



February 27, 2024

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

The Honorable Board of Commissioners  
Los Angeles County Development Authority  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

2-D February 27, 2024

JEFF LEVINSON  
INTERIM EXECUTIVE OFFICER

Dear Supervisors/Commissioners:

**APPROVAL OF AN OPTION TO LEASE AGREEMENT WITH CENTURY AFFORDABLE DEVELOPMENT, INC. FOR THE POTENTIAL DEVELOPMENT OF 1321 N. MISSION ROAD, LOS ANGELES, CA 90033, AND APPROVAL OF FUNDING FOR THE TWO-PHASE MULTIFAMILY HOUSING DEVELOPMENT (FIRST DISTRICT) (3 VOTES)**

**SUBJECT**

This letter recommends approval of an Option to Lease Agreement with Century Affordable Development, Inc. (Century), a California nonprofit public benefit corporation, for the development of County of Los Angeles (County) owned property located at 1321 N. Mission Road in Los Angeles (Property). The project, Century Restorative Care Village (Project), will be a two-phase affordable and supportive housing project consisting of approximately 294 units for low-income seniors and people experiencing homelessness and two (2) manager’s units, which satisfies the requirements of Section 21080.27(a)(3) of the California Public Resources Code. This letter recommends approval for the Los Angeles County Development Authority (LACDA) to act on behalf of the County in the negotiation and execution of an Option to Lease Agreement and subsequent Ground Leases. This letter also recommends approval of a loan of up to \$20,000,000 in No Place Like Home Program (NPLH) funds for the development of the Project.



Administrative Office  
700 West Main Street, Alhambra, CA 91801  
Tel: (626) 262-4511 TDD: (626) 943-3898



Executive Director: Emilio Salas  
Commissioners: Hilda L. Solis, Holly J. Mitchell, Lindsey P. Horvath, Janice Hahn, Kathryn Barger

**IT IS RECOMMENDED THAT THE BOARD OF SUPERVISORS:**

1. Find that the proposed Project is exempt from the California Environmental Quality Act (CEQA), for the reasons stated in this letter and in the record of the Project.
2. Find that the Property is exempt surplus land not needed for County use during the proposed lease term and that the proposed use of the Property for affordable housing will serve public purposes and be in the County's best interest.
3. Approve the Project and authorize the Executive Director, or designee, to serve as the agent of the County in the execution of the Option to Lease Agreement, between the County and Century, or their LACDA-approved assignees, the form of the Ground Leases, upon satisfaction of the conditions set forth in the Option to Lease Agreement, and any other transaction documents consistent with, and/or necessary for, the implementation of the foregoing approvals, including execution of any amendments to the foregoing documents for the development of the Project, upon approval as to form by County Counsel.
4. Approve a Community Benefits Agreement for the Project.

**IT IS RECOMMENDED THAT THE BOARD OF COMMISSIONERS OF THE LOS ANGELES COUNTY DEVELOPMENT AUTHORITY:**

1. Find that the proposed Project is exempt from the California Environmental Quality Act (CEQA), for the reasons stated in this Board Letter and in the record of the Project.
2. Approve the designation of the LACDA to serve as the agent of the County to manage the development of the Project and execution of all lease transaction documents.
3. Authorize the Executive Director, or designee, to serve as the agent of the County in the execution of the Option to Lease Agreement, between the County and Century, or their LACDA-approved assignees, the form of the Ground Leases, upon satisfaction of the conditions set forth in the Option to Lease Agreement, and any other transaction documents consistent with, and/or necessary for, the implementation of the foregoing approvals, including execution of any amendments to the foregoing documents for the development of the Project, upon approval as to form by County Counsel.
4. Approve a loan to Century, or their LACDA-approved assignees, using up to a total of \$20,000,000 in NPLH Funds, contingent upon the transfer of NPLH Funds from the State of California Department of Housing and Community Development (HCD) to the LACDA.

5. Authorize the Executive Director or designee in consultation with the Director of the Department of Mental Health (DMH), or designee, to negotiate, execute, and if necessary, amend, or reduce the Loan Agreements with Century, or their LACDA-approved assignees, and all related documents, including but not limited to documents to subordinate the loans to construction and permanent financing, and any intergovernmental, interagency, or inter-creditor agreements necessary for the implementation of each development, following approval as to form by County Counsel.
6. Authorize the Executive Director or designee to incorporate up to \$20,000,000 in NPLH Funds into the LACDA's approved Fiscal Year 2023-2024 budget, as needed, for the purposes described herein.
7. Approve a Community Benefits Agreement for the Project.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The purpose of the recommended action is to authorize the execution and implementation of an Option to Lease Agreement, Ground Leases, Loan Agreements, as well as any ancillary documentation with Century, or their LACDA-approved assignees, for the development of the Project. The proposed development of the Property presents an opportunity to advance the County's key objectives for the area, which include beautifying the neighborhood and creating affordable housing opportunities for families with limited means.

### **FISCAL IMPACT/FINANCING**

On July 7, 2020, the Board set aside and designated \$100,000,000 in NPLH funds for Restorative Care Village (RCV) investments at County Health Campuses. The LAC+USC Medical Center (now the Los Angeles General Medical Center) was identified as the first RCV project. The LACDA and DMH collaborated on a Request for Proposals (RFP) and the RFP was released in October 2021. The RFP outlined the LACDA's commitment to provide \$20,000,000 in NPLH funding for the Project, in partnership with DMH. After a competitive bidding process, Century received the highest score.

On September 27, 2022, the Board authorized the LACDA to enter into an Exclusive Negotiating Agreement (ENA) with Century. The LACDA and Century are ready to enter an Option to Lease Agreement. During the term of the Option to Lease Agreement, the LACDA and Century will negotiate two Ground Leases, one for each phase of the Project, which will each incorporate lease terms that do not exceed 99 years, with rent to be paid from the Project's residual receipts. The Project is pursuing additional financing from the State's Affordable Housing Sustainable Communities (AHSC) Program and Low-Income Housing Tax Credit Program.

The \$20,000,000 in NPLH Funds will be incorporated into the LACDA's approved Fiscal Year 2023-2024 budget on an as-needed basis and included in future Fiscal Year budgets accordingly.

Approval of project funding and disbursement of NPLH funds are contingent upon receipt of NPLH Funds from HCD.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

### *Option to Lease Agreement and Ground Leases:*

On September 27, 2022, the Board authorized the execution of an ENA with Century, through the LACDA as agent of the County, to negotiate the potential development of an affordable and supportive housing development for low-income seniors, households experiencing homelessness, and people experiencing homelessness living with a mental illness. The County-owned Property is comprised of four parcels, approximately 100,630 square feet in aggregate size (2.3 acres).

The Project will be constructed in two phases and the Option to Lease Agreement will allow the County to negotiate a ground lease for each phase. The Project will create approximately 208,492 square feet of residential space with 294 leasable units, comprised of 200 studios, 86 one-bedrooms, eight two-bedrooms, and two two-bedroom managers' units. The Project will also create 11,000 square feet of community-serving space dedicated to workforce development and peer respite programs.

All 294 leasable units will be reserved for households earning between 30% and 60% of the Area Median Income (AMI) of the County of Los Angeles. Of those 294 units, approximately 149 units will be set-aside for low-income seniors, including 60 units set-aside as supportive housing for people experiencing homelessness and living with a mental illness, and 15 units set-aside for people experiencing homelessness. The remaining approximately 145 units will be set-aside for low-income individuals and families, with 60 units set-aside as supportive housing for people experiencing homelessness and living with a mental illness, and 15 units set-aside for people experiencing homelessness.

Over the past 26 years, Century has exhibited a long track record of financing, developing, managing, and operating permanent supportive and affordable housing communities. Century's real estate development portfolio includes over 2,000 residential affordable and supportive housing units across 23 completed developments in Los Angeles and San Bernardino Counties, an additional 1,182 residential affordable and supportive housing units across 12 developments under construction or in predevelopment in Los Angeles, Riverside and Orange Counties; and four master-planned communities in Los Angeles County creating regional impacts with nearly 4,000 total homes to be constructed by Century and its partners (and over 1,500 units to be developed by Century independently).

Consistent with the terms outlined in the solicitation process, the LACDA, on behalf of the County, is now prepared to negotiate and execute an Option to Lease Agreement that would provide Century with the option to enter into development agreements for the development of the Project pursuant to Government Code Section 25539.4.

Under the terms of the Option to Lease Agreement, the County will grant Century an exclusive option to enter into Ground Leases provided that the following conditions are met:

1. The Project has satisfied the requirements of Section 21080.27(a)(3) of the California Public Resources Code;
2. The Project has obtained building permits; and
3. The Project has secured all financing for the completion of the Project, including but not limited to funding from at least one of the sources identified in Section 21080.27(a)(3) of the California Public Resources Code, public and private loans (construction and permanent), and an allocation of low-income housing tax credits financing.

During the term of the Option to Lease Agreement, the County and Century will negotiate and agree to Ground Leases, which will each incorporate lease terms that do not exceed 99 years, with annual rents to be repaid from a portion of residual receipts.

The County is also working to develop a Community Benefits Agreement with Century, which will be incorporated in the Ground Lease documents. Said Community Benefits Agreement with Century will be entirely funded by Century. The draft Community Benefits Agreement is attached to this Board letter.

*Loan Agreements:*

In 2004, California voters approved Proposition 63, also known as the Mental Health Services Act (MHSA). MHSA provides funding for various county mental health services by increasing the income tax paid by those with incomes above \$1 million. This income tax increase raises \$1.5 billion to \$2.5 billion per year.

On July 1, 2016, Governor Brown signed Assembly Bill 1618, which authorized the creation of the NPLH Program. The NPLH Program authorizes the issuance of \$2 billion in bond proceeds to be repaid with MHSA funds for the development of supportive housing for those experiencing homelessness, chronic homelessness, or at-risk of chronic homelessness living with mental illness. On November 6, 2018, California voters approved Proposition 2, also known as the No Place Like Home Act of 2018, which allows the state to carry out the NPLH Program utilizing MHSA funds.

The County is authorized to implement the NPLH Program locally, which includes all actions necessary to select, finance, and monitor projects during the life of the affordability

covenant. The LACDA has been designated as an agent of the County in the implementation of the NPLH Program for selection, project financing, and monitoring, in conjunction with DMH. DMH has been designated by the County to provide supportive services to the tenants in the NPLH-funded units for at least 20 years, monitor the provision of services, and approve eligible tenants.

The Loan Agreements and related documents will incorporate affordability restrictions, target assisted populations, and contain provisions requiring the developers to comply with all applicable federal, state, and local laws. Each loan will be evidenced by a promissory note and secured by a deed of trust, with the term of affordability enforced by a recorded regulatory agreement.

The Loan Agreements and related documents for this Project will reflect the respective tenant population set-asides and indicate that the assisted units will be affordable to households earning no more than 30% of the area median income for the Los Angeles-Long Beach Metropolitan Statistical Area, adjusted for family size, as established by the U.S. Department of Housing and Urban Development. The Loan Agreements will require that the affordable housing units be set aside for a period of 55 years. Subject to various underwriting requirements, the developer may be required by the LACDA or other lenders to create single asset entities to designate ownership of the Project. The “assignees” will be LACDA-approved single asset entities created by the developer prior to execution of the loan agreements and all related loan documents.

This letter recommends that the Executive Director or designee, in consultation with the Director of DMH or designee and upon approval by County Counsel, have the authority to amend the Loan Agreements with Century, or their LACDA-approved assignees. Amendments may be necessary in cases where project specifics change after execution of the Loan Agreements and all related loan documents. The recommended authority to reduce the loans below the amount stated in this action is requested in case the financing shows the maximum loan amounts are not needed by the Project. In this case, any reduction in a loan amount would occur during Project underwriting and would take place prior to execution of any Loan Agreement.

### **ENVIRONMENTAL DOCUMENTATION**

The proposed Project is exempt from CEQA. The Project, an affordable and supportive housing development that will consist of 294 units for low-income seniors and people experiencing homelessness and two (2) manager’s units, meets the criteria set forth in section 21080.27(a)(3) of the California Public Resources Code as applicable as of December 31, 2023 per AB 1197.

Upon the Board’s approval of the recommended actions, the County will file a Notice of Exemption with the County Clerk in accordance with section 21152 of the California Public Resources Code.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The proposed actions will increase affordable housing and supportive services for low-income households and extremely low-income households experiencing homelessness or at risk of chronic homelessness.

Respectfully submitted,

A handwritten signature in blue ink that reads "Emilio Salas". The signature is written in a cursive style with a large initial "E" and "S".

EMILIO SALAS  
Executive Director

**Century + Restorative Care Village PSH**  
**Community Benefit Agreement**

On this day, \_\_\_\_\_, the effective date, Century Affordable Development, Inc. (“CADI”), a non-profit housing developer; and the Health Innovation Community Partnership (HICP), a community collaborative initiated by Los Angeles County Board motion in 2017, administered by the LAC+USC Medical Center Foundation Inc., entered into the following Century + Restorative Care Village PSH Community Benefit Agreement (“Century + RCV CBA”) for the Century + Restorative Care Village Permanent Supportive Housing project (“Century + RCV PSH”) consisting of up to 300 affordable and permanent supportive homes.

This Century + RCV CBA is a condition of the Option to Lease Agreement, that the Developer must agree to comply with before approval is granted by the Los Angeles County Board of Supervisors. The vision for Century + RCV PSH is to provide a number of impactful, creative and thoughtful benefits for the residents of the project as well as the surrounding community. Contingent upon securing the necessary funding, CADI will provide the benefits included in this document for the surrounding communities of the Century + RCV PSH project.

The Century + RCV CBA establishes a framework for planning, implementation and monitoring that is aligned with the regional community benefit priorities developed through the Health Innovation Community Partnership (HICP). HICP is a coalition of partners serving the residents and communities of Los Angeles’ eastside neighborhoods, including East Los Angeles, Boyle Heights, El Sereno, Lincoln Heights and Northeast Los Angeles. HICP has established seven (7) priority areas for community benefits including: health and wellness; community stability; economic development; opportunity; safety; transportation; and environmental justice.

The Century + RCV CBA aligns with the seven regional priorities identified by the HICP. The community benefits are as follows:

- **HEALTH AND WELLNESS**
  - Establish an expanded definition of “whole health” that supports a shift in focus from an illness-based model to a model that focuses on the well being of residents to assure improved physical and behavioral health outcomes, increased client and family satisfaction and reduced healthcare costs.
  - Deliver comprehensive case management services through Century’s in-house Century Oasis Residential Services (CORS) team. CORS staff will deliver services to help residents develop the skills needed to self-coordinate care or develop the skills needed to live as independently as possible.



**Century + Restorative Care Village PSH**  
**Community Benefit Agreement**

- Introduce a culture of ‘radical hospitality’ to residents by creating pathways for residents to explore educational, transitional, and permanent employment and volunteer roles. This approach is intended to complement more traditional supportive services programming and case management. Background on the Radical Hospitality Initiative is included as *Exhibit A*.
- Establish a 12-Bed Peer Respite Program (5,000 square feet) that provides a "step down" program for those being discharged from acute care settings and still in need of a period of non-acute care. To be operated by nonprofit with experience and a successful track record with such programming. Our intent is to work with Project Return Peer Support Network based on current successful collaborations.
  
- **COMMUNITY STABILITY**
  - Transform an underutilized site with affordable housing designed with placemaking architecture and urban design. The Project will be catalytic for the surrounding community by providing for hundreds of new homes and a plethora of relevant community-serving resources. Affordability covenant to be placed on housing units for no less than 55 years.
  - Provide up to 296 permanent supportive and affordable homes comprised of studios, 1-bedroom and 2-bedroom units. Homes will serve a variety of constituents including homeless individuals, small households and seniors as well as low-income individuals, small households and seniors earning between 30% and 60% AMI.
  - Create a hub of health and wellness activity including the provision of a variety of outdoor landscaped spaces that are designed to promote healing and restoration. Outdoor spaces at the ground level of the project will be accessible as an amenity to the broader community including a large Urban Porch area ideal for gatherings and events and a Community Courtyard with plenty of shade and seating. These spaces are highlighted in *Exhibit B*.
  
- **ECONOMIC DEVELOPMENT**
  - Generate an estimated 510 construction jobs during the two-year development period. Generate an estimated 147 permanent local jobs once the housing is occupied. Generate \$7 million each year in wages and business income while in operation.
  - Prioritize local and targeted hiring, in concert with the County of Los Angeles’ Local and Targeted Worker Hire Policy and the County’s Community Business Enterprise Program. Century will hire a third-party jobs coordinator to support with local hire, wage monitoring, and other

**Century + Restorative Care Village PSH**  
**Community Benefit Agreement**

targeted workforce development goals. We have previously worked with California Construction Compliance / Power2Workers in this capacity. An overview of their services is included in *Exhibit C*. Century will make best efforts to exceed funding program requirements pertaining to local and targeted hires by having an aspirational goal of 50%.

- Increase the local tax base by \$37.2 million as the result of construction activity during the two-year development period. Increase the local tax base by \$8.7 million annually once the project is occupied and in operation.
  
- OPPORTUNITY
  - Establish a workforce development kitchen (6,000 square feet) that will provide workforce opportunities in addition to activating the ground floor plaza. This space will be operated by a nonprofit with experience and a successful track record with such programming. Our intent is to work with LA Habitational House based on current successful collaborations.
  - Establish a Café and retail store specializing in sales of the output from the workforce development kitchen and operating as a social Enterprise. These spaces will be located on the ground floor near the corner of Griffin and Mission to provide easy access to the public as well as to activate the plaza area. We also intend to work with LA Habitational House to operate the Café and retail.
  - Conduct an early local notification effort for the leasing of affordable housing to be implemented in collaboration with local government and community partners. Century will outreach to local community organizations, neighborhood institutions, and community resources, including though the HICP and its members. An outreach plan is included as *Exhibit D*. Activities such as public workshops will be held in collaboration with community partners to inform the community of the lease up process, the application period, and to review details related to paperwork and income requirements needed to apply.
  - Incorporate into the building design significant and prominent spaces for civic art projects and murals that are reflective of the surrounding community and culture. These spaces will be central to our design and community-facing creating a sense of place for residents and neighbors alike (see *Exhibit E* for mural locations and dimensions). CADI will coordinate with local stakeholders and arts-based organizations to identify local artists and determine thematic elements.

**Century + Restorative Care Village PSH**  
**Community Benefit Agreement**

- SAFETY
  - Improve street and outdoor lighting, sidewalks, street medians and crosswalks that will result in this area becoming a safer and more walkable part of the broader neighborhood fabric.
  - Improve infrastructure at the Griffin / Mission intersection to provide greater safety and comfort for pedestrian and bicyclists to access the County General Medical Campus.
  - Include onsite safety and security features include a remotely monitored security camera system, emergency call box, reflective paint, ample ground level lighting and roof lighting. The site has been designed to promote courtyard sightlines and defensible spaces.
  - Create a more vibrant and safe transportation interchange between surrounding communities and the County General Medical Campus that encourages walking and biking modes of transportation while also improving access for bus and ride share passengers.
  
- TRANSPORTATION
  - Seek Affordable Housing and Sustainable Communities (AHSC) funds to enhance connections to local bus lines and improve multimodal connections to the County General Medical Campus and neighboring communities. These improvements will be developed in concert with County and City of LA staff to coordinate with broader improvements envisioned for the surrounding area.
  - Create a Multimodal Courtyard and Shuttle & Vehicular Drop Off that will serve as a point of connection to the County General Medical Campus Arriving visitors will have direct visual connection to the building's lobbies, as well as access to the ground floor courtyard and supporting programming.
  - Provide 150 long-term bicycle parking spaces, 30 short-term bicycle parking spaces, designated accessible bicycle parking, and a small bicycle repair shop. Programming and oversight of bicycle repair shop is still under discussion and may include incorporating a local partner. Project will include approximately 120 parking spaces for residents.
  
- ENVIRONMENTAL JUSTICE
  - Reduce annual GHG emissions by 360 MTCO<sub>2</sub>E as a result of placing housing in proximity to jobs. Reduce annual GHG emissions by 380 MTCO<sub>2</sub>E as a result of proximity of housing to transit as well as shared transportation encouraged by the Multimodal Courtyard. Figures are

**Century + Restorative Care Village PSH**  
**Community Benefit Agreement**

- derived from an online tool developed by the California Housing Partnership to calculate benefits of new affordable housing development.
- Commit to environmentally conscious construction practices that mitigate hazards to the local community during and after construction. Achieve LEED certification or equivalent to reflect this approach.
  - Provide extensive landscaped outdoor space – 26,735 square feet – comprised of ample trees and plants that will dramatically expand shade canopy for residents and pedestrians while also helping to mitigate the heat island effect.

The Century + RCV CBA is a product of direct community engagement. Since late 2022, CADI has provided regular project updates to the HICP, and in early 2023, CADI spearheaded a project-specific Subcommittee to review and discuss project elements in more detail, including the community benefits listed in this document. CADI commits to continuing its consistent engagement with the HICP and HICP Subcommittee to oversee the implementation of the CBA, monitor successes, and to ensure compliance with the terms of the CBA.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date set forth in the introductory paragraph of this Agreement.

Century Affordable Development, Inc., a California non-profit organization

Signed By: \_\_\_\_\_

Name: Brian D’Andrea

Title: President

Health Innovation Community Partnership, a community collaborative and project administered by the LAC+USC Medical Center Foundation Inc., a California non-profit organization

Signed By: \_\_\_\_\_

Name: Rosa Soto

Title: Executive Director

# Radical Hospitality Initiative

Over the course of this past year, Heart Forward has begun to experiment with how to introduce “radical hospitality” into several permanent supportive housing (PSH) communities associated with People Assisting the Homeless (PATH).

This represents a collaborative effort of our team along with property management staff, case management staff, and most important, the residents.

As we approach this work, we respect the place and we respect all the people involved. Radical Hospitality is predicated upon three precepts:

- We see and hear you
- You are safe here
- Your voice matters

## THE APPROACH

When PATH awarded the contract to Heart Forward in the spring of 2020, at first it seemed impossible to imagine how one could approach a radical hospitality pilot in the midst of a pandemic (and a pandemic of an uncertain duration). Graciously, the contract length was extended to allow for more time to meet with the communities and plan our experiences and we will be involved in this project through December 2021. This is how we do it.

### STEP ONE

First, we meet with the staff (property and services) of each community to learn about the history of the community and its culture. We want to know more about who lives there and what are the key challenges and/or opportunities for engaging in a more robust way with the residents.

### STEP TWO

We proceed to conduct in person surveys with 10 percent of the residents living in the community.

Straightforward questions are asked around three key topic areas:

- Sense of Community
- Sense of Inclusion
- Sense of Agency

Answers are provided along a continuum of three values:

- Green for happy/agree
- Yellow for neutral
- Red for unhappy/disagree

For example, “I know my neighbors” will explore sense of community. “I feel safe in the common area” will measure safety. Open ended questions are also asked to ascertain additional insights that residents want to share about life in the community or their perceptions of hospitality.

All scores are aggregated, and the baseline is established, against which we will measure again at the end of the project.

# Radical Hospitality Initiative

## STEP THREE

We initiate a commitment to a “Community Roundtable.” At this first roundtable, we meet with the survey respondents and the property and case management staff, and reveal the highlights from the survey. We share where there was tremendous agreement, and where there were “red” scores signaling areas on which we need to concentrate.

We then reveal the key themes from the open-ended questions and establish an agenda of some issues to work on together. This shows everyone that “we heard you,” and your opinion matters. This is the beginning of the trust-building process that we take these conversations seriously.

## STEP FOUR

Now we move into a series of regular monthly meetings (the “Community Roundtable”) to demonstrate continuity and follow through on issues raised in the previous meeting. Early on in this process, we survey the residents as to activities they are interested in to build community and break down the walls of isolation (particularly acute after a year of quarantine). This is a fun exercise, and we use colored dots to vote which encourages some interaction and laughter:

- Vote #1: Blue dot. *Vote for what interests you the most.*
- Vote #2: Yellow dot. *Vote for your second-best interest.*
- Vote #3: Green dot. *Think of someone who is not at this meeting and imagine what they would vote for if they were here.*
- Vote#4: Red dot. *Vote for something you absolutely do not want to do!*
- Vote #5: Blue dot. *Vote one more time for something you really want to do.*

We are currently hitting the stride of the monthly meetings and will be doing this through the end of 2021.

## WHAT ARE WE LEARNING?

As we have stressed, we are not coming into these communities with a strict formula to apply on “how to create a culture of radical hospitality.” Rather, we are building this plane as we fly it together. Everyone is at the table.

For example, at Villas at Gower, the security guard has become a key member of the team. Here is a photo of one of the guards helping our volunteer gardener and two residents move the massive rocks out of the community garden plot into an adjacent rock garden.

The community garden project has brought life into the courtyard and has involved children and adults and created new linkages with members of the community who have both contributed funds and contributed their time to help.

At Long Beach & 21st, a 55+ community, wonderful volunteers have emerged to help engage the residents and bring them out into the open again. One volunteer identified a piano to be donated and another is offering free piano lessons. She also has identified a string quartet who will provide the residents an afternoon concern in August.

At PATH Metro Villas, the residents expressed a desire to do cooking classes, exercise classes and dog-walking. We are engaging volunteers to help with that.

# Radical Hospitality Initiative

## The Potential

In our interviews and discussions with residents at the three communities where we have been assigned, we have seen a pent-up desire to get out of their apartments and to socialize again. This is a universal desire. We are learning how to effectively engage folks in conversations about these aspirations and also how to problem solve together about neighborhood conditions that may cause stress. We are looking to identify natural leaders who can keep the momentum going after we leave, and also for volunteers who will stay engaged into the foreseeable future.

*We see this as a potential model to introduce to other congregate living communities – particularly board/care homes and supportive housing communities.*

We also see this as a way to bridge the divide between supportive housing and board/care homes and the willing members of the neighborhood who are looking for ways to contribute and volunteer their time.

As the year comes to an end, the same survey will be conducted to see if scores improved in the three dimensions measured this spring. We hope to see a sea of green happy faces at the culmination of this Radical Hospitality Initiative.

*Heart Forward is looking to expand this Initiative to connect community volunteers with residents living in 10 communities in Hollywood during 2021-22.*

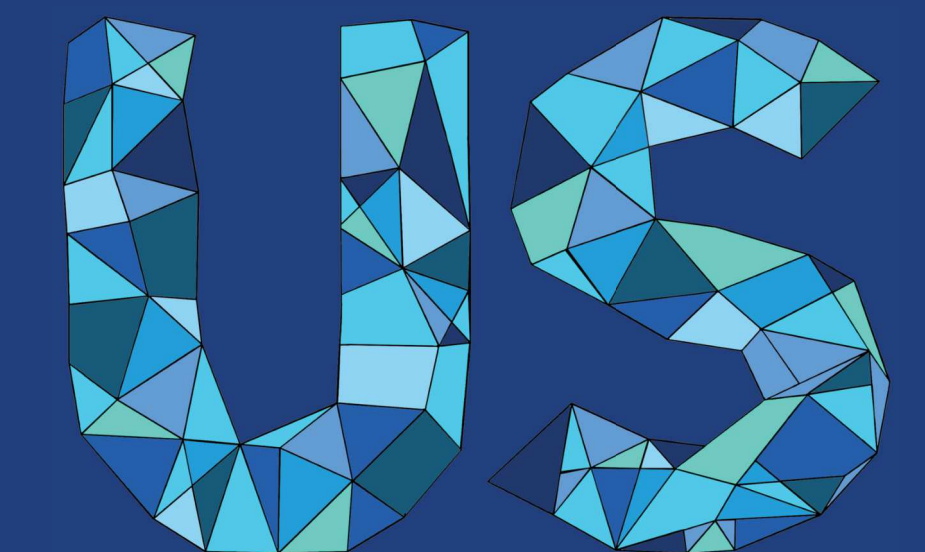
What we've learned with this Radical Hospitality Initiative, coupled with the original "Kinship Afternoons" project initiated at a local Hollywood board and care home in early 2020 (pre-pandemic) will inform the expansion of this program. This will require hiring a full-time program coordinate to build out these activities, recruit and deploy volunteers.

If you are interested in volunteering to help with the Radical Hospitality Initiative, please reach out to [kerry@heartforwardla.org](mailto:kerry@heartforwardla.org).



**SITE PLAN | PLAN DE SITIO**

- |                          |                                |
|--------------------------|--------------------------------|
| (A) COMMUNITY ROOM       | (N) RESIDENTIAL UNIT           |
| (B) CASE MANAGEMENT      | (O) SENSORY COURTYARD          |
| (C) LOBBY                | (P) BIKE STORAGE               |
| (D) WELLNESS - THERAPY   | (Q) GRAND STAIR                |
| (E) PEER RESPITE PROGRAM | (R) ELEVATOR TO L2             |
| (F) SENSORY THERAPY      | (S) MEMORY GARDEN              |
| (G) COMMUNITY BRIDGE     | (T) COMMUNITY COURTYARD        |
| (H) COMMUNITY TERRACE    | (U) URBAN PORCH BELOW          |
| (I) SOCIAL PERCH         | (V) DOG RUN                    |
| (J) WELLNESS STUDIO      | (W) ENTRY/EXIT TO GRIFFIN AVE. |
| (K) WORKFORCE - KITCHEN  | (X) SENSORY WALK               |
| (L) WORKFORCE - RETAIL   | (Y) GARDEN STAIR               |
| (M) WORKFORCE - CAFE     | (Z) MULTIMODEL PLAZA BELOW     |







California Construction Compliance is committed to providing excellent service to our clients, so they can focus on delivering their projects, on time and under budget. Our expertise ranges from prevailing wage compliance, to Section 3, Targeted Local Hire and PLA jobs coordination. Please see detailed list of services offered below:

## Prevailing Wages

**Pre-Construction Phase.** We will develop bid documents which relay all prevailing wage requirements including agency forms, apprenticeship required forms with instructions on submission and applicable prevailing wage determinations. We will set up bidder's conference and present all prevailing wage requirements to bidders, and answer questions.

**Compliance Exhibit Preparation.** We will prepare contract attachments detailing prevailing wage guidelines and requirements.

**Construction.** We will work with subcontractor's compliance people, based on Client's purchasing schedule, to ensure all subcontractors are in compliance prior to the start of construction.

California Construction Compliance will also:

- Submit subcontractor forms to public agencies prior to work start.
- Review certified payrolls weekly from subcontractors to ensure compliance.
- Collect site sign in sheets and verify against certified payroll reports.
- Ensure Department of Industrial Relations (California) and Department of Labor (federal) standards are being met.
- Review hours to ensure apprentice ratios remain in compliance.
- Provide monthly reports regarding outstanding issues. Work with Client to ensure compliance via payment holds. Proactivity to ensure all subcontractors are clear.

**Audits.** We will manage audits, track what is required of each subcontractor, issue notices and copy Client.

- California Construction Compliance will work with governing agencies to resolve incorrect assessments and participate in resolution negotiations.
- California Construction Compliance will issue weekly reports of issues for payment holds during audit process, and send to Client.



# California Construction Compliance

## Local Hire/Jobs Coordinator Services

**Prime Contract Rider, Bid Documents and Subcontract Local Hire Exhibit Drafting.** Power2Workers will prepare compliance bid documents, prime contract and subcontract exhibits in accordance with Client's contractual obligations and intentions.

**Pre-Job Conference.** Power2Workers will hold a Pre-Job Conference prior to the start of work to inform bidders about the project requirements.

**Workforce + Grassroots Partnership Development and Local Hire Mapping.** Power2Workers will work develop strategic partnerships to increase participation in local hire. Power2Workers will review project schedule and create a jobs map/pipeline expectation. Power2Workers will create Local Hire Maps and hiring expectation pipeline by phase, and will develop pipelines and workflows to ensure the process for Local Hire is clear and opportunities are available for Priority local hire candidates, and that the candidates are trained and ready to work.

**Job Fairs and Outreach Events.** Power2Workers will conduct (2) job fairs during the course of construction and will also attend and help organize outreach events held by our workforce partners listed above during the course of construction, as is necessary to find Local Residents and Transitional Workers, to meet the project goals.

**Worker Referral Process Management.** Power2Workers as Jobs Coordinator will work to fulfill local hire commitments and work with local workforce development partners to identify trained or skilled Local Residents. Power2Workers will work with Client and workforce partners to recommend workers into subcontractor positions based on needs, training and experience. Provide pre-screening and ensure workers will commit to long term employment goals. Meet with workforce partners to develop pipeline and referral system. We will also have at least quarterly check ins with the subcontractor's foremen, workers and workforce development partners to ensure local hire program stays on track.

**Local Hire Workshops and Meetups.** Work with local workforce development partners to support workers through workshops and meet ups. Touch on financial literacy, conflict resolution, encourage work ethic, discuss barriers and success metrics.

**Foremen Meetings.** Power2Workers will attend Foremen Meetings and discuss project goals and issues as it relates to retention and structured training for skilled trades. Group or sidebar conversation opportunities for foremen to express successes and failures so issues can be resolved.

**Quarterly Local Hire Reporting.** Local hire accomplishments to date, upcoming commitments and salaries paid. This quarterly report will be created in a newsletter format and will be utilized to share successes of the Local Hire efforts, for promotion and progress tracking to stakeholders including developer, subcontractors and public officials.

# Local Early Notification Plan

## Housing Development

Century Affordable Development, Inc. (“CADI”), will provide an equal housing opportunity to all. We will abide by all Fair Housing practices and will not discriminate on the account of race, color, creed, religion, sex, gender identity, marital status, national origin, familial status, medical condition, or disability, sexual orientation, age, ancestry, source of income, or any arbitrary reason, in the use, occupancy or other factors unrelated to an applicant’s ability to comply with rental agreement and community policies for the proposed Century + RCV PSH affordable housing development.

In partnership with local community stakeholders, service providers, and the County of Los Angeles, CADI commits to working collaboratively to maximize notification efforts during the lease up period of the proposed development to ensure the community receives notification and information of the application for these units prior to public marketing efforts. Also, the partnerships with local service providers, will serve to provide technical assistance for those who may need assistance such as filling out applications.

## Timeline

Developer shall convene the local community service providers listed below to initiate the lease up period at least 9 months prior to the completion of construction. Workshops can be expected to begin at least 8 months prior to the building’s grand opening to assist community members in understanding the requirements of the leasing process. CADI will hold at least two application workshops.

## Outreach Focus Areas

During Community Workshops conducted in 2023, the community groups, organizations and institutions listed below were identified as primary places of outreach.

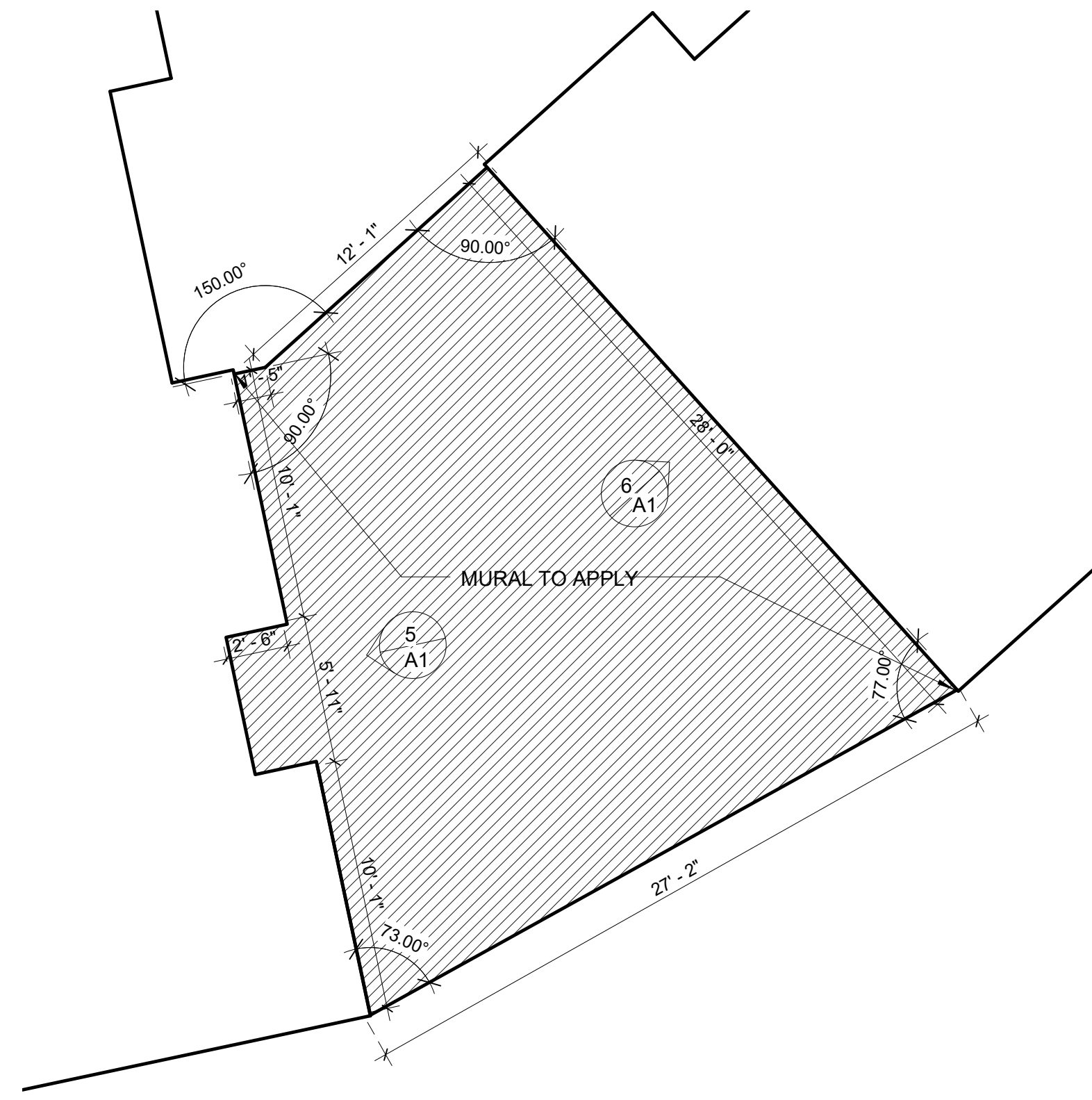
<b>Community Groups</b>
The Lincoln Heights Recreation Center LA Tenants Union State, Local + Federal government offices Chinese Community Economic Development Wall Las Memorias Sacred Heart Church - Las Guadalupanas Community Meetings InnerCity Struggle
<b>Service Agencies</b>
Inner City Law Center
<b>Advocacy Organizations</b>
NLSLA Neighborhood Legal Services of LA County Wellness Center Workforce Members SEIU 721 Union Leaders
<b>Local Institutions</b>
Grocery Stores in Lincoln Heights Schools in Lincoln Heights County General Hospital community (newsletter, broadcast)

EXHIBIT E





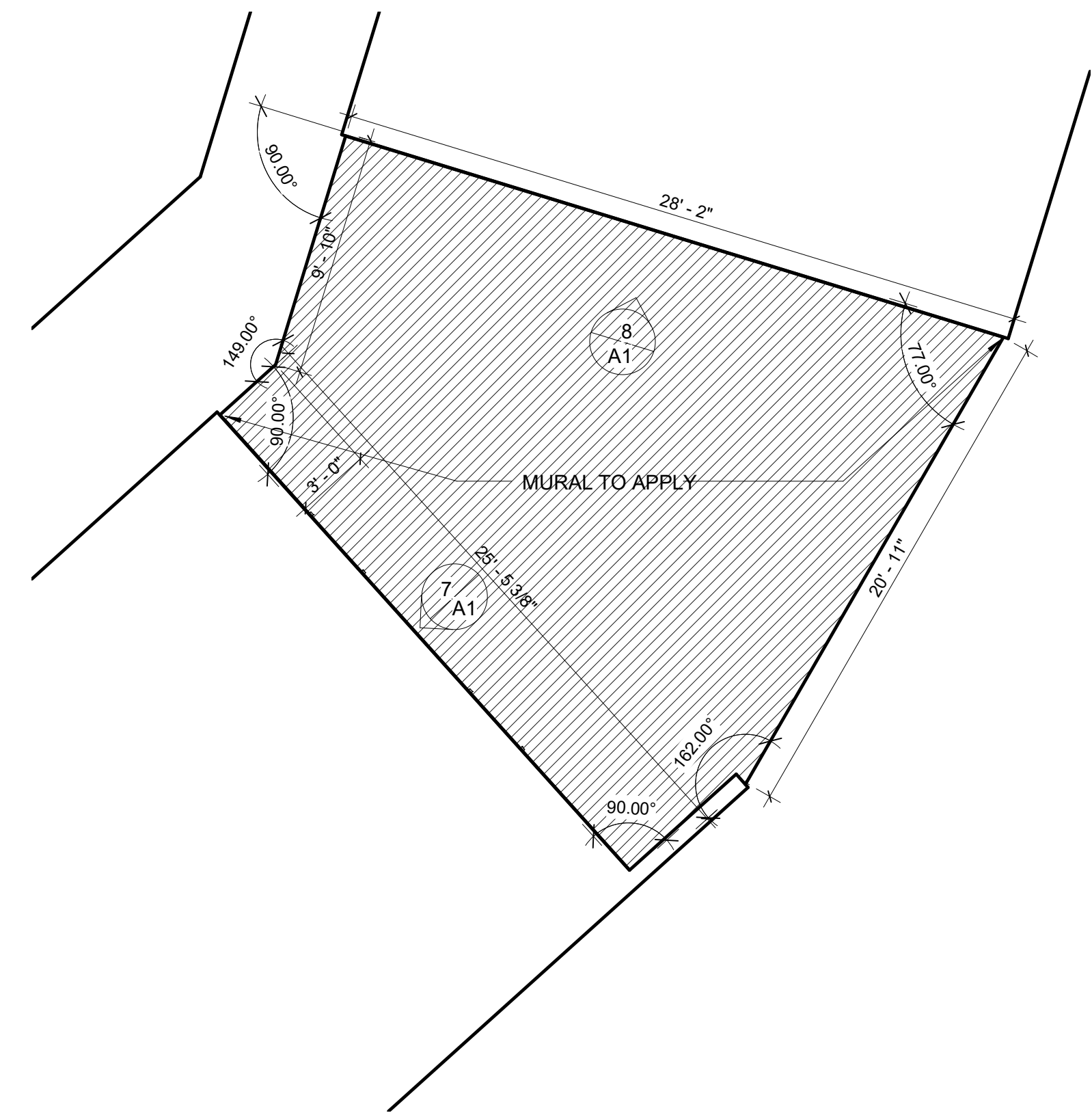
1 Mural #1 - Render  
1" = 1'-0"



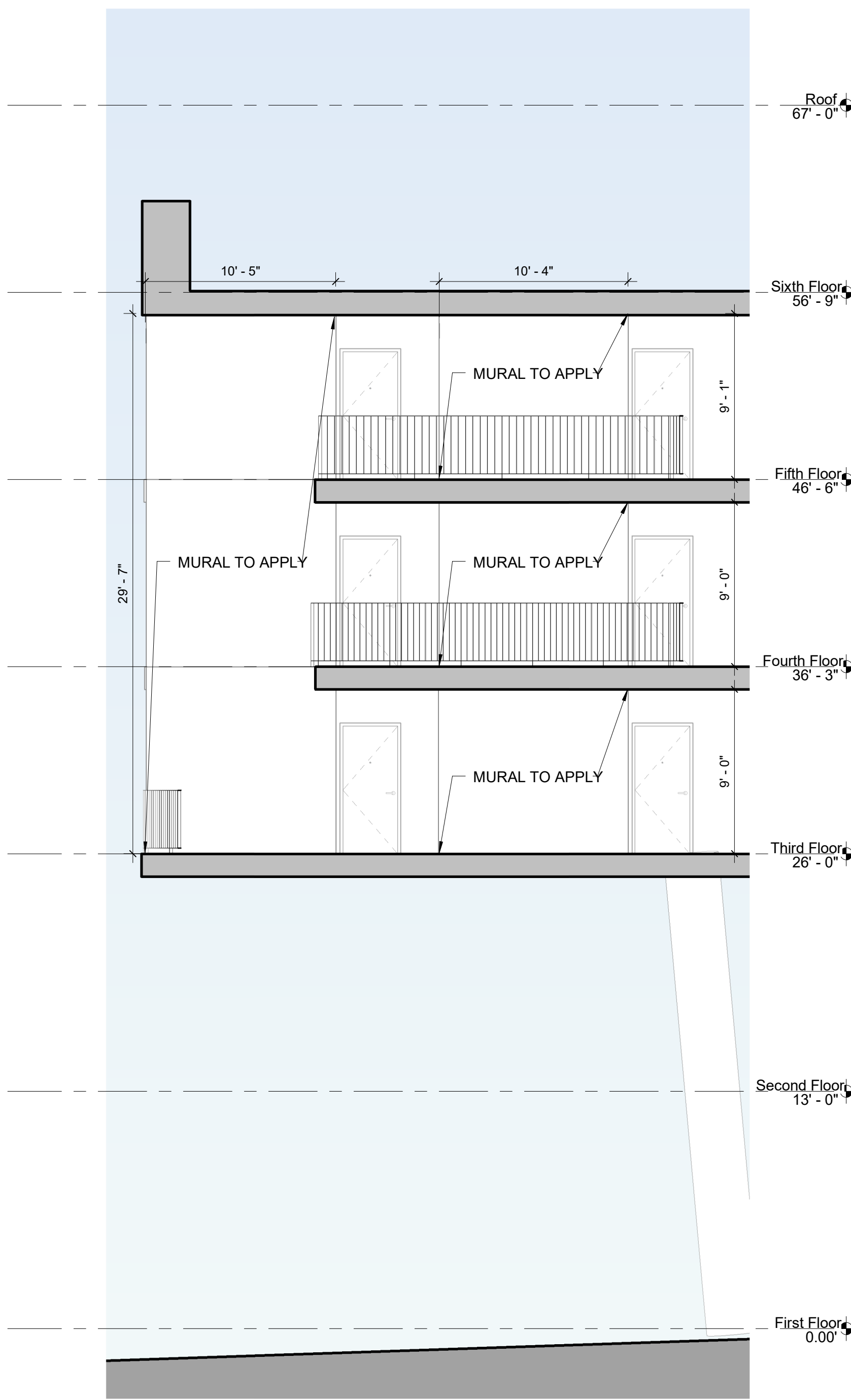
2 REFLECTED CEILING PLAN - Mural #1  
3/16" = 1'-0"



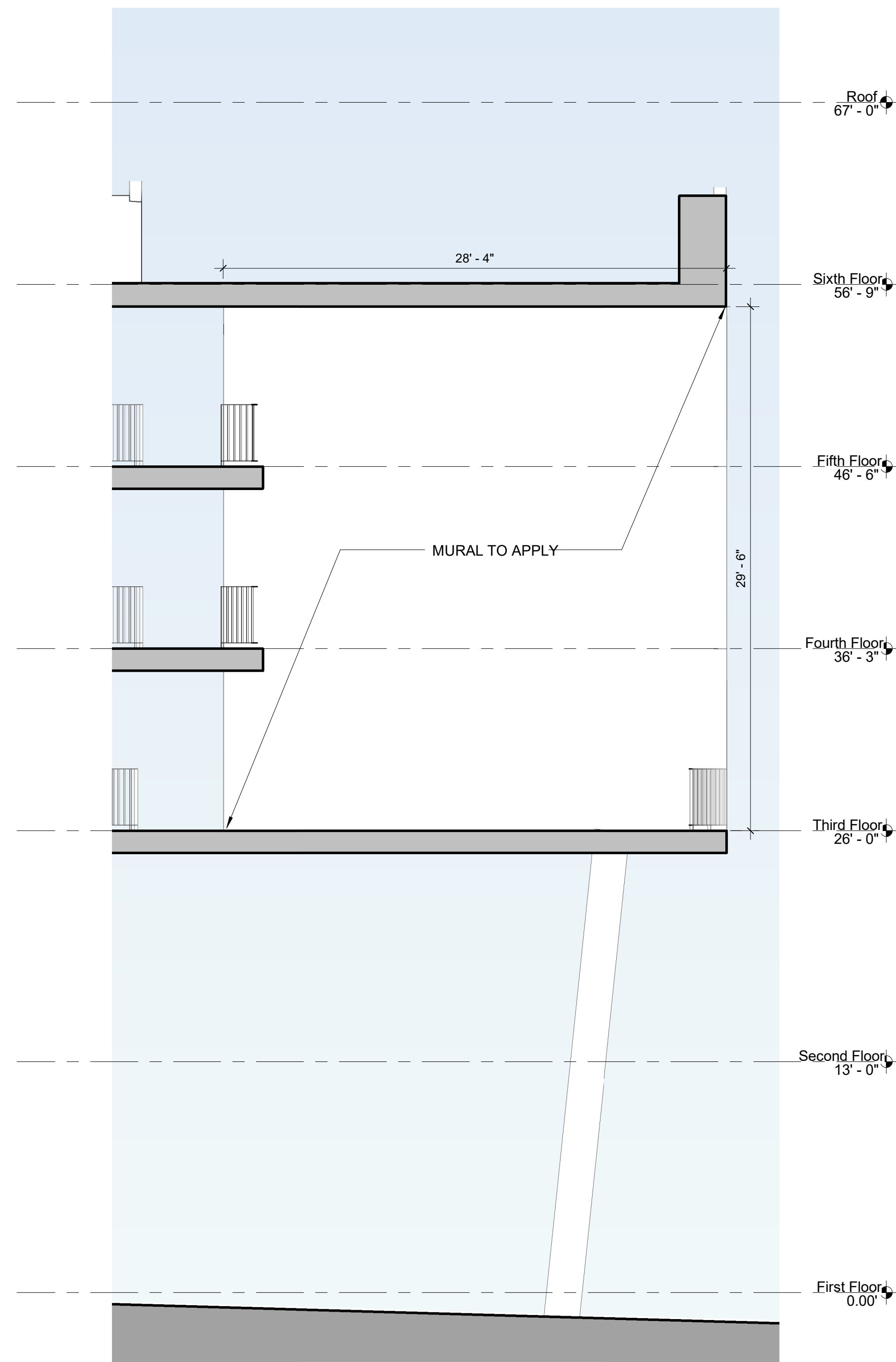
3 Mural #2 - Render  
1" = 1'-0"



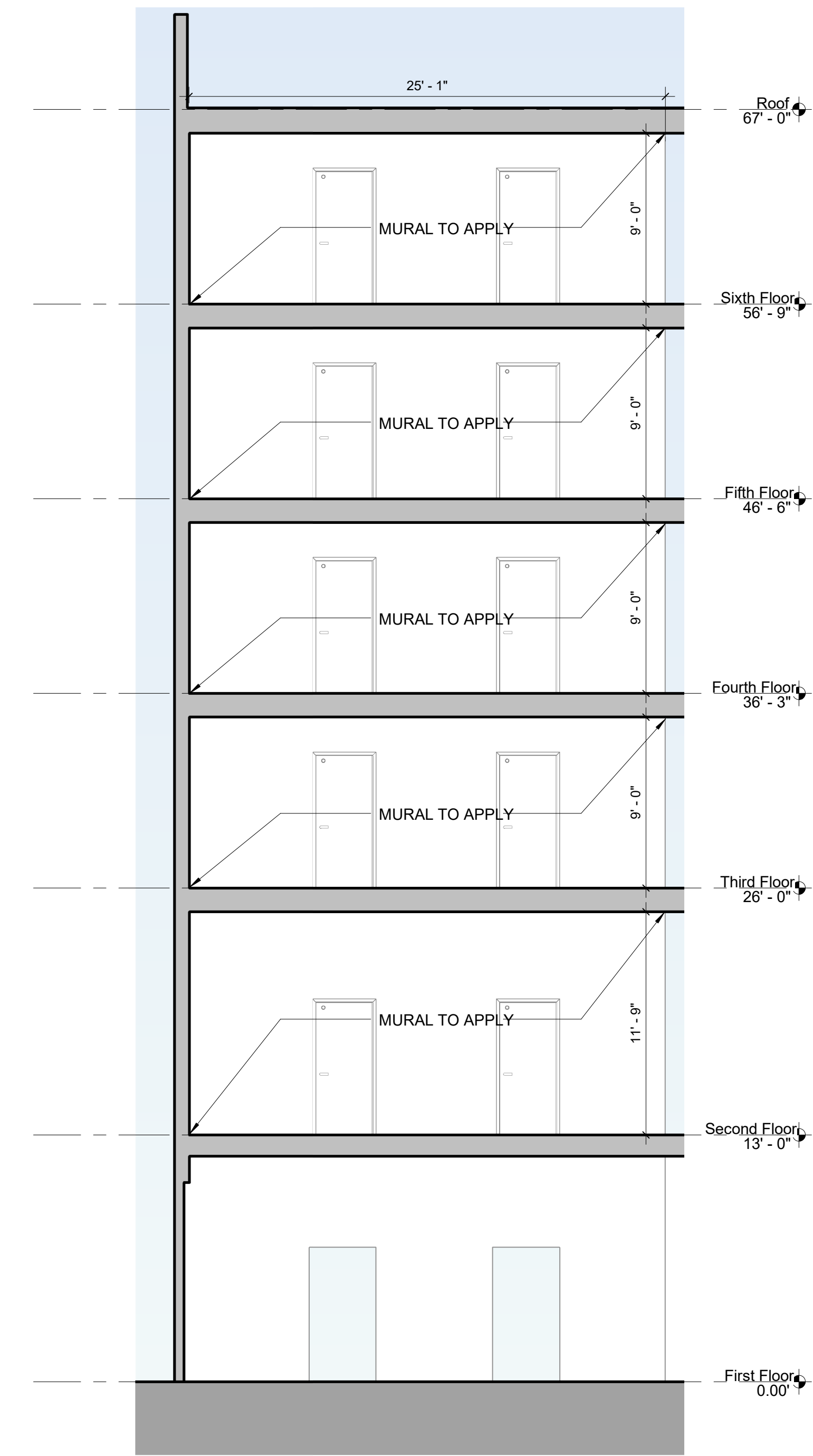
4 REFLECTED CEILING PLAN - Mural #2  
3/16" = 1'-0"



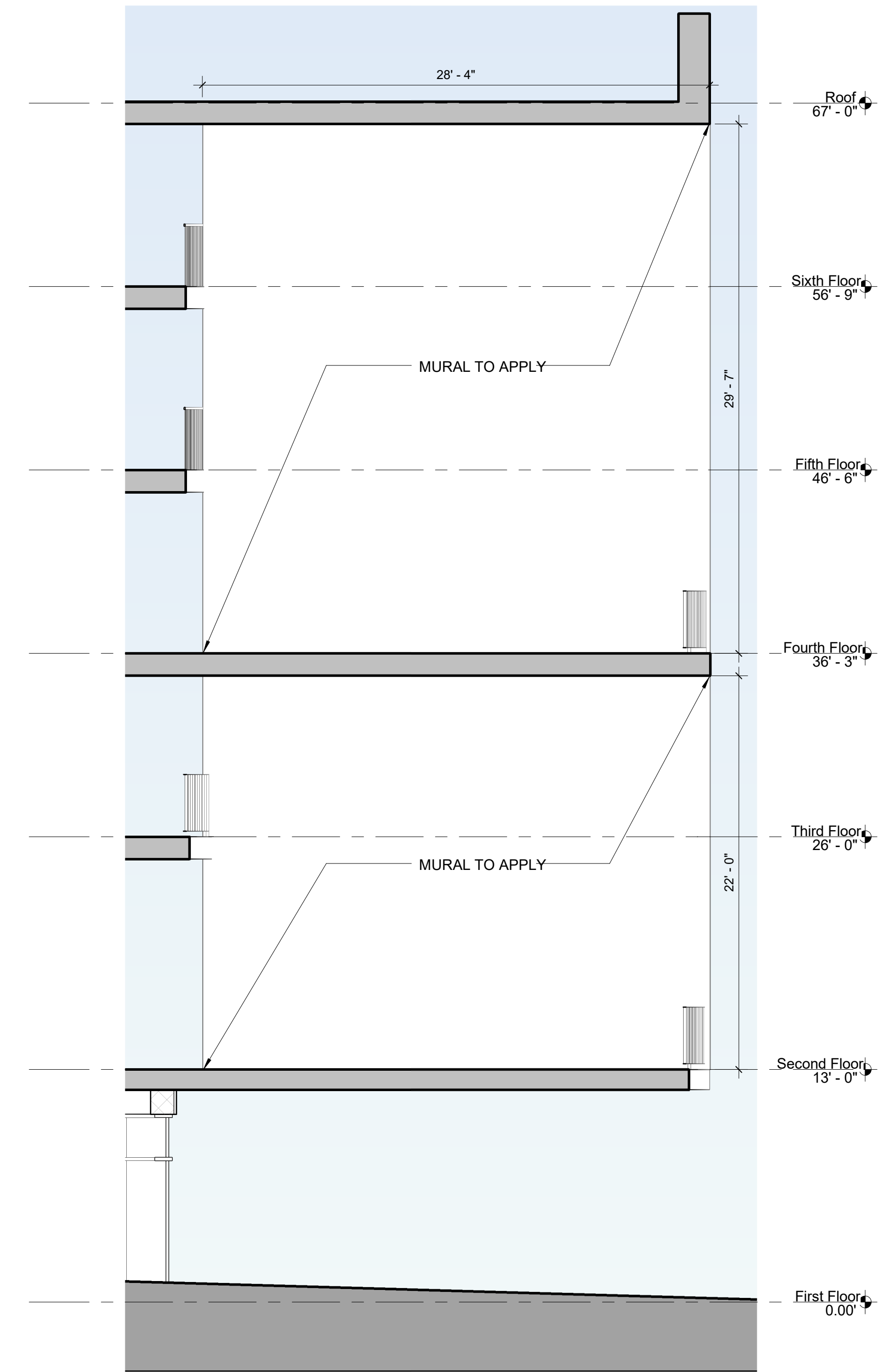
5 Mural #1 - Elevation2  
3/16" = 1'-0"



6 Mural #1 - Elevation  
3/16" = 1'-0"



7 Mural #2 - Elevation2  
3/16" = 1'-0"



8 Mural #2 - Elevation  
3/16" = 1'-0"

# Mural Dimensions