DEVELOPMENT, PRESERVATION AND REPAIR PROGRAMS IN THE CITY OF LOS ANGELES

This section summarizes the housing production/preservation/rehabilitation activities for the following agencies/programs:

1. Los Angeles Housing Department (LAHD)
2. Community Redevelopment Agency (CRA)
3. Los Angeles Homeless Services Agency (LAHSA)
4. Housing Authority of the City of Los Angeles (HACLA)
5. Low Income Housing Tax Credit (LIHTC)
6. California Debt Limit Allocation Committee (CDLAC)

1. LOS ANGELES HOUSING DEPARTMENT (LAHD)

The following is a summary of the various Housing Production Programs provided by LAHD. The primary resources used for LAHD's Production Programs are the Community Development Block Grant (CDBG) funds and Home Investment Partnership Act (HOME) funds.

Housing Development

LAHD develops, underwrites, finances, and monitors multifamily housing projects, from conceptual review through permanent financing. The goals of the City of Los Angeles are to remove blight, revitalize neighborhoods, provide rental units targeted to meet under-served populations and provide long term affordability to low and very low-income households.

The major programs offered include:

1. Multifamily Rental Housing Program: Notice of Funding Availability (NOFA)

Projects under this program must apply for 9% Low Income Housing Tax Credits. If 9% tax credits are not awarded, a developer must agree to a financial restructuring with Tax Exempt Bonds with 4% tax credits. The emphasis of the program is the acquisition and rehabilitation of existing structures. However, new construction of multifamily projects also is financed.

2. High Leverage Project Loan Program

This program expedites the approval process of projects receiving a substantial portion of their funding from other competitive sources, such as from the U.S. Department of Housing and Urban Development (HUD) programs including Section 202 for senior housing and Section 811 for the disabled and from City of Industry funds administered by the County of Los Angeles. Eligible projects may be awarded up to \$525,000 without requiring City Council and Mayoral approval. Currently, the High Leverage Program has been suspended.

3. Distressed and Nuisance Properties Loan Program

This program is designed to facilitate the acquisition and development of multifamily rental housing units that are distressed and/or nuisance properties. These properties pose serious health and safety concerns, and have negative impacts on the communities in which they are located.

LAHD has used either 9% tax credits or tax-exempt multifamily revenue bonds with 4% tax credits for projects under the NOFA or the Distressed Properties Program. As an example, LAHD anticipates approval of a \$26.8 million allocation of Tax Exempt Bonds in June 2002, for three 2000 NOFA projects in which the City is providing gap financing.

For FY 2002/2003, LAHD did not have sufficient resources to fund either the High Leverage or the Distressed Properties Programs as separate operating programs. Instead, LAHD merged all these programs into one NOFA program. The amount available for this NOFA was \$22,217,698 (\$5,506,145 in CDBG and \$16,711,553 in HOME)

4. Tax Exempt Bonds: Multifamily

If a Multifamily Development does not require LAHD Funding from either the NOFA or the Distressed Properties Program, LAHD can issue tax-exempt mortgage revenue bonds to finance the acquisition, construction, and rehabilitation of multifamily projects. LAHD submits applications to the California Debt Limit Allocation Committee (CDLAC) to receive tax-exempt bond allocations with 4% tax credits for housing projects in the City. Typically, these projects will have a minimum of 20% of their units restricted to persons earning 50% of the Area's Median Income. As an example, LAHD anticipates an allocation of \$30.0 million Tax Exempt Bonds in June 2002, for one project in which no gap financing will be provided.

Home Ownership Unit

LAHD provides development programs and buyer assistance programs to help increase homeownership opportunities for low- to moderate-income homebuyers. For 2002/2003, LAHD has budgeted \$9,398,582 in HOME Funds for the Home Ownership Programs listed below.

1. Soft-Seconds

LAHD provides secondary gap financing to qualified first-time homebuyers (defined as those who do not currently own a house) who have received loan approval from a first mortgage lender and earning at or below 80% median income. The soft-second mortgage is based on need and is the minimum amount necessary to cover the difference between the purchase price, down payment and the maximum mortgage the home buyer qualifies for with a conventional lender. The maximum loan allowed is \$60,000 in HOME funds, which may cover part of the down payment and closing costs.

2. Asset Control Area: Home Ownership Units

LAHD has entered into an agreement with HUD and the Enterprise Foundation for the Asset Control Area (ACA) Program. The ACA includes six targeted neighborhoods: Boyle Heights, Pacoima, Canoga Park, Highland Park, South Central Los Angeles, and Watts, in which the Enterprise Foundation has been designated as the Preferred Purchaser to acquire, rehabilitate and sell all HUD-owned properties. LAHD provides soft-second down payment assistance loans with HOME funds once the Enterprise Foundation has acquired, rehabilitated and marketed single-family homes for sale.

3. Mortgage Credit Certificate (MCC)

LAHD applies for Mortgage Credit Certificates (MCC), which are used in conjunction with other Home Ownership Programs (except Mortgage Revenue Bonds). The program provides a homebuyer tax credit thereby providing more borrowing power by paying less in federal income taxes. LAHD is anticipating a MCC allocation of \$17.1 million in June 2002.

4. Mortgage Revenue Bond: Single Family

Mortgage Revenue Bonds (MRB) are used in conjunction with other Home Ownership Programs (except MCC). The Mortgage Revenue Bonds provide below market rate first mortgages along with a closing cost grant to the homebuyer at 2% of the first trust deed loan amount. LAHD is anticipating to be awarded an allocation of \$20.0 million in MRBs in June 2002.

5. Cal Home Program

In addition to the \$9.3 million in HOME funds, LAHD has a \$1.0 million grant from the California Department of Housing and Community Development (CDHCD) to provide soft second loans of \$20,000 per home over the next year.

6. Small Sites

LAHD provides loans from HOME funds to developers to build single-family homes and sells them to first time homebuyers. The Program also helps nonprofit and for-profit developers increase their development capacity.

7. Large Sites Development

LAHD creates development opportunities for home ownership developments having more than 11 homes, which will have a greater revitalization impact on the community in which it is located. For example, LAHD has worked closely with Habitat for Humanity for five developments in progress. HOME funds are used for this program.

8. Lead-Based Paint Hazard Control Grant Unit

LAHD administers a \$3.0 million HUD grant program to abate lead-based paint hazards in housing occupied by low-income residents with young children. Grants are provided to projects approved for LAHD general rehabilitation loans.

Neighborhood Preservation**1. Neighborhood Preservation Program**

LAHD provides low-interest home improvement loans, with CDBG or HOME funds to single-family homeowners with incomes at or below 80% of the Area Median Income. These loans are also available to owners of apartment buildings in the City of Los Angeles with low-income tenants. The total amount available for these programs for 2002/2003 is \$13,681,027 (\$1,328,592 in CDBG and \$12,352,435 in HOME).

2. Handyworker Program

The Handyworker Program provides free minor repairs to low and moderate income homeowners who are senior citizens 62 years and older, or physically disabled. Emergency repairs that directly affect the health and safety of occupants are also provided to other low and moderate-income homeowners.

Eligible repairs are limited to work that does not require a City building permit or formal inspection. For 2002/2003, funding for this program is from CDBG. The amount authorized is \$ 4,085,000.00

3. Asset Control Area Program (ACA): Rental Units

LAHD, as part of its agreement with the Enterprise Foundation, allocates funding for three- and four- unit properties purchased from HUD by the Enterprise Foundation. Upon completion of the rehabilitation of these properties, nonprofits will be offered the properties for rent to households earning less than 80% of the median income. Loan limit for rehabilitation is \$35,000 per unit, not to exceed a maximum loan amount of \$140,000 for four units.

4. Targeted Neighborhood Initiative (TNI) Home Improvement Grants

The Targeted Neighborhood Initiative (TNI) focuses resources of the public and private sector to revitalize designated neighborhoods in the City of Los Angeles. These designated neighborhoods are selected based on the eligibility for CDBG funds. LAHD operates the Housing component of the TNI Program.

5. Sewer Hookup Pilot

The Sewer Hookup Pilot Program, funded with \$500,000 in CDBG funds, is a deferred loan program financed by the City of Los Angeles, with *no payment due until sale of the property or transfer of title*. The Program provides resources to low-income households who need assistance in the installation of sewer hookups to the City's sewer system.

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6. Problem Property Resolution Team (PPRT)

LAHD, through its Problem Property Resolution Team (PPRT), participates in the Citywide Nuisance Abatement Program (CNAP) administered and managed by the City Attorney. CNAP involves various departments of the City including Police and Building and Safety.

2. COMMUNITY REDEVELOPMENT AGENCY (CRA)

If a project falls within a Community Redevelopment Project Area, the CRA may be able to contribute financing toward the affordable units within a housing project, and may be able to assist with the assembling of parcels. The CRA is currently working on the following housing developments for the fiscal year 2002-2003.

CRA HOUSING PROJECTS (FY 2002-2003)

Property Owner	Project Name	Project Address	Type of Project	No. of Units
	Western/ Carlton	5450 Hollywood Blvd.	New Const.	60
	Hollyview Apts	N/E corner Hollywood/ Western	New Const.	100
	Olympic/Hope Apts	1001-1031 Hope St.	New Const.	78
Fame Housing Corp.	Fame W.25th.		New Const.	12
Irolo Housing Corp.	Irolo Housing	760-770 Irolo	New Const.	31
Grandviewnine L.P.	Grandviewnine	2300 W. 9th.	New Const.	62
	Heavenly Vision	9500 S. Broadway	New Const.	46
Wisconsin St. Partners L.P.	Wisconsin III	3790 Wisconsin St.	New Const.	26

Total 415

Property Owner	Project Name	Project Address	Type of Project	No. of Units
CRALA	Jefferson Sites	1720 & 1724 Jefferson Blvd.	Rehab.	2
CRALA	22nd St	1958 W. 22nd St.	Rehab.	1
ELACC	Paseo Del Sol	417-423 N. Soto St.	Rehab.	7
SRO Housing Corp.	Eugene Hotel	560 Stanford	Rehab.	53
Irolo Housing Corp.	Irolo Housing	760-770 Irolo	Rehab.	16

3. LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA)

This section outlines permanent housing funds administered by LAHSA, which operates as a pass-through for federal funding for permanent housing.

LAHSA is a joint powers authority of the City and County of Los Angeles. LAHSA is responsible for planning and coordinating funding for the range of services that comprise the Continuum of Care. These services encompass outreach and prevention through to permanent supportive housing.

Overview of Permanent Housing Funds Administered by LAHSA

Each year, LAHSA distributes between \$45 and \$60 million of public funds to about 80 agencies and more than 120 programs throughout the City and County of Los Angeles. Funding is distributed through a competitive Request For Proposal (RFP) process.

LAHSA reviews RFP applications and enters into contractual relationships with awardees. LAHSA announces RFP availability and deadlines through public channels --- including faxed information releases, the newsletter, and the LAHSA website. Most of the funding comes from the [SuperNOFA](#) (Super Notification of Funding Availability released annually by the US Department of Housing and Urban Development). The SuperNOFA for Continuum of Care funding consists of three funding programs: (1) Supportive Housing Program (SHP), (2) Shelter Plus Care (SPC) and (3) Section 8 Moderate Rehabilitation for Single Room Occupancy hotels (SRO Mod Rehab). Agencies use this funding for expenses related to outreach, case management, counseling, job training, transitional programs, and permanent housing programs --- including the costs of building new facilities or retrofitting older ones. The amount of funding that is devoted to capital expenditures will depend on the number of successful applications for funding.

The leading sources of capital funding for homeless programs are the Supportive Housing Program (SHP) and Section 8 Moderate Rehabilitation SRO program. While Shelter Plus Care does not provide capital funding, the program’s subsidies enable developers to leverage tax credits and other sources of funding.

In 2001, the application for Continuum of Care funding yielded over \$48 million.

2001 Los Angeles Continuum of Care Awards	
(Includes all of Los Angeles County, except Pasadena, Glendale and Long Beach)	
New Supportive Housing Program	\$4,922,896.00
Renewing Supportive Housing Program	\$27,858,359.00
New Shelter Plus Care	\$13,298,040.00
Renewing Shelter Plus Care	\$2,081,760.00
Total Awards	\$48,161,055.00

The amount of funding dedicated to permanent housing each year depends on the nature and competitiveness of the requests LAHSA receives. Nationally, HUD is required to spend at least 30% of funding on financing, development or operations of permanent housing. LAHSA strives to meet this goal with its local application, but is largely dependent on developers submitting applications that meet the funding criteria.

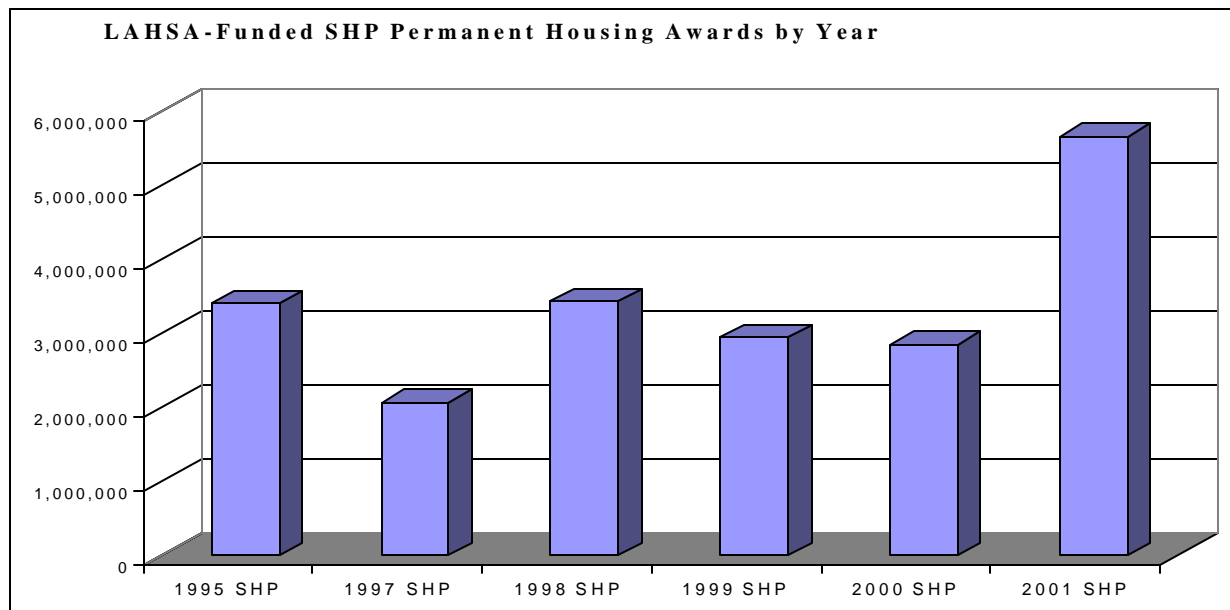
1. Supportive Housing Program – acquisition, rehab or new construction

SHP funds supportive services, transitional housing and permanent housing. SHP grants for acquisition may be used to pay a portion of the costs of purchasing a structure that will be used to provide supportive housing or supportive services. Acquisition and/or rehabilitation grants are limited to \$400,000 per structure in the Los Angeles area. New construction grants are also limited to \$400,000 and if acquisition is required, the total request for acquisition and rehabilitation may not exceed \$400,000. SHP requires a dollar for dollar cash match.

SHP grants may be for capital costs or operations. Capital cost requests are capped at \$400,000 per project. Of the 24 projects with new funding, 21 have contracts exceeding \$400,000. Therefore, roughly \$8.4 million is allocated for capital expenses. Grants are awarded through a national competition. The dollar amount for permanent housing will depend on the quality of the application, the prioritization of housing within the Los Angeles submission to the U.S. Department of Housing of Urban Development, and total funding available for homeless assistance grants. Awarded funds are not transferable. The following table illustrates Supportive Housing Program (SHP) awards, by year of award.

Supportive Housing Program Awards

Year	Total SHP Permanent Housing Awards
1995 SHP	\$3,412,300
1997 SHP	\$2,075,155
1998 SHP	\$3,446,804
1999 SHP	\$2,960,949
2000 SHP	\$2,863,430
2001 SHP	\$5,677,199



2. Shelter Plus Care – rent subsidy

Shelter Plus Care provides a housing subsidy that the recipient must match with the provision of services. This program can be tenant-based, sponsor-based or project based. In Los Angeles, project based Shelter Plus Care is used to leverage other funding sources for housing development, such as tax credits.

3. Section 8 Single Room Occupancy Rehabilitation (SRO Mod Rehab) - Rehab assistance and rent subsidy

SRO Mod Rehab provides a subsidy and funding to rehabilitate single occupancy units. Each unit must require at least \$3,000 of rehabilitation (materials and labor), including any prorated share of work for common areas or systems to meet housing quality standards. Units are additionally provided a ten-year subsidy.

Other LAHSA Programs Related to Production and Preservation

1. Eviction Prevention

LAHSA has released an RFP for eviction prevention on behalf of the County Department of Public Social Services. An evaluation of that program could help inform the City's planning for such a program.

2. Transitional Housing and Permanent Housing with Supportive Services

Transitional and permanent programs funded by LAHSA assist people who are ready to move beyond emergency shelter into a more independent living situation. Transitional programs allow individuals and families to further develop the stability, confidence, and coping skills needed to sustain permanent housing. Some transitional program participants often live in apartment-style living quarters while other agencies place people into group house settings where several families or individuals share in household maintenance.

Case managers empower individuals to take responsibilities such as house chores, cooking meals, laundry, money management, and the tasks needed to secure stable employment. Participants must demonstrate an active role in developing greater self-sufficiency and social skills via continued education, counseling, alcohol and substance abuse abstinence programs.

Parents are expected to ensure the safety and well being of their children by enrolling them into school or childcare. Adults learn new skills learned in parenting classes, health workshops, and classes/counseling to care for their children's immediate and long-term needs.

4. THE HOUSING AUTHORITY OF THE CITY OF LOS ANGELES

The Housing Authority of the City of Los Angeles (HACLA) is a State-chartered public agency that provides the largest stock of affordable housing in the Los Angeles area. HACLA gets the majority of its funding through the United States Department of Housing and Urban Development. However, HACLA has also built numerous key partnerships with City and State agencies, nonprofit foundations, community-based organizations, as well as private developers.

HACLA's operating budget runs on the calendar year and is determined by Congressional appropriations for HUD for each Federal Fiscal Year beginning October 1. HUD distributes the funds appropriated to the nation's 3400 Housing Authorities by formula, or by competitive application, or by other means. The 2002 Federal Fiscal Year appropriations and the 2003 Proposed appropriations have fallen short of HACLA's supported levels. This is the case across all types of financing.

HACLA FFY 2002 Appropriations v. HUD's Proposed FY 2003 and HACLA Supported Levels

Type of Funding	FFY 2002	FFY 2003	HACLA Supported Level
<i>Capital Fund</i>	\$2.843 B	\$ 2.426 B	\$3.5 B
<i>Hope VI</i>	\$574 M	\$ 574 M	\$625 M
Total Construction Funds	\$3.417 B	\$ 3.0 B	\$4.125 B
Operating Fund	\$3.495 B	\$ 3.53 B	\$3.6 B
Section 8 (in new vouchers)	26,000	34,000	32,000
Drug Elimination	(Terminated)	0	\$410 M

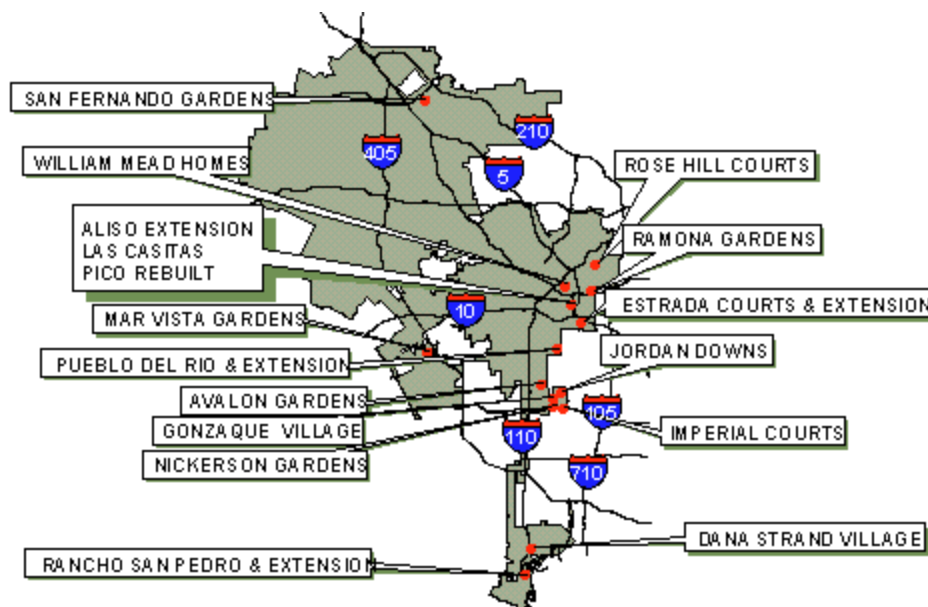
Source: HACLA

APPENDICES

Conventional Public Housing

Stretching from San Pedro to the San Fernando Valley and from Mar Vista to East Los Angeles, HACLA manages more than 60 public housing locations (large developments, scattered and senior sites) throughout Los Angeles. The Public Housing Program consists of more than 8,000 housing units providing affordable housing to more than 20,000 low-income families and individuals in Los Angeles.

Large Public Housing Sites - Los Angeles Area



Section 8 Housing Assistance

In the Section 8 Program, tenants pay about 30 percent of their income for rent, while the rest of the rent is paid with federal money. HACLA has two different types of rental subsidies—tenant-based and project-based programs. Both programs have similar income-based admission requirements set by HUD. Households with a tenant-based subsidy have a voucher that allows them to move from one place to another. Those in the project-based programs live in a building in which the units are subsidized. If a tenant moves from the building, they lose their rental subsidy. Generally, those in the project-based programs and some tenant-based programs for special populations are referred by various agencies and building owners to HACLA, which confirms that they meet all the Section 8 eligibility requirements. Households on the Housing Voucher tenant-based program come from HACLA's waiting list of applicants. As of October 2000, HACLA has funding for 44,434 units assisting about 95,000 total family members.

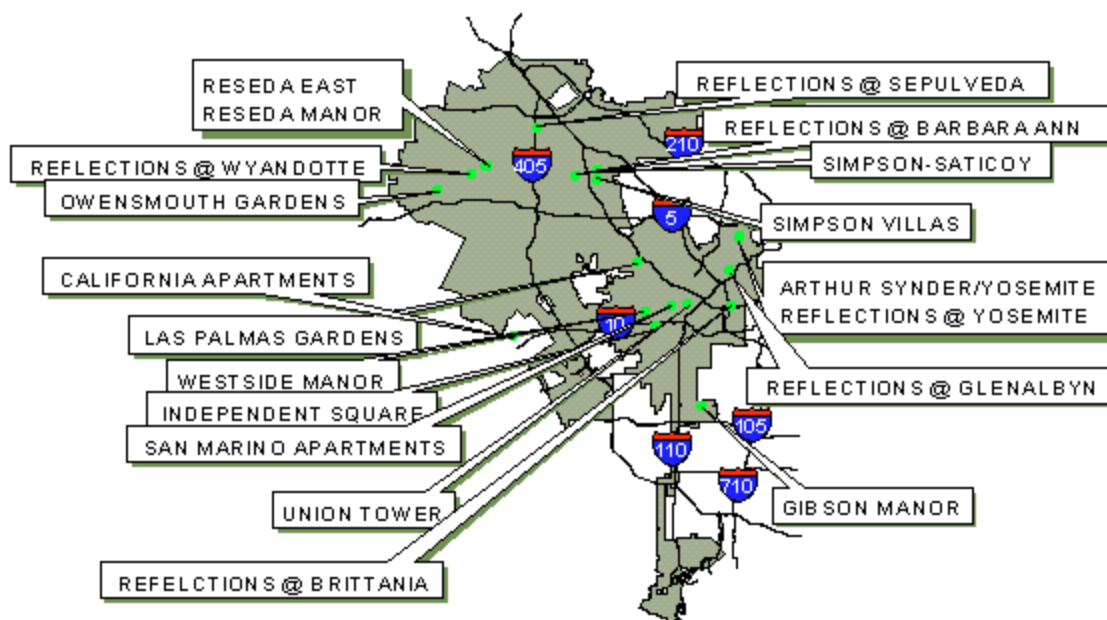
In the Section 8 program, eligible families with a certificate or voucher find and lease a unit and pay a reasonable rent—a percentage of their income. The local housing authority pays the owner the remaining rent, capped by the Fair Market Rent (FMR). The housing authorities determine the reasonable rent and HUD determines the FMR. The numbers of units a local housing authority can subsidize under its Section 8 programs is determined by Congressional funding.

Senior Housing Program

Supplemental to its conventional Public Housing Program, HACLA manages more than 1,600 units of senior housing units.

HACLA has finished redeveloping one public housing development in the harbor area, now named **Harbor Village**; is scheduled to finish another, **Pico/Aliso**, in East LA; demolished and is rebuilding a third, **Aliso Village**, also in East LA; and is moving residents before demolishing a fourth, **Dana Strand**, in the harbor area. At their other public housing sites, HACLA spends more than \$25 million each year in capital modernization projects. They have acquired some buildings in the past 10 years. HACLA partners with other agencies that use their own funding to develop, rehabilitate, or repair. HACLA's participation is generally through provision of Section 8 vouchers.

Senior Housing Locations - Los Angeles Area



5. LOW INCOME HOUSING TAX CREDITS (LIHTC)

The Low Income Housing Tax Credit program was created by the Tax Reform Act of 1986 as an alternate method of funding housing for low- and moderate-income households, and has been in operation since 1987. Beginning in 2002, each state will receive \$1.75 per capita in tax credit allocations. This figure will be adjusted for inflation beginning in 2003. These tax credits are then used to leverage private capital into new construction or acquisition and rehabilitation of affordable housing.

The tax credits are determined by the development costs, and are used by the owner. However, often, because of IRS regulations and program restrictions, the owner of the property will not be able to use all of the tax credits, and therefore, many LIHTC properties are owned by limited partnership groups that are put together by syndicators. In this manner, a variety of companies and private investors participate within the LIHTC program, investing in housing development and receiving credit against their federal tax liability in return.

Tax Credits must be used for new construction, rehabilitation, or acquisition and rehabilitation. Projects must also meet the following requirements:

- 20 percent or more of the residential units in the project are both rent restricted and occupied by individuals whose income is 50 percent or less of area median gross income or 40 percent or more of the residential units in the project are both rent restricted and occupied by individuals whose income is 60 percent or less of area median gross income.
- Properties receiving tax credits must stay eligible for 15 years.

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These are minimums. Because of the way states award credits, it is in the interest of developers to exceed these minimums, as most states look more favorably on projects serving a higher percentage of income-eligible households.

In the State of California, LIHTC allocations are made by the Tax Credit Allocation Committee (TCAC), which is housed in the Department of the Treasurer. Allocations rounds are held twice yearly. In the first LIHTC allocation round of 2002, California received \$57.7 million in tax credits. Of this allocation, Los Angeles County received \$10.4 Million.

6. THE CALIFORNIA DEBT LIMIT ALLOCATION COMMITTEE (CDLAC)

CDLAC administers the tax-exempt private activity bond program available annually for California. Federal and state revenues are not utilized in this program. The maximum issuance amount for calendar year 2002 is \$2.6 billion. The bonds issued are purchased by the private sector and the repayment is not an obligation of the state or of the federal government.

Agencies and organizations authorized to issue tax-exempt private activity bonds or mortgage credit certificates must receive an allocation from CDLAC.

There are six programs for the issuance of tax-exempt private activity bonds:

- **Multifamily Rental Housing:** State and local agencies can issue tax-exempt housing revenue bonds to assist developers of multifamily rental housing units acquire land and construct new projects or purchase and rehabilitate existing units. The tax-exempt bonds lower the interest rate paid by developers. These developers produce affordable rental housing for low and very low-income households by reducing rental rates to these individuals and families.
- **Single-Family Housing:** State and local agencies can issue tax-exempt mortgage revenue bonds (MRBs) to fund mortgages for homebuyers. Homebuyers may purchase single-family homes, either freestanding detached homes or condominiums/townhouses. The tax-exempt source of funds reduces the interest rate paid by purchasers by approximately 1%, or more depending upon current market conditions. As an alternative to issuing MRBs, state and local agencies may issue mortgage credit certificates (MCCs) to individual homebuyers. Homebuyers use the MCCs to reduce their federal tax liability by applying the credit to the net tax due.
- **Extra Credit Teacher Home Purchase Program:** Local agencies can issue tax-exempt MRBs or MCCs to assist teachers and principals who are employed in low-performing schools purchase their homes. Teachers and principals must be willing to make a commitment to stay at the low-performing school for at least five years.
- **Small-Issue Industrial Development Bonds:** State and local agencies issue industrial development bonds (IDBs) to assist manufacturing companies create new jobs. An industrial development bond issued for this purpose cannot exceed \$10 million per project. Thus, these bonds are called "Small-Issue" IDBs. The tax-exempt bonds allow manufacturing businesses located in California to borrow at a tax-exempt rate for up to twenty-five years.
- **Exempt Facilities:** State and local agencies issue exempt facilities bonds to assist local municipalities in meeting the requirements of AB 939, and provide California businesses with financing to clean up the environment and provide alternative energy resources. The tax-exempt bonds allow California businesses to borrow at a tax-exempt rate for up to twenty-five years.
- **Student Loan Financing:** Authorized agencies issue tax-exempt bonds to fund new loans or purchase existing portfolios of student loans originated by California colleges, universities, and trade schools. The tax-exempt bonds provide the source of funds to make the loans to students, and to provide liquidity to agencies that originate and fund student loans. Currently, three agencies authorized to issue tax-exempt bonds operate in California.

CDLAC has adopted Procedures for allocating the annual state ceiling. The Procedures provide priority for projects or programs that provide the greatest public benefits.

**APPENDIX 7: CITY OF LOS ANGELES 2002-2003 BUDGET PROVISIONS
PERTAINING TO THE TRUST FUND, INCLUDING SOURCES OF
FUNDS**

Revenue	2002-03 Budget	Revised 2002-03	Change from Budget
Cash Balance	9.90	9.75	(0.15)
Less Allocated		(8.20)	(8.20)
Revised Cash Balance	<u>9.90</u>	<u>1.55</u>	<u>(8.35)</u>
Receipts		-	
General Fund			
Tobacco Settlement	10.00	10.00	-
Tax Amnesty	4.25	0.65	(3.60)
AB 63	0.75	0.75	-
Municipal Housing Finance Fund	-	-	-
Interest	0.37	0.37	-
Total Appropriations	<u>25.27</u>	<u>13.32</u>	<u>(11.95)</u>

* According to Finance 2003-04 Revenue from AB 63 will be \$2 mil and \$650,000 from on-going Amnesty

Appendix 8: Housing Trust Fund Advisory Committee Member Biographies

Kenneth L. Ashford

Kenneth L. Ashford is an Associate Resource Specialist for the Metropolitan Water District of Southern California. He joined Metropolitan in December of 1994 and is currently working in Metropolitan's legislative branch. He is responsible for coordinating legislative issues and public outreach for the Water Resources Management Group.

Ken received his bachelor's degree in Sociology in 1989 from California State University, Northridge, and a Masters degree in Business Administration from the University of Phoenix in 1999. Subsequent to joining Metropolitan, he worked as a Field and Policy Deputy for Los Angeles County Supervisor, Edmund D. Edelman.

In 1998, Los Angeles Mayor Richard J. Riordan appointed Ken to the City's Affordable Housing Commission, and he was re-appointed by Mayor James K. Hahn in 2001.

Roberto E. Barragan

As the President of the Valley Economic Development Center (VEDC), Mr. Barragan manages the largest small business development nonprofit organization in Metropolitan Los Angeles. With an annual budget of \$4 million and 50 employees in 7 offices, VEDC serves over 3,000 businesses yearly with financing, training and direct business assistance.

Previously, as Vice President of Business Lending, Mr. Barragan managed a \$6 million Revolving Loan Fund established by the United States Economic Development Administration and \$2 million in Lending Programs consisting of commercial, small business and microloans from \$1,000 to \$700,000. The Lending Division consists of 5 individual loan programs. Over the last 5 years he has directed all loan origination, credit underwriting, loan closing and portfolio servicing. Mr. Barragan oversaw seven staff, three loan officers and a variety of consultants and attorneys. The current portfolio generates over \$500,000 yearly in program income.

He has over 13 years experience managing nonprofit organizations, including the last eleven involved in community economic development, technical assistance to for-profit and nonprofit entities and financial resource development. Mr. Barragan is a nationally recognized expert on loan funds and microlending. Previous experience includes work in minority and non-minority owned businesses, startup company market strategy development, feasibility studies, financial evaluation, fund raising, as well as development of nonprofit coalitions.

Mr. Barragan was previously Executive Director for the Community Financial Resource Center of South Central Los Angeles, a project of the Los Angeles Community Reinvestment Committee, a joint venture of 32 member banks and the Community Development Department of the City of Los Angeles. Under Mr. Barragan's direction, the CFRC combined direct packaging assistance with a loan program designed to put money into the hands of small businesses based on real world criteria and entrepreneurial loan underwriting.

Between 1989 and 1993, Mr. Barragan was Executive Director for the Mission Economic Development Association in San Francisco, California. As Director, he was responsible for the completion of the 24th Street Revitalization Project, including the creation of art/public space improvement projects, the Mission Theater District Revitalization Project, the overall Economic Development Plan for the Mission District, the acquisition and rehabilitation of a 350 car parking garage. Between 1987 and 1989, he was the Executive Director of Adelante Inc., a community development organization located in Berkeley, California.

Mr. Barragan received his Masters of Business Administration, Marketing and Real Estate Concentration from the University of California, Berkeley and his Bachelor of Arts in Politics and International Law from Princeton University, New Jersey.

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Neelura Bell

Neelura Bell is currently the Program Director for the Los Angeles Program of the Local Initiatives Support Corporation (LISC). She has worked for LISC for nine years previously in the capacity of Deputy Director and Senior Program Officer. Ms. Bell has twenty years of experience in the field of community development in both the nonprofit and government sectors. Prior to working for LISC, she worked as the Assistant Housing Coordinator for the late Mayor Tom Bradley where she was responsible for coordinating the expediting of housing development approvals within the Planning Building & Safety, City Engineer and Fire departments. She also served as a liaison to the Los Angeles Housing Department, the Housing Authority and the Community Redevelopment Agency. Ms. Bell's experience working with community development corporations includes positions with the Vermont Slauson Economic Development Corporation, Economic Resources Corporation, and South Central Economic Research & Development Associates. In her staff capacity with these organizations, she was engaged in affordable housing development, commercial revitalization projects, small business technical assistance and loan packaging, and market studies

Ken Bernstein

Ken Bernstein is Director of Preservation Issues for the Los Angeles Conservancy, the largest local historic preservation organization in the country, with over 7,000 members. He directs the Conservancy's public policy and advocacy activities, aimed at preserving Los Angeles' historic buildings, enhancing Los Angeles' historic residential neighborhoods, and revitalizing the city's historic commercial districts.

Prior to joining the Conservancy, he served as Planning and Transportation Deputy to Los Angeles City Councilmember Laura Chick, from 1993 to 1998. He previously worked for three years as Editor of *The Planning Report*, a monthly publication on urban planning, housing, and transportation issues in Southern California.

He has been active in Los Angeles civic organizations, serving as founder and chair of The Civic Forum, a neutral educational clearinghouse on the issue of San Fernando Valley secession, for which he is also hosting a weekly cable television show, "Secession 101." From 1997 to 2001 he served as Chapter Vice-President and Co-Chair of Urban Affairs for the Los Angeles Chapter of the American Jewish Committee. He is a Board Member of the Economic Alliance of the San Fernando Valley, for which he created a coordinating council of all San Fernando Valley Business Improvement Districts. He has been a Board Member of the Studio City Residents Association since 1992, and was chairman, 1992 to 1993, of the Ventura/Cahuenga Boulevard Corridor Plan Review Board. He has also been an instructor in the Land-Use Planning Certificate Program at California State University, Northridge (CSUN).

He has a Master's Degree in Public Affairs and Urban and Regional Planning from Princeton University's Woodrow Wilson School of Public and International Affairs, and a B.A. in Political Science from Yale University.

Jan Breidenbach

Jan Breidenbach has over twenty-five years experience in the field of community development and organizing. Since 1991, she has been the Executive Director of the Southern California Association of Non-Profit Housing (SCANPH), a regional membership organization dedicated to the production of affordable housing. As part of her work at SCANPH, Ms. Breidenbach conceived and led Housing LA, a citywide campaign calling for establishment of a Housing Trust Fund in Los Angeles. The campaign—the largest and most diverse of any such campaign in the nation—incorporated representation from all sectors of Los Angeles and resulted in the establishment of a \$100 million annual housing trust fund in 2002.

Prior to taking the helm of SCANPH, Ms. Breidenbach was the founding executive director of the Coalition for Women's Economic Development (CWED), a nonprofit micro-enterprise organization providing training, technical assistance and peer lending to low-income self-employed women.

CWED was second organization in the United States to institute peer lending as a community development strategy.

Ms. Breidenbach worked for almost ten years with Social Services Union, Local 535, an affiliate of Service Employees International Union (SEIU), AFL-CIO, organizing and representing health care and social service employees and worked as a community organizer on a number of progressive causes. She holds both bachelors and masters degrees from the University of California at Los Angeles.

Ms. Breidenbach is a 2002-2003 James Johnson Fellow of the Fannie Mae Foundation and a 2002-2003 Senior Fellow at the School of Public Policy at UCLA as well as a continuing Fellow at the Urban and Environmental Policy Institute of Occidental College and an Advisor to the Lewis Center on Regional Policy at UCLA. A Contributing Editor to Shelterforce, a national housing journal, she writes and lectures on housing and community development.

Maggie Cervantes

Since 1992, Maggie Cervantes has served as Executive Director for New Economics for Women (NEW). Her leadership has resulted in significant milestones for NEW including the opening of La Posada and the creation of other housing sites dedicated to helping low-income women and their families become economically independent.

During her tenure, NEW's assets grew to its existing success of over \$60 million in housing development. In addition, Cervantes has helped design innovative economic literacy programs targeting Latinas and their families helping them build assets through NEW's consumer education, homeownership, and savings programs. As a result, NEW has received numerous awards for its unique housing and economic programs.

Cervantes brings a depth and breath of experience in community development and Latina community organizing. Leaving an indelible mark on the Latino community, she began her community activism as the founder and president of Commission Femenil of Loyola Marymount University and went on to become the National President of Comision Femenil Mexican Nacional (the organization that founded NEW). Her major accomplishments have included participation in briefing sessions by the Mexican government on Free Trade Agreement, co-hosting a delegation of women from Russia and Yugoslavia to discuss feminism and diversity, conducting outreach and advocacy on Latina issues in the areas of redistricting, reproductive rights and political empowerment.

Her local community involvement includes serving on the Union Bank Community Advisory Board, Southern California Association of Non-Profit Housing (SCANPH), and the Children's Advisory Committee for the Southern California Air Quality Management District.

An East Los Angeles native, Cervantes is a graduate of East Los Angeles Community College with an A.A. degree, a graduate of Loyola Marymount University with a B.A. and a graduate of University of California, Riverside holding a Master's degree in Public Administration. Cervantes is also a graduate of the Bank of America's Development Training Institute, UCLA Anderson School of Management, Executive Education Program, and the National Hispana Leadership Institute.

Sister Diane Donoghue

Sister Diane Donoghue, Executive Director, founded Esperanza Community Housing Corporation (EHC) in 1989. She has lived and worked in this community since 1973, and has developed an extensive knowledge of the problems and strengths of this neighborhood, as well as a wide network of colleagues and associates. By participating on the 9th Council District Project Area Committee, the Mayor's Blue Ribbon Committee on Affordable Housing, the Blue Ribbon Committee on Slum Housing, and the Housing Crisis Task Force, she has been a key player in formulating policy with respect to housing and community development in South Central Los Angeles. As a tribute to her tireless work, she has received the Lifetime Achievement Award from the Southern California Association of Non-Profit Housing, the UCLA Alumni Award for Community Service, the L.A.

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Archdiocese's 1997 Empowerment Award, and an Honorary Doctorate from Occidental College. Sister Donoghue holds a Master of Social Work degree from the University of California, Berkeley.

Michael Feuer

Currently an attorney at the law firm of Morrison & Foerster LLP, Mike Feuer served as a member of the Los Angeles City Council from July 1995, through June 2001. He led the Council's committees on the City budget, business tax reform, issues relating to children and seniors, and ethics in government, and advanced numerous housing-related initiatives.

Mr. Feuer initiated the Task Force on the Housing Crisis, whose report provides a blueprint for citywide housing policy reforms. He served as Vice-Chair of the Ad Hoc Committee on the Housing Crisis, was co-author of the Housing Trust Fund and a key advocate for the Systematic Code Enforcement Program. Mr. Feuer also successfully fought to preserve and expand affordable housing in his Council District.

In addition, he authored numerous laws to combat gun violence, promote ethics reform, establish recreation programs in underserved neighborhoods, and provide tax incentives to businesses. He initiated the READ LA literacy program, the community court project, the 311 non-emergency services system, and the Shoulder-to-Shoulder program to improve race relations among youth. He spearheaded City Hall's efforts to create boundless playgrounds fully accessible to disabled children. Mr. Feuer secured funding for jobs for at-risk youth, meals for homebound seniors, library cards for all elementary school kids, and parkland in the Santa Monica Mountains.

Before joining the City Council, Mr. Feuer directed Bet Tzedek, The House of Justice, a public interest law firm. During his tenure, Bet Tzedek represented more than 50,000 elderly, poor and disabled clients on issues including slum housing, medical care, and consumer fraud. At Bet Tzedek, Mr. Feuer established a project to combat substandard housing, and oversaw creation of programs to prevent senior citizens from losing their homes to scam artists, and to provide legal assistance to Spanish-speaking Alzheimer's patients and their families. Mr. Feuer has also taught at UCLA Law School, and served as a judicial clerk on the California Supreme Court.

Mike is the author of dozens of articles on children, seniors, government reform, violence prevention, consumer rights, the justice system and the environment. He currently serves as the Chair of the Mayor's Housing Trust Fund Advisory Committee, as co-chair (with former San Francisco City Attorney Louise Renne) of the Advisory Board of Justice for Gun Victims, as a commentator on National Public Radio affiliate KPCC, on the board of directors of California Common Cause, and on the Harvard Law School Board of Overseers Visiting Committee.

He graduated magna cum laude, Phi Beta Kappa from Harvard College, and cum laude from Harvard Law School. Mr. Feuer has received numerous honors for his work on behalf of children, disabled people, seniors, public safety and violence prevention, and has been named one of California's 100 most influential attorneys.

Peggy S. Graham-Hill

Peggy S. Graham-Hill is an executive director at the FAME Housing Corporation. She has been with the FAME Housing Corporation since 1985. As a housing development consultant she developed numerous housing development projects for low-to-moderate income households following governmental guidelines. From 1974 to 1984 at Merrill Lynch, Pierce, Fenner & Smith, Inc., Peggy Graham-Hill was a financial planner and developed and analyzed portfolios and monetary budgets for corporate and individual clients. As a financial record keeper/researcher she developed and maintained a system to record divided and interest payments. She also compiled records/receipts for private and corporate accountants and attorneys for review in a variety of areas including finalizing tax reports, estate planning, trust accounts, foundation grants and nonprofit corporations and agencies.

She has given lectures on The Dow Jones Industrial Averages Principles of Investments and Nonprofit Housing Development Principles of Development at a variety of organizations and institutions. She also holds license and credentials in the National Association of Securities Dealers,

State of California Annuities, State of California Whole Life Insurance, and State of California – Series 63. She has received her educational background from the following places: National Urban League Business Education, New York City, Borough of Manhattan Community College – Business Education, Santa Monica City College – Accounting / Bus Education, Los Angeles City College – Accounting / Bus. Education, Donald Reagan School of Finance – Finance, Anthony Schools- Real Estate, Evelyn Woods Dynamics of Reading – Reading, Ludlow Time Management School – Time Management, AMI Securities – Church Bond Underwriting.

John M. Grant

John Grant received his Bachelor of Arts in Urban Studies from the University of California at Santa Barbara where he also received awards and recognition for magna cum laude, Phi Beta Kappa, Valedictorian, Director of Community Affairs Board (supervised 3,000 student volunteers in community projects within Tri-County Area), Ex-officio member UC Board of Regents, and Associated Student President. At Loyola University of Law, John received his Juris Doctoris and was a recipient of the Law Student Civil Rights Research Grant. At Los Angeles Trade Technical College, he received a Degree in Labor Studies. John had endeavored in the workforce with Clougherty Packing Company in Vernon, CA and with the United Food & Commercial Workers Union, Local 770 in Los Angeles, CA. He has served and participated in various community activities as Observer for the Organization of American States in 1992 Elections in El Salvador, Advisor - El Rescate – for the Salvadoran community reconstruction, Youth Employment Labor Project Advisory Board member, Los Angeles Living Wage Steering Committee member, Housing LA Executive Committee member, Los Angeles City Workforce Investment Board Executive Committee and Chair for the Youth Council Operations Committee, Progressive Los Angeles Network Advisory Board member, Labor Studies Center at Los Angeles Trade Technical College, Steering Committee member, and as a member of the Los Angeles Hompa Hongwanji Temple.

Harold Greenberg

Graduated Summa Cum Laude from Pennsylvania State University in 1961 where I was chosen to be a member of Phi Beta Kappa. After receiving a Bachelors degree I was commissioned a Second Lieutenant in the United States Army where I later served as commander of a rifle company. Served as a Military Police Officer while attending Temple University Law School. In 1965, received my J.D. degree and joined the Judge Advocate Generals Corps where I was a trial and defense attorney and a military law instructor. In 1968, after completing military service, first became a Deputy Public Defender for Los Angeles County and then joined the Los Angeles District Attorneys Office.

Since the early 1970's I have been engaged in the private practice of law. Taught in the Criminal Justice Department of California State University at Los Angeles and at Glendale University College of Law where I was a member of the Board of Directors. Earlier in my career, I was a regular guest lecturer at the University of Southern California Department of Continuing Education, the Constitutional Rights Foundation and Temple Beth Hillel.

Admitted to practice in California, Pennsylvania, the U.S. District Courts of the Western Districts of Texas and Tennessee and before the United States Supreme Court, the United States Tax Court and the United States Court of Military Appeals. I am a member of the American Bar Association, California and Los Angeles Trial Lawyers Associations, Trial Lawyers of America, California Attorneys for Criminal Justice, American Arbitration Association, National and Southern California Associations of Criminal Defense Attorneys.

Throughout my legal career, I have been devoted to service in my community. My contributions have included: Board of Directors of the Esperanza Housing Corporation; Vice Chair of the United Neighborhood Council; Treasurer of the West Adams Heritage Association; Member of the Legal Affairs Committee for the LA Conservancy; Member of the Community Advisory Board for USC; Member of the State and County Democratic Committees; Southwest Community Police Advisory Board Member; Executive Board Member of B'nai B'rith Center for Jewish Family Life; Member of the American Legion; President of Apartment Association of Greater Los Angeles.

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David Grunwald

David Grunwald is Chief Executive Officer of L. A. Family Housing (LAFH), a nonprofit organization founded in 1983, which, each year, provides more than 12,000 individuals with services ranging from emergency and transitional shelter—linked to health, training, vocational, child care and related social services—to permanent, affordable housing and homeownership. The organization employs over 120 employees, has an annual operating budget of \$8.2 million and owns and manages assets in excess of \$50 million. More than 97% of LAFH families do not become homeless again after graduating from an LAFH program.

Prior to joining LAFH, Mr. Grunwald held several important public service positions. He was Vice President of Field Operations for Hugh O' Brian Youth Leadership, directing 60 field offices and 100 programs serving 15,000 North American high schools. He served as the Founding Director of the HIV & AIDS Legal Services Alliance, a consortium of leading HIV agencies in Los Angeles County united to ensure accessible, effective and equitable legal representation to persons with HIV and AIDS. And he was Associate Director of the Weingart Center in Los Angeles, which provides shelter, employment, substance abuse and mental health intervention for homeless individuals on skid row.

Mr. Grunwald also monitored, detailed and helped establish human and labor rights policy in Cambodia under the auspices of the AFL-CIO and the United States Agency for International Development. As Program Director, he facilitated a Cambodian labor code in compliance with international standards, organized local and international coalitions to combat child labor violations, and negotiated human rights objectives with the Cambodian government.

Prior to his public service positions, Mr. Grunwald worked as lawyer specializing in litigation and labor and employment law.

Mr. Grunwald taught legal writing at Whittier Law School and was a Public Policy Fellow and pro bono attorney for the American Civil Liberties Union of Southern California. He has been a pro bono attorney for the Mexican American Legal Defense and Education Fund, Protection and Advocacy (rights of the disabled), Public Counsel and the International Labor Rights Fund. He currently sits on the boards of L.A. Family Housing and the Southern California Association of Non-Profit Housing and he is the chair of the Housing Committee of the Los Angeles Business Council.

He received the California Bar Association's Wiley S. Manual Outstanding Public Service Award, United Cerebral Palsy's Outstanding Community Service Award and Outstanding Community Service Award from Big Brothers of Los Angeles—where he served as a big brother—and Outstanding Community Service Recognition from Duke University.

Mr. Grunwald received a law degree from Loyola Law School, Los Angeles, a Masters in Public Policy from Duke University, North Carolina and a Bachelors degree in Economics from Denver University, Colorado.

Robin R. Hughes

Ms. Hughes is the Executive Director of the Los Angeles Community Design Center, a nonprofit architecture, planning and affordable housing development corporation that provides a broad range of services to low-income communities. Since 1987, LA/CDC has developed over three thousand affordable housing units as a sole developer or in partnership with community-based groups, secured over \$50 million in equity from the syndication of low-income housing tax credits, and assisted in the formation of five new nonprofit community development corporations in low-income neighborhoods. LA/CDC has also provided comprehensive architectural services and technical assistance to over 500 community groups for socially beneficial projects, including child care centers, health clinics, senior service centers, playgrounds, shelters for the homeless, nonprofit office space and permanent affordable housing.

Ms. Hughes has over seventeen years of experience in the affordable housing and community development industry. She has worked with for-profit and nonprofit developers in the syndication,

financing, construction, development and management of affordable housing. Prior to rejoining LA/CDC in January 1996, Ms. Hughes served as the Housing Director for the organization between 1990 and 1994. In addition to her nonprofit experience, she has held positions in the private and public sectors with The Richman Group of Companies, Citibank, Federal Savings Bank, the Community Development Commission of the County of Los Angeles and, the Office of the Mayor of the City of Los Angeles.

Ms. Hughes received her Master of Arts and Bachelor of Arts degrees in Public Administration from the University of Southern California. She currently serves on the Board of Directors of the Southern California Association of Non-profit Housing, the Steering Committee for Housing LA, the City of Los Angeles Housing Trust Fund Advisory Committee, the City of Pasadena Housing Affordability Task Force, and The Enterprise Foundation's Network Advisory Committee. She is a former member of the Board of Directors of Drew Economic Development Corporation, Esperanza Community Housing Corporation, Mercy Charities Housing of California, and Sunshine Community Alliance. She also served on the City of Los Angeles Housing Crisis Task Force, the Housing California Statewide Working Group for a Permanent Source of Financing for Affordable Housing, the County of Los Angeles Child Care Planning Committee, the California Task Force on Financing Early Childcare Facilities, and the City of Los Angeles Environmental Affairs Commission.

Alvion (Bon Bon) Hurd

Alvion (Bon Bon) Hurd has been a community leader, organizer and advocate for affordable housing for decades. She has resided in the Pico Aliso public housing development for the past 40 years. In recent years, Ms. Hurd has been a leader in the community organization ACORN (Association of Community Organizations for Reform Now). In this capacity she has helped to activate and mobilize low-income residents to advocate for more affordable housing and greater protections for those who rent. Whether working to stop predatory lending, stop unfair evictions, or increase homeownership programs, her work at ACORN has resulted in many families keeping their homes and many more families gaining access to housing.

As a resident of public housing, Ms. Hurd has served as President, and then Treasurer, of the Pico Aliso Resident Advisory Council (Pico Aliso is a 577 unit public housing development in Boyle Heights, east LA). She was a founding member of Union de Vecinos, which has worked to ensure that tenants would not be negatively impacted by the Hope VI project that involved the demolition, and then the rebuilding, of the housing development.

Ms. Hurd's community work goes back to her earlier years when, after graduating from Cal State Los Angeles, she worked for the Parks and Rec. Department of the City of Los Angeles until she became the Director of the Teen Post in her neighborhood, one of the community programs in the Johnson Era War on Poverty.

John M. Huskey

John M. Huskey is President of Meta Housing Corporation, a developer and operator of affordable family and senior apartment communities throughout Southern California. Huskey's responsibilities include the development and construction of low-income family and senior housing, utilizing federal tax credit financing and tax-exempt mortgage-backed revenue bonds in cooperation with public benefit nonprofit organizations as well as for-profit financial partners.

Huskey has been active in the financing, development, construction and management of affordable multi-family and senior apartment communities since 1969 and has been responsible for the creation of more than 8,000 affordable housing units.

Prior to launching Meta in 1993, Huskey headed several major development firms specializing in assisted living facilities for seniors, including Urban Housing Systems, Inc. and ARV Senior Housing, Inc. Previously, he was President and Chief Executive Officer of Calmark Properties Inc. a nationally recognized builder/developer/operator of all types of residential properties and a leading producer of affordable non-federally subsidized rental housing for seniors. While there, he created

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the acclaimed Heritage Park program of affordable apartment communities for active seniors, under which more than 6,000 units were built throughout the western U.S.

Before joining Calmark in 1976, Huskey was a consultant on land use and transportation issues for various public and private clients including the Denver Regional Transportation District, Continental Multi-Homes Inc., The City of Boulder, Colorado and Development Research Associates.

In 1996, he was honored by the Building Industry Association Senior Housing Council as its SAGE award winner for outstanding contributions to senior housing. Additionally, in 1988, the BIA recognized Mr. Huskey for his contributions to affordable rental housing. A frequent speaker and guest lecturer on development and transportation issues, Huskey has served as a technical advisor to the Los Angeles County Housing Authority as well as San Bernardino County. He also served two terms on the Loan and Grant Committee for the State of California Department of Housing and Community Development. He currently serves on the Affordable Housing Trust Fund Advisory Committee for the Mayor of Los Angeles.

He attended the University of Notre Dame and Sophia University in Tokyo.

Michael F. Keeley

Michael F. Keeley began his real estate career in 1981 with Riordan & McKinzie, a Los Angeles-based law firm. From 1990 until 1993 he was the chair of the firm's real estate department. He left the firm in 1993 to follow the firm's name partner, Richard J. Riordan, then newly elected Mayor of Los Angeles. For three years he served as a Los Angeles Deputy Mayor, in charge of the city's \$4 billion general fund budget and numerous high profile Riordan Administration initiatives. He continued to work closely with the Mayor after leaving city service, particularly on the Mayor's initiative to revise the Los Angeles City Charter, passed by the voters in April 1999. Mr. Keeley is presently a consultant to The Broad Foundation, focusing on the development of new charter and public schools within LAUSD.

Mr. Keeley has devoted substantial time and energy to volunteer and civic endeavors. He served as a Peace Corps volunteer in the Philippines for two years before attending law school. He has served as a commissioner of the Los Angeles Homeless Services Authority, created by the City and County of Los Angeles to administer approximately \$60 million per year for various programs assisting homeless persons throughout Los Angeles County. He was also an active member of the Blue Ribbon Commission on Slum Housing, whose recommendations led to the creation of a comprehensive housing inspection program in Los Angeles. He has also been on the boards of the Inner City Law Center, the Mary Lind Foundation, the Los Angeles Community Design Center and the Hollywood Community Housing Corporation. In 2001 Mr. Keeley was appointed by LA School Board President Caprice Young to serve on the Los Angeles Redistricting Commission for the LAUSD. He was elected Chair of the Commission by the Commissioners. The Commission's recommended plan for redistricting LAUSD was adopted by the Los Angeles City Council in May 2002.

Mr. Keeley is a high honors graduate of the University of Notre Dame, where he was awarded a Bachelor of Arts in 1975, and an honors graduate of the University of Michigan, where he received his J.D. in 1980, and was associate editor of the Michigan Law Review. Mr. Keeley is a member of the State Bar of California, and the American and Los Angeles County Bar Associations.

David Kersh

David Kersh is Government Affairs Representative for the Carpenters/Contractors Cooperation Committee, a nonprofit joint labor management organization committed to leveling the playing field in the construction industry, and to preserving industry standards. Over the years, he has worked closely with government agencies in Los Angeles and the Las Vegas area in developing procedures to ensure that responsible contractors are awarded publicly-funded projects. At the same time, he has been involved in media and community outreach projects designed to inform the general public about

the plight of the Latino workforce on construction sites, and to educate immigrant workers about their rights as workers.

Mr. Kersh has a B.A. degree in History from the University of California, Santa Barbara. He was an intern at the Organization of American States in Washington, D.C.

G. Allan Kingston

Mr. Kingston is President/CEO of Century Housing, a nonprofit corporation. He has directed real estate financing and development programs which have added more than 10,000 units of affordable housing in 120 developments, located in 30 communities throughout the Los Angeles metropolitan area, and has brought to reality Century's theme: "More Than Shelter[®]"

Acting as an intermediary to local community organizations, and nonprofit and for-profit developers, affordable housing developments financed by Century include funding of innovative inner city developments which feature More Than Shelter[®], combining housing with after-school, tutoring/college prep programs, academic counseling, transitional housing for homeless veterans, child care, energy efficient homes, pre-apprenticeship training, HIV and substance abuse counseling, training programs for Women in nontraditional jobs, health and wellness programs for seniors, and other socially responsive programs.

As well as being a Century Board Member, Mr. Kingston also is the First Vice President of the National Housing Conference, and a Board Member of the National Association of Affordable Housing Lenders, the National Housing Development Corporation, the Center for Housing Policy, Shelter Partnership of Los Angeles, Housing California, and he is Chairman of the California Housing Consortium. He has also served on the Board of Directors of the National Coalition for Homeless Veterans.

In 2001, Mr. Kingston was named the first ever recipient of the Founder's Award by the Hope Through Housing Foundation (affiliated with the Southern California Housing Development Corporation, one of the largest nonprofit providers of affordable housing in the state) for his "...tremendous contributions and role as a leader in the housing and nonprofit industry." And his guidance is responsible for Century Housing being selected as an EPIC Award Winner (Exemplary Public Interest Contribution) by the U.S. Department of Labor for Century's "... many outstanding programs that provide quality housing paired with on site valuable social services. The attitude of 'affordable housing communities need more than shelter' can be seen in Century's programs for its working-class families."

Mr. Kingston directed the private real estate development activities and projects of large corporations for several years, and was a partner in several commercial real estate and residential projects in California, Hawaii, and the Midwest. He has managed large-scale residential and commercial projects for, among others, Tecon Realty Corporation, Le Meridian Hotel (Coronado), Oceanic Properties (Castle and Cook), The Hawaiiana Company, Centre Properties, and University Development, Inc.

His focus on urban issues began with government organizations: he served as Executive Director of the Fresno Redevelopment Agency, as Deputy Director of the Oakland Redevelopment Agency, and with the U.S. Housing and Home Finance Agency and HUD.

Allan and his wife Patti, have four children, all grown. They reside in Culver City, adjacent to Los Angeles.

Jeff Lee

Jeff Lee, President of The Lee Group, is a second-generation builder who is responsible for the day-to-day operations of the company. Since graduating from the University of Southern California in 1979, Jeff has worked in all aspects of the company and the development process. In 1997, Jeff became President of The Lee Group, succeeding his father, Harlan Lee.

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During the last 20 years, the company has earned a reputation as a leader in the greater Los Angeles area for the development of urban infill housing from mixed use developments to condominiums to luxury estates. The Lee Group specializes in public-private partnerships with redevelopment agencies and other public authorities to help cities produce quality housing, often for low- and moderate-income first-time homebuyers. The Lee Group has built or has under construction over 1,000 homes for low- and moderate-income families and seniors.

The company principals have received over fifty local, regional and national design awards, including Builder of the Year by the National Association of Home Builders in 1990. In 1998, The Lee Group started construction on Village Green, 186 energy efficient, single-family detached homes adjacent to the Sylmar/San Fernando Metrolink station. In partnership with the Clinton Administration's PATH (Partnership in Advancing Technology and Housing) program, the homes at Village Green are some of the most environmentally sensitive production homes in the nation and the largest solar electric subdivision in the United States. Former President Bill Clinton attended the groundbreaking ceremony for Village Green in May 1998 to announce the PATH initiative and recognize this innovative development.

Jeff is a member of the Greater Los Angeles/Ventura Building Industry Association (BIA) Board of Directors, and is chairman of the BIA Los Angeles City Governmental Relations Committee and has been named Builder of the Year in 1993 and 1999. Jeff also serves as Chief Financial Officer for Community Conservancy International, a nonprofit open space preservation organization in Los Angeles and serves on the Board of Directors for LA Family Housing.

William G. Luddy

William G. Luddy is currently appointed to the United Brotherhood of Carpenters and Joiners of America as a Director for the Labor-Management Education and Development Fund. He serves on the Carpenters/Contractors Cooperation Committee as an Executive Director, on the Southwest Regional Council of Carpenters as a Political Director, on the Metropolitan Water District Board of Directors as a Vice Chairman on the Executive Committee, for the U. S. Department of Labor on the Labor Advisory Committee for Trade Negotiations & Trade Policy, for the Los Angeles Convention and Visitors Bureau Board of Directors, and for the California Council for Environmental and Economical Balance as a Board Member.

Previously, Mr. Luddy was President of the Los Angeles City Planning Commission and a former member from 1982-1992. He was also Director of Public Relations for the Los Angeles County and Vicinity District Council of Carpenters.

Dean H. Matsubayashi

Dean H. Matsubayashi is currently a Project Manager for the Little Tokyo Service Center CDC where he has overseen the development of four real estate projects: a 47 unit Low Income Housing Tax Credit Project, a 100 unit Assisted Living and Adult Day Health Center, a 60,000 square foot multi-purpose recreation center, and a 75 unit new construction project for large families. He has also managed the development of the following community economic development projects: a community health clinic targeting low-income, uninsured immigrants; a Little Tokyo Business Improvement District; a Little Tokyo Historic Preservation; and the Little Tokyo Community Gymnasium. Previously Mr. Matsubayashi was an Associate Director for Planning and Development at Asian Americans for Equality in New York, where he coordinated the development of low-income housing and community facilities from conceptualization and design to financing and closings. Mr. Matsubayashi holds a Master Degree in Public Policy from the John F. Kennedy School of Government of Harvard University and a Bachelor of Arts in Political Science and Sociology from the University of California at Irvine.

Timothy L. O'Connell

As Director, Legislation and Policy, for Century Housing Corporation, Mr. O'Connell is responsible for representing the interests of the Corporation, its affiliates, partners and clients at the federal, state

and local levels, including matters relating to funding, regulation and oversight. Mr. O'Connell is Century's primary liaison with elected representatives, legislative staff and appointed administrative officials in the on-going effort to assure that affordable housing and related issues receive appropriate consideration.

Immediately prior to coming to Century Housing Corporation, Mr. O'Connell served as Assistant to the Chief Executive Officer, San Diego Housing Commission, the City of San Diego's public housing agency. In that position, he provided policy support to the CEO and Board of Commissioners, as well as serving as primary liaison between that agency and the Mayor and City Council, who served as the City's Housing Authority.

Mr. O'Connell served Maureen O'Connor during her term as Mayor of the City of San Diego as Director of Program Development for Growth & Development. While in this position, Mr. O'Connell was responsible for developing and building consensus for policy initiatives in the areas of growth management, public facility finance, development regulation, environmental protection, and affordable housing. These efforts resulted in the first comprehensive public facilities financing mechanism covering both older, inner-city areas, as well as rapidly growing suburban communities. During this time, the Mayor served as Chair of the San Diego Housing Commission, and Mr. O'Connell was the Mayor's primary representative to the Commission Board members and staff.

Previous experience includes appointments as City Coordinator of the joint San Diego City-County Regional Urban Information System, one of the nation's first multiple jurisdiction geographic information systems; City Planner responsible for development, implementation and maintenance of the San Diego City General Plan, as well as development and management of citywide goals, policies, programs and ordinances to implement state and federal statutes and local initiatives, including Local Coastal Program Land Use Plan. Mr. O'Connell coauthored the City of San Diego's billboard control ordinance, which banned the development of new billboards and resulted in abatement of existing outdoor advertising displays, successfully meeting the challenge of a US Supreme Court decision overturning prior efforts in this area.

Mr. O'Connell received his Juris Doctor from the University of San Diego, School of Law, attended the San Diego State University Graduate Program in City Planning, and received his Bachelor of Arts in Geography from University of California, Santa Barbara. Mr. O'Connell is affiliated with the American Planning Association, California State Bar, and the Urban & Regional Information Systems Association.

Dennis M. O'Sullivan

Dennis M. O'Sullivan is currently a Program Director with People in Progress, Inc. People in Progress is a social service agency providing program services to the homeless and indigent who primarily have problems with alcohol and drug dependencies. Mr. O'Sullivan attended High School at St Nicholas of Tolentine, Bronx, N.Y., Business Law and Business Management classes at the University of Hawaii, and graduated from the L.A. Mission College Chemical Dependency studies program where he was on the President's Honor Roll for 3 consecutive semesters. Mr. O'Sullivan has demonstrated community service most recently as Mayor James Hahn's appointee, L.A.U.S.D. Redistricting Commission 2001, and Assemblyman Robert Hertzberg's Public Safety Commission, 1999 to Present. He is also a member of the San Fernando Valley Alcohol Policy Coalition, East Valley Community Council - San Fernando Valley Partnership, San Fernando Valley Homeless Coalition, Sun Valley Venture Council, Mission College Community Advisory Board, Pierce College Addiction Studies Advisory Board, and for the Combined Health Appeal of California where he was a board member from 1998 to 2000.

Lawrence H. Parks

Mr. Parks is the Senior Vice President of External and Legislative Affairs for the Federal Home Loan Bank of San Francisco a \$140 billion wholesale bank serving banks and savings & loans in California, Arizona and Nevada. In this capacity he is the chief negotiator and strategist for the Bank

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with the Congress and the federal regulators. He developed and implemented a strategy to get Federal Home Loan Bank reform legislation included in the comprehensive Banking Reform bill enacted into law in 1999. The legislation reformed the Home Loan Bank product mix, lowered the capitalization levels of the Home Loan Banks and increased their membership base. He managed a communication outreach effort to 5,000 stakeholders of the Bank.

Prior to joining the FHLBSF, Mr. Parks was a Senior Advisor and Director of Strategic Regional Growth and Finance for the Department of Commerce. He was the Secretary of Commerce's chief policy advisor on regional growth, economic development, and minority business and finance issues. In this capacity, he led the Clinton Administration's effort to revitalize the California economy by creating partnerships between business entities, nonprofits and the federal government to expand businesses and grow jobs in California, particularly defense contractors seeking to commercialize and export their products abroad. He served on the White House's National Economic Council and the Domestic Policy Council. He was the U.S. representative on regional economic growth to the Organization for Economic Co-operation and Development (OECD), an international entity based in Paris, France.

Prior to work with Commerce, Mr. Parks was the Associate Legislative Counsel and Director at the Mortgage Bankers Association. Mr. Parks was also counsel to the Senate Banking Committee's Housing and Urban Affairs Subcommittee. Where he was the primary author of the Community Reinvestment Act (CRA) reforms that made CRA information public. The CRA reform legislation has led to over \$500 billion in capital being made available in low and moderate-income neighborhoods for mortgage and community development needs. While counsel on the Senate Banking Committee, he also established in law the Affordable Housing Program (AHP) whereby the Federal Home Loan Banks were required to set aside 10% of their earnings to low and moderate income housing. Since the enactment of the law in 1989, the AHP program has drawn in over \$1 billion in grants from the Home Loan Banks for low income housing nationally—the largest private grant program for housing in the nation.

He was a judicial clerk to the Honorable James Giles, U.S. District Court for the Eastern District of Pennsylvania. He is a Magna Cum Laude graduate of Temple University and a graduate of the Yale Law School. He led Mayor Williams Transition Team Cluster in economic development. He serves on the National Capital Revitalization Corporation (NCRC), a District entity established to grow businesses in distressed areas of D.C. He also served on the District's Redevelopment Land Agency ("RLA"). He is President of the Holy Name Society of St. Augustine Parish and is a Board member of the L.A. Family Housing Collaborative.

Tony M. Salazar

Tony M. Salazar is President of McCormack Baron Salazar, the west coast division of MBA Properties, Inc., a national real estate development and property management company, which specializes in the rebuilding of mixed-income urban communities and property management. Tony has been involved in the development of nearly 3,000 units of housing in his 18 years with the firm. Currently, he is involved in developing over 1,000 units including two HOPE VI projects, a transit village in Hollywood and work force housing in the City of Los Angeles. Tony received a B.A. from the University of Missouri and an MSW, specializing in Administration from the University of Michigan. Prior to joining McCormack Baron Salazar, he worked for the City of Kansas City, Missouri, administering HUD Community Development Block Grant Funds. He also served as the executive director of the Kansas City Neighborhood Alliance, a citywide nonprofit organization. In addition, he has served on the Board of Directors to two banks, the California Community Foundation, the Enterprise Social Investment Corporation and the National Council La Raza, where he served a Chairman during his tenure. He currently serves as the Chairperson of the Enterprise Home Ownership Partners.

Ruth Schwartz

Ruth Schwartz is the founder and Executive Director of Shelter Partnership, a nonprofit private/public partnership which provides technical, developmental, material and public policy support for Los Angeles' housing system for the homeless as a means to end homelessness in the region. Over the past 17 years, Shelter Partnership has assisted in the creation of both transitional and permanent, affordable housing with social support services for homeless individuals and families. Shelter Partnership has been instrumental in securing permanent housing for over 7,000 homeless individuals and families at rents that they can afford. Shelter Partnership also performs critical studies on homelessness and the housing delivery system. These include the needs of domestic violence victims, single women, emancipated foster youth, persons with a dual-diagnosis of mental illness and substance abuse and a major study on housing needs of homeless and low income persons living with HIV/AIDS.

The Shelter Resource Bank Program, an award-winning project of Shelter Partnership, has secured more than \$100 million in new excess inventory, distributed free of charge to more than 200 shelters and social service agencies in Los Angeles County.

Shelter Partnership was instrumental in Los Angeles' designation as the second Homeless Initiative City by the U. S. Department of Housing and Urban Development which resulted in the community receiving a \$20 million grant for innovative homeless efforts. The Partnership also regularly advises local governments on public policy and programmatic issues and has played key roles in the development of the City of Los Angeles' Section 8 Homeless Assistance Program and the regional Housing for Persons with Aids Program (HOPWA).

Ms. Schwartz has served on a number of boards and advisory committees, including the Senate Bipartisan Task Force on the Homeless, the Southern California Association of Non-Profit Housing Developers and the Los Angeles Emergency Food and Shelter Local Board. She has received numerous awards and was recently honored as the outstanding nonprofit by the National Alliance for the Homeless at an awards ceremony held at the Kennedy Center in Washington D. C.

Ms. Schwartz has been active for over 25 years, both at the community level and professionally in the field of low-income housing development and policy. Ms. Schwartz has her Master's Degree from the University of California at Los Angeles' School of Architecture & Urban Planning.

Timothy Van Scott, II

Timothy Van Scott, II, currently a Program Officer for the Local Initiatives Support Corporation (LISC), has implemented and managed the Neighborhood Turnaround Initiative (NTI), a four-year initiative with \$5M in loans and \$1.8M in operating support; underwrote over \$5.7M in grants and loans while conducting outreach to and solicitation from community development corporations for LISC for potential transactions; managed staff and underwrote for housing, mixed-use, recreation, youth and commercial developments; developed the capacity of community development corporations in forming and implementing comprehensive neighborhood development plans; acquired extensive and intimate knowledge of the layering of financing; and coordinated the collaboration and involvement of multiple financiers and developers. Previously he was a Development Specialist at the California Mutual Housing Association and a Program Director at Concerned Citizens of South Central Los Angeles. He received his Master of Real Estate Development in May 1994 from the University of Southern California, Master of Arts in Educational Administration in December 1990 from California State University, Dominguez Hill, Bachelor of Arts in Economics in March 1997 from University of California, Los Angeles, and received training in 1994 from the Local Initiatives Support Corporation/California Equity Fund Affordable Housing and Community Development Training Program.

Dalila T. Sotelo

Ms. Sotelo is a Senior Vice President with the firm of McCormack Baron Salazar. As a project manager, she coordinates all development activities and the project team. Responsibilities include

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communications and negotiations with lenders, foundations, and state, local and federal agencies as well as with local community development corporations, neighborhood residents. She develops and administers budgets, proformas, and contracts and provides technical assistance on community-based development programs. Ms. Sotelo has coordinated the predevelopment, closing and construction phases of over 13 development projects totaling over 1,350 units and \$170 million in development costs. Her expertise is in the project coordination of HUD HOPE VI mixed income developments. She had a daily hands-on role in all aspects of the project, from the predevelopment phase to final close out activities.

Jay Stark

Jay Stark, Director of Development, handles all aspects of the development process for the firm including land acquisition, entitlements, public/private partnerships, financing, project management as well as sales and marketing. Prior to joining The Lee Group in July, 1995, Mr. Stark was editor of the widely-read publications, The Planning Report and Metro Investment Report, which cover land-use, housing, public investment and related issues in Southern California. Mr. Stark is an honors graduate of the University of California, Santa Cruz and graduated with honors with the University of Southern California with a Masters Degree in Urban Planning and Real Estate Development.

Mr. Stark has also received a Merit Award from the California Planning Foundation for outstanding Graduate work and in 1995 received a statewide Journalism Award from the California Chapter of the American Planning Association. Mr. Stark is a Board Member of the Los Angeles Habitat for Humanity High School Initiative and serves as Project Developer for the environmental organization, TreePeople, overseeing the \$8 million redevelopment of their 40-acre Coldwater Canyon Park Facility into a sustainable office campus and Center for Community Forestry, and one of the first Platinum Level LEED projects in the country.

Lisa Sugino

Lisa Sugino, CDC Director for Little Tokyo Service Center (LTSC) Community Development Corp. Lisa is a sansei-han (three and a half generation Japanese-American) and third generation Angeleno. Her father came from rural poverty, her mother from urban poverty. She was born in South Central Los Angeles and raised in suburban Thousand Oaks. She has an undergraduate degree in Sociology with a concentration in Ethnic & Race Relations from UCLA and a Master's degree in Public Policy with a concentration in Housing & Community Development from Harvard University's John F. Kennedy School of Government. Lisa has worked in the public, private and now nonprofit sectors. She began working at Little Tokyo Service Center 12 years ago as the sole paid employee in the housing program. She now manages 60 employees at LTSC CDC, the community development affiliate of LTSC. LTSC CDC has developed \$50 million of community projects including over 300 units of affordable housing, Union Center for the Arts, childcare centers, and a health clinic. LTSC CDC is also the lead agency for the API Housing Collaborative and the API Small Business Assistance Program, which helps other Asian nonprofits. LTSC CDC remains steadfast in its community organizing and planning duties, having shepherded creation of the Little Tokyo Resident Association and three community masterplans. LTSC and LTSC CDC's job training, tenant and youth services, counseling and social services programs fulfill LTSC's vision of holistic, coordinated and responsible community building. The next major project is development of the long-awaited Little Tokyo Recreation Center for youth, seniors, and families.

Gregory M. Vilkin

Greg Vilkin joined Forest City Enterprises, Inc. in May 1990. Five years later, he was named president of Forest City Residential West, Inc. after supervising the development of over 5,000 units of multi-family housing and all of the company's residential development activities in the Western United States.

Mr. Vilkin is also President of Forest City Stapleton, Inc., the master developer chosen to transform Denver's former Stapleton International Airport into one of the nation's premier, mixed-use urban communities. The 4,700-acre property will ultimately have 12,000 residential units and 13 million

square feet of commercial development in a pedestrian-scale community that will be enhanced by more than 1,100 acres of new parks and open space.

Mr. Vilkin has over 20 years of experience in the real estate industry, spanning all areas of residential and commercial development. He has participated in the development of over 10,000 multi-family residential units and over 5 million square feet of office, retail, hotel and industrial properties.

A licensed financial principal with the NASD, Mr. Vilkin has degrees in Real Estate and Finance. He serves as Chairman of the Housing and Land Use Committee and as Director of the Central City Association of Los Angeles and the Los Angeles Center Building Improvement District. (BID)

Mr. Vilkin is a member and guest lecturer of The Urban Land Institute and The Congress for New Urbanism. He served as a member of the National Taskforce on Affordable Housing and has also lectured on behalf of the Pacific Coast Builders Conference and The Lusk Center for Real Estate.

In August 2000, the Denver Business Journal named Mr. Vilkin its “Commercial Real Estate Executive of the Year.”

Barbara Zeidman

Barbara Zeidman is the Director of Fannie Mae’s Los Angeles Partnership Office. As Director, Zeidman works to deliver the services, products and resources of Fannie Mae to support affordable housing at the local level by increasing opportunities for homeownership and affordable rental housing. The Partnership Office helps open the local housing dialogue, and support partners such as government agencies, developers, nonprofit community organizations and real estate professionals use innovative techniques to reach targeted populations such as minority families, low income families, underserved populations and first time home buyers. The House Los Angeles and Orange Counties Investment Plan is a 5-year blueprint for fulfilling Fannie Mae’s commitment of \$50 billion in new mortgage investment, primarily targeted to low and moderate-income residents. In the first 7 years, Fannie Mae has achieved over \$20 billion in new investments in the City of Los Angeles alone. The Partnership Office has also achieved great success in new tax credit equity investments, homebuyer education development, capacity building of nonprofit housing providers to increase homeownership programs, and innovative tools for housing rehabilitation and neighborhood renovation. In 1999, an Orange County Investment Plan of \$6 billion over five years was added to the Los Angeles Partnership Office, and in 2001, the Office was officially expanded to include the entire Los Angeles and Orange County areas. The new commitment of \$50 billion serving 250,000 families was announced in November 2001, making it one of Fannie Mae’s largest commitments to local areas.

Prior to joining Fannie Mae, Zeidman served as Assistant General Manager, City of Los Angeles Housing Department with specific responsibilities for Planning and Policy, Housing Production and Rent Stabilization. In this capacity, she oversaw the construction or significant rehabilitation of 2,500 units of multi-family housing, oversaw and participated in seven major bond issues and three bond issue refundings, developed a first-time homebuyer program using various subsidy techniques, and developed a menu of financing responses to assist in the housing recovery from the Northridge Earthquake.

Zeidman received her Bachelor of Arts from Louisiana State University (1970) and her Master of Arts, Yale University, (1972). She also holds a certificate of Public Finance Strategies, Wharton School of Finance, University of Pennsylvania and a certificate, Labor Relations and Negotiations from the University of California, Los Angeles.

Edward M. Zolla

Edward Zolla is President of Horizon Construction, Inc, (“HCI”) a California Corporation formed in 1979. HCI specializes in construction and management of market rate, for profit multi-family projects in the Southern California area. HCI holds California General Contractor’s License (B) 377414.

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In addition to duties with HCI, from 1995-2000, Zolla was CEO of Packaging Advantage Corp, an FDA regulated, contract manufacturer of over the counter (“OTC”) pharmaceuticals, health and beauty care products, and from 1991-1992 was an Adjunct Professor of Entrepreneurship in the School of Business Administration, University of Southern California.

Zolla’s other past entrepreneurial interests include nursing services, textile manufacturing and importing from lesser developed countries such as India, Pakistan and Sri Lanka.

Zolla’s professional and community service involvement include membership in the Young President Organization (1982–1998); World President’s Organization (1999–Present); Board Member and Pro-Bono Developer, Los Angeles Youth Network (1990–2000) and Advisory Committee, Los Angeles Chamber Orchestra (1991–Present).

Zolla received a Bachelor of Science in Economics, Wharton School of Finance and Commerce, University of Pennsylvania.