

REPORT OF THE PRESIDENT AND CEO

June 25, 2020

RESOLUTION AUTHORIZING THE PRESIDENT AND CEO, OR DESIGNEE, TO ACCEPT THE FY 2019 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT AWARDED BY THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT IN THE AMOUNT OF \$35 MILLION TO BE USED TOWARD THE REDEVELOPMENT OF THE JORDAN DOWN PUBLIC HOUSING COMMUNITY AND CRITICAL COMMUNITY INVESTMENTS IN THE WATTS NEIGHBORHOOD, INCLUDING ANY AGREEMENTS AND VARIOUS VERIFICATIONS AS REQUIRED BY THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT TO INITIATE WORK UNDER THE AWARD



Douglas Guthrie
President & Chief Executive Officer



Jenny Scanlin
Chief Strategic Development Officer

Purpose: To authorize the President & CEO to execute a Choice Neighborhoods Implementation (“CNI”) grant contract and all necessary supplemental documents, certifications and verifications including but not limited to required U.S. Department of Housing and Urban Development (“HUD”) forms and agreements with implementing partners on roles and responsibilities for CNI grant implementation. The CNI grant awarded in the amount of \$35 million will be used toward the redevelopment of Jordan Downs public housing and the greater Watts neighborhood in response to the HUD NOFA FR-6300-N-34.

Regarding: HACLA applied in FY2013, FY2015 and FY2016 for CNI funding for the Jordan Downs Public Housing redevelopment but has not received an award to date. Of the three prior submissions, the last two did not meet threshold due to an outstanding fair housing dispute between the City of Los Angeles and the federal government as it relates to accessibility of units in affordable housing. On August 2, 2019, the City of Los Angeles and the Housing and Urban Development Department reached a settlement on this charge, clearing the path for HACLA to apply for this CNI discretionary grant without further threshold issues threatening the competitiveness of HACLA’s application.

HACLA’s last CNI application for FY2016 was approved by the Board of Commissioners and included a contingent obligation of up to one million dollars (\$1,000,000) to provide sustainability funding for services at Jordan Downs (Resolution 9264). Prior actions of the Board of Commissioners to submit similar applications include Resolution 9187 from FY2015 and Resolution 9080 from FY2013.

On October 31, 2019, HACLA’s Board of Commissioners adopted Resolution 9535 allowing HACLA to apply for the CNI Implementation Grant, obligating matching funds for administration of the grant, and allowing the President & CEO or their designee to enter into agreements with various lead agencies, leverage and project sponsors as necessary to satisfy the requirements of the grant guidelines.

After full panel review of the Watts Rising CNI grant application and conducting a site visit, HUD announced the awards for the FY2019 CNI Implementation grants to four recipients nationwide. The HACLA and City of Los Angeles' Watts Rising application received the highest score of all grant recipients and was advised of its award on April 23, 2020.

Issues:

Background HACLA initiated a long-range plan to redevelop Jordan Downs in 2008. These efforts included acquiring an adjacent 21-acre site in 2008, establishing the Jordan Downs Community Advisory Committee in 2008, preparing a Community-Based Master Plan in 2010, initiating a Request for Proposals in 2011 and competitively selecting a Jordan Downs Community Partners, LLC, a joint venture of BRIDGE Housing and The Michaels Organization (“JDGP” or “Master Developer”) to be HACLA’s private development partner to assist with the financing, construction and management of the redeveloped Jordan Downs in 2012, working with the Department of City Planning to adopt the Jordan Downs Urban Village Specific Plan and Environmental Impact Report (EIR) in 2013, and adding Primestor Incorporated as the developer of commercial space in 2018 and the community center and central park in 2020.

HACLA and the Master Developer have worked closely to execute the vision of a redeveloped Jordan Downs and have seen the beginning of success in the completion of key projects in Phase I which will see 250 units of affordable housing, 115,000 square feet of commercial space and close to three acres of park space, paseos and plazas fully constructed by August 2020. In parallel, HACLA and JDGP have done extensive community engagement and surveying of Jordan Downs residents to develop a human capital plan, which was initiated in 2010 with a \$6 million investment by HACLA and continues to thrive under a Joint Agreement for Services between HACLA and BRIDGE Housing and through HACLA’s Community Coach Program. All parties have been successful in pursuing competitive funding sources, including federal, state and private foundation grants, to realize the redevelopment. As of today, the first phase of construction alone has brought close to \$200 million in new investment to Jordan Downs and the Watts community. However, with the total cost of redevelopment is still expected to cost over \$1 billion, HACLA and JDGP are compelled to aggressively pursue all available funding opportunities.

Throughout this redevelopment process, HACLA and the City of Los Angeles have looked beyond the boundaries of the 70-acre development to ensure broader positive impacts and connectivity to the neighborhood as a whole. Hundreds of meetings and events have been held with the residents of Jordan Downs, key community institutions, organizations, and neighborhood residents to hear their concerns, identify priorities and incorporate their desires into an overall plan for revitalization. This thought-leadership and strength in collaboration has already led to the successful award of \$33.25 million in Transformative Climate Communities funding for Watts Rising and has made a positive impact on grassroots engagement and resident leadership building in Watts.

Choice

Neighborhoods

Opportunity On August 5, 2019, HUD released a Notice of Funding Availability (NOFA) for up to a \$35 million CNI Grant. CNI has been developed by HUD to assist in transforming

neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Watts Rising submitted its application on November 4, 2019 which proposed a comprehensive plan for revitalizing and investing in the health and economic growth of the Watts community (see further detail in **Attachment 2**).

Securing the HUD CNI grant is an important milestone in the redevelopment of Jordan Downs and another key resource for the larger Watts community. With HUD requirements that at least \$22 million of the \$35 million grant be used directly to finance the planned physical improvements in future phases (see Jordan Downs Phase Map in **Attachment 3**) and its restriction that \$5.25 million in human capital initiatives be targeted directly to Jordan Downs, it will help accelerate momentum and pave the way for future contributions.

JDCP has the requisite profile and prior large-scale public housing redevelopment experience to serve in the capacity of the Housing Lead in the CNI grant application, with Children's Institute, a local non-profit in Watts and the operator of the long-standing Head Start facility located at Jordan Downs, serving as the People Lead for the social services provided to Jordan Downs residents. Lastly, the City of Los Angeles through the Mayor's Office of Economic Opportunity, who is also a partner with HACLA in Watts Rising will be the Neighborhood Lead and work collaboratively with HACLA and non-profit partners to implement the close to \$11 million in neighborhood investments embodied in the Choice application and future CDBG contingently committed by the City. HACLA will serve as the Lead Applicant with the City of Los Angeles as Co-Applicant per the requirements outlined in the CNI Notice of Funding Availability and will be responsible for the overall administration, execution and metrics associated with implementation of the grant.

Sustainability and Leverage funding are a critical component of the grant. HACLA is contributing leverage to the Housing Plan through previously committed resources to the Master Developer and various off-site and horizontal improvements, including the parks and the build-out of Century Boulevard. The Watts Rising Project also includes Leverage Letters that speak to the resources being invested in the Neighborhood and People Plan. As of grant submittal, HACLA had secured over \$237 million in Neighborhood Leverage and \$22 million in People Leverage, surpassing the minimum \$40 million in Neighborhood Leverage and \$15 million in People Leverage required for full points in the CNI NOFA. The Neighborhood Plan was developed with the insights of the community provided in adopted historic planning documents for Watts and mobile workshops and meetings held with residents to gauge how they defined their needs and prioritized potential projects. Over 250 residents participated in mobile workshops during September and October of 2019 and over 100 residents and organizational stakeholders in Watts participated in a community "pitch" and voting exercise held on two different days to select the final list of Critical Community Investments. **Attachment 4** represents the projects which were submitted for HUD funding and complimentary CDBG funding from the City of Los Angeles. HACLA will work with HUD and the community to review all projects and programs in further detail over the next four to six months and refine and finalize the Housing, Neighborhood and People Plan. These final plans will be approved individually by various sub-committees or individuals within HUD and will require the support and participation of Watts residents and institutions.

The Board of Commissioners approved a \$1,050,000 administrative match to the \$2.1 million HACLA requested of HUD to effectively administer the level of engagement, reporting, compliance and grant oversight needed to implement the CNI grant. HUD guidelines allow for 3% of the grant to be used for administration and 6% with justification. The \$2.1 million ask of HUD anticipates that HACLA can justify, due to the size and complexity of the project components, that a 6% administrative fee is necessary. The reality is that grant administration in a project of this size ideally should be set at 15% of the grant size. In order to ensure even a baseline of effective administration, staff is recommending a 50% match to HUD's allowable administration budget, which would take the actual funds available for administration to nine percent (9%). HACLA will continue to look for additional resources to assist with enhancing our work and addressing critical tools of success like community engagement, project activation, capacity building, community safety and non-displacement as parallel and important components of the work as we focus on implementation. HACLA will have the opportunity to determine how best to allocate the resources we contribute and will rely on HUD's 6% to cover baseline staffing costs.

HACLA and its Lead Applicant partners have already begun the hard but exciting work or preparing for CNI grant implementation and have hosted virtual town halls with its People, Neighborhood and Housing partners to provide updates and conduct brainstorming sessions on proposed grant goals and strategies for successful implementation. HACLA expects to continue this level of partner and community outreach as HACLA and its partners build out services, management and projects by and for the community.

Vision Plan: PEOPLE Strategy #7: Enhance resident access to education opportunities, workforce readiness training, and skills development

The CNI grant will provide HACLA and its partners the opportunity to meet the gaps in service in the community required to support improved health, education, community cohesion and economic stability.

PLACE Strategy #1: Stabilize the physical and financial viability of the conventional public housing portfolio.

Redeveloping public housing requires the strong commitment of a variety of funding sources and the ability to layer subsidies flexibly into projects. CNI provides a key gap financing source to allow HACLA and JDCP to fulfill on the complex redevelopment of Jordan Downs and ensure all projects comply with the community-adopted master plan and City's Specific Plan.

PLACE Strategy #5: Expand HACLA's role in the broader communities it serves to improve neighborhood-wide health and well-being.

CNI grant funded programs are consistent with this strategy and call to action to pursue resources to build and invest in neighborhood-wide improvements and support the larger community's interest in improvements to safety, health, education and economic equity.

Funding: The Chief Administrative Officer confirms the following:

Source of Funds: The Board of Commissioners has agreed to commit \$1,050,000 in non-

federal leverage resources for administration of the CNI grant and anticipates that these funds will be obligated over the five-year duration of the grant starting in FY2021.

Budget and Program Impact: Of the \$35 million awarded, HACLA will be the direct beneficiary of 85% of the total funds received which will go directly into either the physical redevelopment of Jordan Downs or targeted services to its residents. As final plans for all grant components are finalized, HACLA will review the grant administrative staffing and requirements to be successful and may return to the Board of Commissioners as necessary for future fund obligations to complete the housing, people, or administrative components.

Environmental

Review: All individual projects referenced and included in the CNI application as Critical Community Investments will undergo individual CEQA and NEPA review prior to any fund expenditure and implementation in accordance with respective State and Federal regulations.

Housing Project

CEQA: The City of Los Angeles is the lead agency for the Jordan Downs Redevelopment for purposes of the California Environmental Quality Act (CEQA). The City of Los Angeles, acting through its Planning Department, approved a larger project under the Jordan Downs Urban Village Specific Plan (1,800 residential units; up to 250,000 square feet of commercial/retail/office plus up to 20,000 square feet of community-service retail and services in mixed use buildings; a network of parks totaling 8.9 acres; and new community facilities), and its associated Environmental Impact Report (“EIR”) and required findings on April 17, 2013 (ENV-2010-32-EIR). Two addendums to the EIR were prepared on January 11, 2016 and April 4, 2016 respectively to address any additional impacts not considered in the EIR as the result of a proposed Specific Plan Amendment. On April 14, 2016, the City Planning Commission found based on the whole of the administrative record that no subsequent or supplemental EIR or negative declaration was required. The future phased development of up to 1,569 housing units as contemplated in HACLA’s CNI grant application is consistent with the Specific Plan and its Amendment (CPC-2015-3990-GPA-ZC-SP) and will be subject to the imposition of various measures contained in the Specific Plan’s conditions of approval, including Mitigation Monitoring. On November 29, 2016, the Department of City Planning, through the authority of its Planning Director, issued a Specific Plan Project Permit Adjustment, to allow for minor changes to setbacks, common open space and parking area shading for the Phase 1B development. This Specific Plan Project Permit Adjustment was approved in compliance with CEQA and did not find any additional environmental evaluation or mitigations required.

No further environmental review is required for HACLA’s recommended actions because based on the project record there has been no change to the Jordan Downs Redevelopment or substantial changes in circumstances or new information that would warrant subsequent environmental analysis in accordance with CEQA, including but not limited to Public Resources Code section 21166 and State CEQA Guidelines sections 15162, 15163 and 15164. Based on this, HACLA will file a Notice of Determination after the Board of Commissioners has acted on this item. The mitigation measures and related conditions of approval applicable to the JD Redevelopment have been reviewed and will be monitored for compliance.

*Housing
NEPA:*

Pursuant to 24 CFR Part 58, the City of Los Angeles, through its Housing and Community Investment Department (HCID/LA) serves as the environmentally responsible entity in preparation of the Environmental Assessment and Finding of No Significant Impact (EA/FONSI) for the Jordan Downs Public Housing Community Project. The EA/FONSI was circulated for public review on June 13, 2014 through July 2, 2014. On December 22, 2015 a technical memorandum was prepared to review any changes to the project description. Based on this memorandum HCID/LA found that changes to the project description did not result in changes to the conclusion of the EA/FONSI. On February 11, 2016 the U.S. Department of Housing and Urban Development's Office of the Field Office Director issued approval of HACLA's Request for Release of Funds and Environmental Certification. In response to the completion of the soil remediation to meet site-specific clean-up goals on the 21-acre site purchased to build out the first phase of Jordan Downs, in June 2017, HCID/LA provided a Categorical Exclusion Not Subject to §58.5 per 24 CFR 58.35(b).

Section 3: HACLA and the Jordan Downs Community Partnership are committed to the application of Section 3 for all projects developed within Jordan Downs, including construction and post-construction jobs and business opportunities. The specific Section 3 requirements were adopted in the Second Amendment to the Master Development Agreement (Resolution 9327). To date, 220 Section 3 qualifying individuals have been hired into construction jobs at Jordan Downs; 70% of which live in the neighborhood of Watts. With over 55,000 work hours, these residents are now moving into other construction career jobs including almost 30 union enrollments and 51 apprenticeships. Permanent positions within the new commercial shopping center are being populated successfully with Section 3 Residents, currently 67 of 107 new hires qualify as Section 3, or 62% of the new hires.

Although not required by HUD, HACLA will apply its Section 3 Guide and Compliance Plan to promote local hire and local contracting opportunities with the implementation of the People Plan and CNI Critical Community Investments in the Watts neighborhood. The Section 3 priority tiers will follow HUD's guidelines for mixed finance projects, focusing on the primacy of public housing residents and residents and businesses in Watts for new jobs and contracting opportunities. Jordan Downs Forward, a working group directed by the Economic and Workforce Development Department will provide a forum for mapping jobs and training opportunities and ensuring that residents are successful in filling these positions. HACLA is currently updating the projected job numbers for this effort and will work with its own America's Job Center and Watts Labor Community Action Center on referrals and related training.

Attachments:

1. Resolution
2. Summary of CNI Grant Opportunity
3. Phasing Map for Jordan Downs
4. Proposed CCI Investments

ATTACHMENT 1.

RESOLUTION

RESOLUTION NO. _____

RESOLUTION AUTHORIZING THE PRESIDENT AND CEO, OR DESIGNEE, TO ACCEPT THE FY 2019 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT AWARDED BY THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT IN THE AMOUNT OF \$35 MILLION TO BE USED TOWARD THE REDEVELOPMENT OF THE JORDAN DOWN PUBLIC HOUSING COMMUNITY AND CRITICAL COMMUNITY INVESTMENTS IN THE WATTS NEIGHBORHOOD, INCLUDING ANY AGREEMENTS AND VARIOUS VERTIFICATIONS AS REQUIRED BY THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT TO INITIATE WORK UNDER THE AWARD

WHEREAS, the Housing Authority of the City of Los Angeles (“Housing Authority”) is a public body, corporate and politic, organized and existing under the Housing Authorities Law (commencing at Section 34200 of the California Health and Safety Code and, specifically, Section 34311), and authorized to transact business and exercise the powers of a housing authority pursuant to action of the Board of Commissioners of the Housing Authority (the “Board”); and

WHEREAS, the Housing Authority intends to transform the Jordan Downs public housing community into a mixed-income, mixed use, environmentally friendly, vibrant urban village, conducive to healthy living and economically progressive conditions (“JD Redevelopment”); and

WHEREAS, on August 5, 2019, the U.S. Department of Housing and Urban Development (“HUD”) released a Notice of Funding Availability for up to \$35 million per project for its FY 2019 Choice Neighborhoods Implementation (“CNI”) Grant, which has been developed by HUD to assist in transforming neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation; and

WHEREAS, on October 31, 2019, by Resolution 9535, the Board authorized the President and CEO to execute and submit all necessary documents and certifications required and authorized the Board Chairperson to approve and certify the submission of a grant application to HUD, for a \$35 million CNI Grant to be used toward the JD Redevelopment and critical community investments in the greater Watts community, as well as approved other actions related to the submission of the grant application; and

WHEREAS, on April 23, 2020, HUD notified the Housing Authority of its selection as an awardee for up to \$35 million in federal funding under the CNI Grant to be used toward the JD Redevelopment and critical community investments in the Watts neighborhood; and

WHEREAS, a Board Resolution is required for the Housing Authority to accept the grant and the obligations associated with receipt of such funding, and enter into the CNI Grant Agreement and Assistance Award/Amendment Form (HUD-1044) with HUD; and

WHEREAS, the Housing Authority is required to execute a number of certifications verifying information and documentation in order to accept a CNI Grant Award and enter into the CNI Grant Agreement, to commit to meet federal standards and regulations as grantee, to demonstrate commitment to leveraging federal resources by contributing matching funds, and to implement the housing redevelopment in a manner that meets or exceeds design and sustainability standards; and

WHEREAS, the Housing Authority will engage lead partners for the housing, neighborhood and people components of the implementation work and has selected the City of Los Angeles' Mayor's Office of Economic Opportunity as the Neighborhood Lead, Jordan Downs Community Partners made up of BRIDGE Housing and The Michaels Organization as the Housing Lead, and Children's Institute Inc. as the People Lead and with these partners will engage a diverse group of stakeholders, other non-profit and development partners and residents to implement the CNI Grant and undertake a community driven process towards revitalization.

NOW THEREFORE BE IT RESOLVED that the Board of Commissioners authorizes the President and CEO, or his designee: (i) to accept the FY 2019 Choice Neighborhoods Implementation ("CNI") Grant awarded by the U.S. Department of Housing and Urban Development ("HUD") in the amount of \$35 million to be used toward the redevelopment of the Jordan Downs public housing community and critical community investments in the greater Watts neighborhood; (ii) to obligate the Authority to the terms and conditions associated with the receipt of such funding; (iii) to execute any agreements, forms, verifications as required by HUD, and any amendments thereto, including HUD Form HUD-1044 and the CNI Grant Agreement, as approved by legal counsel; and (iv) to undertake various actions reasonably necessary to effectuate the terms of the CNI Grant Agreement and this Resolution, including but not limited to, negotiating, executing, approving, and delivering any related and ancillary documents and agreements, all with the advice and/or approval of legal counsel.

BE IT FURTHER RESOLVED that the foregoing recitals are incorporated into this Resolution by this reference and constitute a material part of this Resolution.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately.

HOUSING AUTHORITY OF THE
CITY OF LOS ANGELES

By: _____

Chairperson

APPROVED AS TO FORM:

BY: _____

General Counsel

DATE ADOPTED: _____

ATTACHMENT 2.

WATTS RISING

CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT PROPOSAL SUMMARY

FY2019 Watts Rising Choice Neighborhoods Implementation Grant

HACLA as the Lead Applicant, and the City as the Co-Applicant, applied for a FY2019 Choice Neighborhoods Implementation Grant for Watts Rising, which continues the Jordan Downs Forward redevelopment work and targets the entire Watts neighborhood for additional investment. Choice Neighborhoods is a program of the U.S. Department of Housing and Urban Development (HUD) intended to help cities leverage significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders - such as public housing authorities, cities, schools, police, business owners, nonprofits, and private developers - come together to create and implement a plan that revitalizes distressed HUD housing, offers a higher level of service provision to affected public housing residents, and catalyzes critical improvements in the neighborhood, promoting place-based investment in businesses, public spaces, services and schools.

Choice Neighborhoods is focused on three core goals:

Housing - Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood

HACLA looks to the redevelopment of Jordan Downs to serve as a catalyst for the rebirth of the Watts neighborhood. The project incorporates one-for-one replacement of public housing layered with a human capital plan. The Housing Lead for this effort is the Jordan Downs Community Partners (JDGP) joint venture comprised of BRIDGE Housing and The Michaels Organization. Housing redevelopment has already begun with Phase 1A complete and Phase 1B expecting to move residents in by August 2020. Both of these phases combined bring 250 new affordable housing units to Jordan Downs. Phases 2 projects, totaling an additional 253 units, are fully funded; with two projects under construction and the last anticipating a financial closing in early 2021. The final projects are planned to start in 2021 with the last units constructed by September 2026. A variety of resources will be tapped to construct the housing, including 9% and 4% low-income housing tax credits, state funds, Federal Home Loan Bank Affordable Housing Program, and HACLA resources. Choice funding would be spread amongst a number of projects to help move the timeline for completion faster. The final buildout will also include 9 acres of park space, a community center with a job resource center, a Pre-K Head Start program, and approximately 160,000 sf of commercial space.

Excluding Phase 1A which is now complete, for grant purposes this is a 1,454-unit housing program includes the following unit types and counts:

- 628 Replacement Units (Phase 1A had 72 replacement units for a total of 700 replacement units)
- 476 Affordable Units (Phase 1A had 41 additional affordable units)
- 200 Market Rate Units (including 16 on-site manager units + Phase 1A had 2 on-site manager units)
- 150 Home-ownership Units (approximately 40 affordable + 110 market rate)

People - Improve outcomes of households living in the target housing related to employment and income, health, and children's education

The Choice Neighborhoods program also places a high emphasis on service provision to target public housing residents and helping them connect with the programs, resources and supports they need using a case management model. Leading the People part of the work is Children's Institute (CII) based out of Watts, with the Partnership for Los Angeles Schools (PLAS) serving as the Principal Education Partner. CII is bringing their evidence-based dual generation approach to working with Jordan Downs families and drawing from an expansive range of local service providers and organizations to address challenges individual to each household with a focus on health, education and employment. Their program kicks off with the re-activation of the Jordan Downs gym as an interim solution to providing community cohesion programming on-site. Additionally, they will set up office space in a modular HACLA will be locating on-site to provide a Wellness Center, where family mental health is of primary focus.

Neighborhood - Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

The Mayor's Office of Economic Opportunity (MOEO) will be partnering with HACLA through its Watts Rising effort to carry out the neighborhood program for Watts, which builds on the \$200 million in community investments being sparked through the \$33 million Transformative Climate Communities (TCC) grant to Watts Rising. Via Choice funding, supplemented with CDBG committed by the City, MOEO and HACLA are targeting these resources to assist additional neighborhood greening investments in homes, schools and streets; supporting local non-profit organizations to enhance their facilities to better serve the Watts community; boosting local economic development efforts through small- and micro-business financing, creation of a kitchen incubator, and workforce/education training space; and park and community facility improvements that will impact resident's quality of life across all ages and celebrate the history of this community. This almost \$11 million in neighborhood investment will build on the many plans that the Watts neighborhood has envisioned coming to life of the past decades, reduces long-standing environmental impacts and focuses on public health and economic development: two cornerstone goals adopted by the entire community.

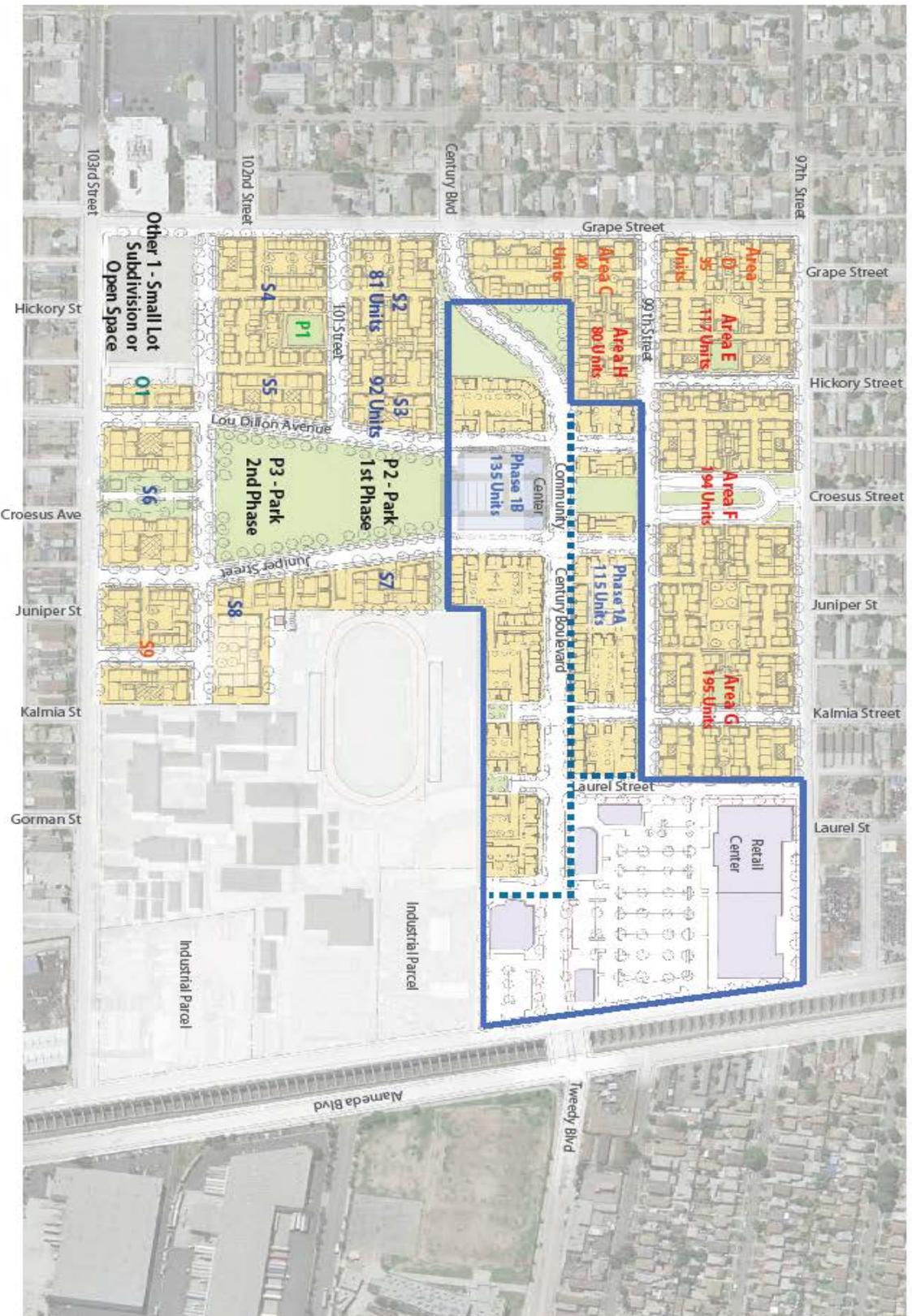
Leverage Details:

The Watts Rising proposal was able to match HUD's \$35 million with \$362 million in committed funding for the Housing Plan, \$237 million in committed funding for the Neighborhood Plan and \$22 million in committed in-kind services and cash match for the People plan. With full build out in mind, Watts Rising represents over \$1 billion of investment directly in the community of Watts.

ATTACHMENT 3.

JORDAN DOWNS PHASING MAP

Jordan Downs Community Partners Proposed Site Plan with Phasing



ATTACHMENT 4.

PROPOSED CRITICAL COMMUNITY INVESTMENTS

PROPOSED CRITICAL COMMUNITY INVESTMENTS (HUD + CDBG Funded)

PROJECT	DESCRIPTION
Public Improvements	
Mindfulness Signage around Schools	Active Safe Passage Programs are developing ways to ensure children and young adults can arrive and leave their school campuses without fear or intimidation. This program will take the next step to create an atmosphere around school zones that changes the environment - encourages the preparation of body and mind before entering campus and creates respect from the whole community for schools to become trauma-free environments. At least two schools will be tested with the addition of public art and signage that provide encouragement, centering, safety and peace along primary pedestrian paths to school.
Watts Gateway Bridge	Watts wants people to know when they have arrived, turning a very utilitarian pedestrian bridge over the Metro track to a beacon of Watt’s welcoming spirit. The old bridge will receive a facelift through signage and art that can be seen in the day and evening.
Park & Community Facility Improvements	
Watts Empowerment Music and Film Studio	Build out of a 2,000 sq. ft. space to provide state of the art music and film recording equipment. Available to all of Watts to utilize but will partner with schools and focus on youth and young adults. Teach transferrable skills for jobs in the industry and promote local talent.
Watts Cool Schools	Add landscaped areas for outdoor classrooms and cooling elements to five schools in Watts that will teach kids the importance of how the environment works and promote Eco-Clubs.
Watts Train Station Improvements	Renovation of the Historic Watts Train Station to include a neighborhood serving retail and community use (coffee, restaurant, event space, etc.) and Watts Heritage Museum, with outdoor seating for customers, and Metro patrons. This space will continue to be used for community serving activities including food bank distributions, farmers market, street vending, etc.
Watts Train Station Plaza Improvements	Renovation of the Watts Station Plaza (approximately 14,000sf), which will serve as a recreational space for cultural and public programming in the local community and provide a shared outdoor space that will be open and accessible to the community for passive recreation and small-scale events. The goal is to extend the commercial enterprise from the train station out into the plaza promoting unique small business opportunities.

Watts Cultural Trail	Add funding to Watts Cultural Trail to cover stretch along Graham Ave from the Watts Towers in the south to the Watts Train Station in the north & on Grandee between 103rd & 108th. Creating safe and comfortable open space for pedestrians and bicyclists. The new projects will create ample lighting, wide sidewalks, street furniture, lush landscaping, clear pedestrian crossings, bicycle parking and more where currently none exists.
Crescent Multi-Purpose Space	Funding will be provided to support the construction of 6,500 s.f. of performance space to house a dance/yoga studio and shared office space for grassroots neighborhood organizations. It will be a space for community performance, growth of grassroots organizations and artistic expression. This mixing of art and activism expresses the history of Watts and is consistent with its culture.
Economic Development Projects - Jobs and Business	
MudTown Farms Commercial Kitchen Incubator	The MudTown Kitchen will be a teaching and test kitchen, offering classes in healthy cooking using locally grown food. Additionally, it will have canning and preserving equipment and space for finishing and packaging so Watts residents can create new food product lines, grow catering businesses and test food menus in a Mercado-like setting.
ThinkWatts HQ	1400 sq. ft. storefront for ThinkWatts, a homegrown membership-based Watts business focused on teaching financial literacy through the practicum of starting a business. ThinkWatts will host a Maker Space, recording studio and STEAM lab, incubating clothing brands, influencers and marketing businesses. With sports sponsorships, they will also provide a space for high-tech sports coaching and training.
Watts Micro-Loan Program	Led by Inclusive Action for the City and supported by the local chamber, BusinessSource Center and local non-profit partners, Watts will be home to the City's second successful micro-lending program. The program expects to assist 60 individuals with capital to support their existing or new business enterprises. In a community where individuals have significant barriers to employment, owning a business may be their only means to self-sufficiency. Access to capital is extremely rare in low-income communities, so creating a program with significantly low barriers to capital is critical.
Our Town – B-Corp Investment	Watts also has entrepreneurs who want to do good while prospering as a business. More and more b-corporations are becoming game changers in their communities and can partner with non-profits to raise funds and meet mission-based goals. A portion of funding will be used to support non-profits and b-corporations while developing a brand and business while some will be set aside for angel investment in at least two- to three- b-corporations in the area.

Our Town Business Investment	Funds will provide storefront and signage improvements for up to 15 businesses on main commercial corridors in Watts (Wilmington, Central, Imperial, 103 rd and Compton). Combined with business coaching and marketing, the physical improvements will include lighting, landscaping, signage, windows and paint.
Neighborhood (Homes) Greening & Investment	
Watts Greening: Fruit & Shade Tree Groves & Planting	This program will expand the efforts of Watts Rising to plant 1,000 fruit and shade trees at various public housing sites, individual residential properties and along the street. The trees will provide shade, cooling homes and streets, will sequester 1,000 metric tons of carbon dioxide and capture 75 acres of polluted storm water. The fruit trees provide a source of free healthy food for the community and will be paired with programs run by Watt's community gardens to encourage coordinated harvesting and distribution.
Green Model Home Program	The Green Model home will also test for lead paint and redo exteriors with new non-toxic paint for a full Green Home transformation. It is expected the funds will pay for at least 20 homes to receive a full transformation or up to 30 homes with just landscaping.
Resilient Homes – Energy Efficiency Program	Provide 85 homes with the opportunity to significantly reduce their water and utility bills with tankless water heaters, low-flow toilets, windows and insulation.
Resilient Homes – Solar Watts Program	Provide 30 homes with new solar panels to reduce utility bills. Proposal includes roof repair for homes that need it.
Non-Profit Investments	
Watts Century Latino Organization Offices	This will expand the physical space of the existing non-profit and community center by approximately 2,500 s.f. to accommodate new programs including the Leadership Academy, Watts College, ESL and SSL classes, renter rights trainings, eviction prevention, renter application assistance and homeownership and foreclosure counseling services to prepare residents to be leaders in the community.
Morning Star MBC (10701 S. Juniper)	All connections big and small matter. This new investment will construct a sports court at Morning Star Baptist Church, a community space that has been long utilized by the entire community, providing a safe environment for after-school learning and play as well as adult and young adult league games.