

PEOPLE

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Investment Area

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Resident and Participant Leadership

Resident and Participant Leadership

Strategies	Actions	Timing	Outcome (End Result)	Metrics	Required Resources or Partners	Existing Alignment /Synergies	Pressure Points
Strategy #1: Expand opportunities to engage in Leadership activities.	Action #1.1: Develop strategies for growing new leadership and preserving the efforts of RAC leadership despite term limits, e.g., peer-to-peer mentoring by former RAC members for new members, developing a volunteer corps.	Year 1	Future programming and policy is strategically informed Residents participate as stewards of their housing and mentors to each other Residents feel supported in their goals	Formal leadership structure established	HACLA Staff Time; Leveraged Training Services	Community Coaches Program	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	Action #1.2: Assess Partnerships to determine if existing programs can be expanded to include leadership development.	Near Term		Completed inventory of assessments; # of program expansions pursued	HACLA Staff Time; Availability of Partners	Partner Relationships	
	Action #1.3: Increase capacity within HACLA departments to implement leadership programs to expand strategies and develop new approaches where needed.	Near Term		# of new leaders emerging	HACLA Staff Time; Program Partnerships	Resident Focused Programs	
	Action #1.4: Create a referral system among leadership programs to address resident/community concerns for which these platforms are not equipped.	Year 1		Completed referral system; # of referrals made; # concerns addressed	HACLA Staff Time	Resident Focused Programs	
	Action #1.5: Increase membership on Section 8 Advisory Committee and potential to expand to regional sub-committees that could meet more informally.	Year 1		# resident participants increased	HACLA Staff Time	Section 8 Advisory Committee	
	Action #1.6: Apply for joint FSS program for PH and S8. Model opportunities within FSS to pilot a S8 mentorship program with formalized training and support.	Near Term		#/% residents that feel supported in their goals # participants graduating from mentorship program	HACLA Staff Time; Leveraged Training Services	FSS Programs and Supportive Partnerships	
Strategy #2: Develop and implement strategies to engage hard-to-reach residents	Action #2.1: Increase informal outreach to residents, including through "backyard chat"-style engagement, at community functions, regular onsite points of contact, and social media.	Near Term	Positive communication to ensure program utilization	# participants attending; # new participants	HACLA Staff Time	Resident Focused Programs	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	Action #2.2: Engage with advocates & employ their assistance to better communicate with underrepresented or non-participatory residents.	Year 1	Residents are able to access important information and increase utilization of available resources	#/% of residents that feel well-informed and has access to HACLA staff and resources	HACLA Staff Time; Advocates Availability	Collaborative relationships with advocates	
	Action #2.3: Assess existing communication tools and look for technology opportunities to improve communication & engagement with all residents	Near Term	#/% of residents that feel well-informed and have access to HACLA staff and resources	HACLA Staff Time; IT Expertise	Deep Community Engagement strategies & frequent resident meetings; Resident Advisory Committee		
Strategy #3: Implement community-building strategies across HACLA sites and programs.	Action #3.1: Build platforms (e.g., in person, mobile app, or social media) to connect participants for discussion, advocacy, and community organizing.	Near Term	Residents can congregate and play or socialize safely Residents take larger role in program design	#/% residents feel more engaged with their community and better informed	HACLA Staff Time; IT Expertise	Deep Community Engagement strategies & frequent resident meetings; Resident Advisory Committee supportive structure	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	Action #3.2: Property Management to host in coordination with RAC, advocates, and residents social engagement programs and interventions to strengthen relationships among residents across racial, ethnic, gender, and age.	Near Term	Residents feel less stressed Residents feel like they have a large social network they can rely on	High resident satisfaction with management or HACLA (at least 75% on satisfaction survey)	HACLA, Advocates, Property Management, Resident Advisory Committee Staff Time		
	Action #3.3: Develop informal engagements between residents at different properties and programs. Programs could be shared experiences or team-based games. Focus on peer-to-peer exchanges.	Long-Term	Higher resident satisfaction with management and/or HACLA	#/% residents feel connected to a large social network they can rely on	HACLA and Property Management Staff Time; Resident Advisory Committees		
	Action #4.1: Assess existing services partnerships to transition scattered services into a measurable trauma-informed community building approach to understand what components can be adapted, made accessible or augmented to serve HACLA residents and maximize outcomes. Set up regular data collection & assessment to enable program adjustments/evaluation.	Year 1	Children are prepared for school success & parents are supported Future programming and	#/% residents feel stabilized and connected to a large services and social network (on and off site) they can rely on	HACLA and partner staff time	Partner relationships & inventory list	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)

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Trauma-Informed Service Delivery

Trauma-Informed Service Deliv

<p>Strategy #4: Develop and implement onsite and offsite service linkages aligned with best practices to support broad resident needs.</p>	<p>Action #4.2: Support prenatal visitation; preschool enrollment; parenting support and culturally-competent home-based early education</p>	Near Term	<p>policy is strategically informed</p> <p>Strategic partnerships ensure funding and resource delivery</p>	<p>Increase # of affordable pre-school slots; % reduced parental stress</p>	HACLA and partner staff time	<p>Deep Community Engagement strategies & frequent resident meetings; Partnerships with experts/programs; Resident Advisory Committee supportive structure</p>	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #4.3: Increase knowledge of available benefits and benefits enrollment.</p>	Near Term	<p>Integrative and thoughtful partnerships deliver the right services in engaging and effective ways</p>	<p>increase # residents knowledgeable of and participating in available benefits</p>	HACLA and partner staff time	<p>Relationships with local health providers</p>	
	<p>Action #4.4: Identify Anchor Institutions that can leverage trauma informed services across entire HACLA portfolio in an effort to target residents impacted by the cycles of poverty</p>	Near Term	<p>Residents feel like they have a large social network they can rely on</p>	<p># new partnerships & amount of leveraged services</p>	HACLA Staff Time	<p>Professional Networks (CLPHA, HUD), academic collaboration (LAUSD, USC, UCLA, CDU), grants (TCC, CNI), other PHA best practices</p>	
	<p>Action #4.5: Address addiction, prioritize prevention and address root causes of poverty and distrust through case management, peer engagement and service coordination</p>	Mid Term		<p>decrease # residents reporting mental health or substance abuse</p>	HACLA Staff Time; Partnerships with Health/Mental Health Services, Addiction Recovery	<p>Collaborative partnerships with faith based organizations, health providers, public health services</p>	
<p>Strategy #5: Address impact of incarceration, probation, prior drug/alcohol use on households and access to housing/services.</p>	<p>Action #5.1: Review current policies with advocates and experts and determine if revisions should be made.</p>	Year 1	<p>Housing and services available to a broader population.</p>	<p>Completion by date</p>	HACLA Staff Time; Advocates /Experts Availability	<p>Policies in place; academic and resource provider studies and relationships</p>	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #5.3: Research and enter into opportunities to bring services on-site for early intervention and to address successful community integration.</p>	Near Term	<p>Increase family reunification.</p> <p>Reduce recidivism.</p>	<p># new service offerings</p>	HACLA Staff Time; Services Providers	<p>Community Centers and other space on properties; Previous space agreements and service provider relationships</p>	
<p>Strategy #6: Expand and strengthen agency-to-resident communication about critical issues.</p>	<p>Action # 6.1: Post on the HACLA site a comprehensive, site-specific calendar of meetings and post meeting videos/recaps afterward.</p>	Year 1	<p>Positive communication to ensure program utilization</p>	<p># reached through communication efforts</p>	HACLA Staff Time	<p>HACLA website; Resident Advisory Committee support</p>	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming;</p>
	<p>Action #6.2: Develop a mobile app for HACLA service needs and FAQs, as well as additional information such as work order status, job training and community event notifications, and important announcements.</p>	Near Term		<p>App analytics for usage</p>	HACLA Staff Time; IT Expertise and/or contract with app developer	<p>??</p>	
<p>Strategy #7: Enhance resident access to education opportunities, workforce readiness training, and skills development.</p>	<p>Action # 7.1: Expand job development & placement services to include adult literacy/high school equivalency programs, job skills training, connections to apprenticeships and placement in growth-sector industries.</p>	Mid Term	<p>Families can pay their monthly bills and build financial assets</p> <p>Youth graduate from high school, college and are career-ready</p>	<p># new services, # participants enrolled, trained and hired</p>	HACLA Staff Time; WorkSource Center Support	<p>Watts Los Angeles WorkSource Center; Relationships with services providers</p>	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #7.2: Develop a plan to fund Section 3 support program so that training, education opportunities, mentoring & post-employment support are more accessible to residents.</p>	Near Term		<p>\$ Increase in average household income and job programs participation; # of residents employed</p>	HACLA Staff Time; Budget Approvals; Service/Training partnerships	<p>Watts Los Angeles WorkSource Center; Relationships with services providers</p>	
	<p>Action #7.3: Explore opportunities to prioritize social enterprises for all procurement opportunities. Create & connect residents to social enterprises to gain work experience.</p>	Year 1		<p>Procurement process is enhanced to include Sec 3 hires (Completion by date)</p>	HACLA Staff Time; WorkSource Center Support; Partnerships with social enterprise programs and employment opportunities	<p>Watts Los Angeles WorkSource Center; Partnerships with Watts Labor Community Action Committee ; Watts Century Latino Organization and other CBOs</p>	
	<p>Action #7.4: Expand resident access to small business training and startup incubator opportunities</p>	Mid Term		<p>\$ Increase in incomes; # of participants</p>	HACLA Staff Time; WorkSource Center Support; MOED Small Business Support	<p>Los Angeles Mayor's Office - Small Business Services; Los Angeles Cleantech Incubator; and other CBOs</p>	
	<p>Action #7.5: Improve access to computers, low-cost internet access & digital literacy classes</p>	Near Term		<p># new computer users, # new partners facilitating computer learning programs</p>	HACLA Staff Time; IT Expertise	<p>HACLA Computer Labs; KPI in-kind relationships; WLAWSC resources;</p>	
<p>Action #7.6 Work with libraries to develop strategies that establish onsite facilities and programs to promote literacy and improved reading levels (e.g. book exchanges, potential co-location, reading programs and literacy training.)</p>	Near Term		<p>% improvement in test scores for students; # adults with increased proficiency and better job opportunities</p>	HACLA Staff Time; LA Library Staff availability	<p>HACLA Community Center space; Literacy programs</p>		

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Trauma-Informed Service Delivery

<p>Strategy #7: Enhance resident access to education opportunities, workforce readiness training, and skills development.</p>	<p>Action #7.7: Integrate financial asset building with financial planning, credit building, & micro-loan programs for all residents. Pursue opportunities to help residents create savings.</p>	Near Term	Families can pay their monthly bills and build financial assets	# users, # residents targeted for late rent pay for participation	HACLA Staff Time; MOED Small Business Support; WLAWSC Staff Time	Los Angeles Mayor's Office - Small Business Services; WLAWSC; Existing financial asset building training curriculum	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	<p>Action #7.8: Support school attendance, high school credit recovery, parental support (as a linkage from early childhood programs from 4.2 above), and out-of-school programming that promotes learning and pursuit of higher education</p>	Near Term	Youth graduate from high school, college and are career-ready	# residents complete HS Equivalency, # children in ECE, # youth graduating from college, # participating in post-secondary education and/or vocational training	HACLA Staff Time; Early Education partner support (CBOs and LAUSD)	Strategic partnerships; LAUSD data sharing agreements;	
<p>Strategy #8: Increase affordable transportation options.</p>	<p>Action #8.1: Assign HACLA rep to attend meetings to advocate to have HACLA sites included in transportation plans throughout the City</p>	Near Term	Increase neighborhood walkability score	# Improved public options for transit	HACLA Staff Time; Mayor's Office of Sustainability support	EV/Car share and Walk/Bike Watts projects via TCC grant; existing initiative within Mayor's Sustainability pLAN and Resilient LA plan documents	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	<p>Action #8.2: Identify and implement opportunities for car-share and alternate transportation programs on-site (bike-share & bike maintenance facilities)</p>	Mid Term	Increase use of multi-modal transit systems.	# reduced for gas cars on site & # increase of energy efficient cars			
<p>Strategy #9: Increase access to healthy food and nutrition programs.</p>	<p>Action #9.1: Assess needs related to healthy food access and existing gaps in service or opportunity.</p>	Year 1	Data collection and metrics	Plan developed individual to each site. (Completion by date; # plans completed per year.)	HACLA Staff Time; Mayor's Office of Public Safety resources; expansion of strategic partnerships	Resilient LA plan; partnerships with WLCAC (Mudtown Farms)/Healing Gardens/From Lot to Spot	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming
	<p>Action #9.2: Utilize and expand partnerships with organizations focused on providing fresh, nutritious, and affordable food options in urban communities through a variety of strategies (e.g., mobile markets, coordinated transportation to grocery stores, community gardens, community supported agriculture, farmers markets, and food bank collaborations) to meet resident needs.</p>	Near Term	Positive communication to ensure program utilization Future programming and policy is strategically informed	# increase of residents reporting that they have stronger food security.			
	<p>Action #9.3: Facilitate resident access to nutrition programs (e.g., nutritionists, cooking classes) based on findings and available resources.</p>	Mid Term	Strategic partnerships ensure funding and resource delivery	# increase of residents reporting improved physical health. SPA- or site-level data shows % improvements in level of diabetes and cardiovascular health.			
<p>Strategy #10: Increase access to mental health services including peer-to-peer support</p>	<p>Action #10.1: Engage and expand partnerships to provide access to a variety of mental health services. Create stress-free engagements that allow residents to learn about MH services and participate without judgement.</p>	Near Term	Households are healthy and prepared to manage their own health and well-being	Reduced # of families working with DCFS (improving Family unification.)	HACLA Staff Time; County Mental Health Services; expansion of strategic partnerships	Resilient LA plan; partnerships with social services, County Public Health	Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)
	<p>Action #10.2: Utilize community space and partnerships to offer fun, relaxing and interactive healthy activities for youth, adults, families and seniors (pop up play space, yoga/meditation, and art therapy are all concepts).</p>	Near Term	Households are less stressed and have mental bandwidth to focus on other goals or responsibilities.	Reduced # of residents reporting stress and increased # reporting improved well-being.	HACLA Staff Time; expansion of strategic partnerships; RACs; expansion of services	Deep Community Engagement strategies & frequent resident meetings; Resident Advisory Committee supportive structure; partnerships with service providers	
	<p>Action #10.3: Establish peer-to-peer health programs (pilot promatora like program) that promote holistic health and wellness at sites and to S8 voucher tenants.</p>	Mid Term	Households able to identify stressors early and engage in pathways to mitigate.	Reduced # of residents reporting stress and increased # reporting improved well-being.	HACLA Staff Time; County Mental Health Services; expansion of strategic partnerships in health	Partnerships with academic institutions; Community Coach program	

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Community Health & Wellness

<p>Strategy #11: Improve community stewardship</p>	<p>Action #11.1: Identify underutilized public space or areas where trash accumulates. Work with residents and partners to develop improved programming or design of space.</p>	Year 1	Site hygiene has improved	#/% reduction in bulky item dumping; reduced costs of daily maintenance.	HACLA Staff Time; Resident Advisory Committee availability and support; strategic partnerships for space development	Property Layouts/Blue prints	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #11.2: Implement new clean-up programs with community members and/or community organizations.</p>	Near Term	Community space is engaging and better utilized	#/% increase of residents who report feeling connected to their neighbors and public space feels owned by everybody.	HACLA Staff Time; Resident Advisory Committee availability and support; expanded strategic partnerships with community organizations	Resident Advisory Committee; strategic partnerships	
<p>Strategy #12: Increase oportunities for use of common / open space.</p>	<p>Action #12.1: Engage residents and recreational program staff in plan for improvements to community space.</p>	Near Term	Community space is engaging and better utilized	Complete evaluation of functional space and identify opportunities for investment. for each site?) (Completion by date; # plans completed per year.)	HACLA Staff Time; Resident Advisory Committee availability and support; expanded strategic partnerships with community organizations	Resident Advisory Committee; Strategic partnerships (CI, WLAWSC, Boys and Girls Clubs)	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #12.2: Enter into and expand partnerships to deploy expertise and funding to create engaging and active common space.</p>	Year 1	Future programming and policy is strategically informed	Expand # of partners engaged in recreation & programming activities in outdoor spaces.	HACLA Staff Time; Expanded strategic partnerships with community organizations	Strategic partnerships (CI, WLAWSC, Boys and Girls Clubs)	
	<p>Action #12.3: Enter into public-private partnership grant opportunities to raise funds for implementation.</p>	Mid Term		% Increase in Park Evaluation score and increase # square feet of useable open space	HACLA Staff Time; Strategic partnerships with community organizations	Watts Rising TCC partnerships	
<p>Strategy #13: Improve Access to Physical Health Services</p>	<p>Action #13.1: Analyze utilization of existing on-site clinics and health partnerships to determine effectiveness & breadth of service. Identify areas for improvement or change.</p>	Year 1	<p>Residents feel safe in their homes Households are healthy and prepared to manage their own health and well-being</p>	Complete evaluation with recommendations (for each site?) (Completion by date; # plans completed per year.)	HACLA Staff Time; Inventory of Health Services Providers near sites; Expand existing partnerships with health providers and academic institutions	USC Health Study at Jordan Downs; Charles Drew University	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming; Outcome Driven Curriculum (will need to be developed)</p>
	<p>Action #13.2: Address health needs of "Aging In Place" populations. Develop and implement best practices for care and service.</p>	Near Term		# Fewer calls for ambulatory service	HACLA Staff Time; Property Management staff time	Services and programs in place at our Senior buildings; Community Services programs; Resident Relations; Strategic partnerships with aging services providers	
	<p>Action #13.3: increase resident knowledge of of where to access health care services not fully covered by government health programs (dental, vision, etc)</p>	Mid Term		# Residents report improved physical health and knowledge of available services.	HACLA Staff Time; Expanded partnerships with health providers and academic institutions	??	
	<p>Action 14.1: Train property management and resident leaders in restorative justice techniques. Develop policy and implementable practice for including residents in intervention and de-escalation practices.</p>	Near Term		# new training modules implemented; utilization rate of interventions incorporated; % reduced violent crime rate; % eviction rates reduced over time.			

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<p>Strategy #14: Work with residents to develop a Community Safety Framework and programmatic focus</p>	<p>Action 14.2: Engage residents at regular resident meetings and through community-building events to solicit feedback on safety issues and concerns</p>	Year 1	Residents help enhance public safety	# residents reporting increased sense of community and safety.	<p>LAPD CSP, site RAC and site Block Captain program (that can be replicated at sites that do not have formal programs already established)</p>	<p>LAPD CSP, site RAC and site Block Captain program at existing sites</p>	<p>Will need to pursue grant and philanthropic opportunities to help fund.</p>
	<p>Action 14.3: Use Block Captains, RACs and youth to create and participate in community stewardship through clean up days, community walking or gardening groups, and events that foster social cohesion.</p>	Near Term	Residents can address neighborhood conflicts and report illegal activities	# residents reporting increased sense of community and safety.			
	<p>Action 14.4: Develop sustainable funding strategy for the continuation of Community Safety Partnership with LAPD, HACLA and collaborative partners for select developments.</p>	Mid Term	Resident perception of safety has increased	% Reduction in crime rates on sites utilizing CSP model.			
	<p>Action 14.5: Work with LAPD to create standards and regular officer and community training in the CSP model. Identify key hallmarks of the program that are a must in every community and other tools/implementing strategies that are optional.</p>	Near Term	Residents feel safe in their homes	% residents reporting improved perception of LAPD (youth and adults); % increase in community awareness of CSP; % increase of residents reporting they feel positive about the CSP program.			
<p>Strategy #14: Work with residents to develop a Community Safety Framework and programmatic focus</p>	<p>Action 14.6: Work with local schools and Safe Passage programs to coordinate efforts and identify partners to provide regular emergency response training to residents</p>	Mid Term	Residents help enhance public safety Residents can address neighborhood conflicts and report illegal activities Resident perception of safety has increased	<p>Increased resiliency on all HACLA sites. Developed partner relationships to improve day-to-day safety and emergency preparedness</p> <p># increase in residents reporting perception of safety; # of residents who have participated in emergency preparedness training and workshops to develop safety planning and supplies.</p>	<p>LAPD CSP, site RAC and site Block Captain program (that can be replicated at sites that do not have formal programs already established)</p>	<p>LAPD CSP, site RAC and site Block Captain program at existing sites; Expand We Care Outreach and other existing Safe Passages programs</p>	<p>Will need to pursue grant and philanthropic opportunities to help fund.</p>
	<p>Action 14.7: Assess opportunity to use Elite, Rent Café or other Ap to allow residents to message board about safety issues and connect to Neighborhood Watches or other community safety activities in their neighborhood. Implement functionality if determined to be appropriate.</p>	Mid Term	Residents feel safe in their homes	# increase of residents reporting awareness of programs in their area; # residents reporting feeling more connected to their neighborhoods.			
<p>Strategy #15: Improve security monitoring at all HACLA sites</p>	<p>Action 15.1: Review existing public safety monitoring plan to improve coverage of areas such as playgrounds, open spaces, and entrance/exits screening.</p>	Year 1		Assessment and capital plan developed for each HACLA site. (# plans developed per year; completion by date)	HACLA Staff Time: LAPD and CSP	LAPD/CSP partnership, Summer Night Lights program	<p>Staff Capacity; Budget Availability; Leveraged Partnerships for Programming</p>
	<p>Action 15.2: Develop & find capital to implement alternative Crime Prevention Through Environmental Design (CEPTED) strategies.</p>	Mid Term	Residents help enhance public safety relationships and programming	Capital Plan investments are being met over 20-year period based on priorities. (\$ raised; \$ leveraged; # in-kind services secured)	HACLA Staff Time; Grant Writer	?? - LAPD partnership	

<p>Action 15.3: Install safety cameras as well as more and better lighting.</p>	<p>Near Term</p>	<p>Resident perception of safety has increased</p>	<p># sites with cameras added each year (expanded to ensure all HACLA sites have cameras); # sites with upgraded lighting installed; Completion by date.</p>	<p>HACLA Staff Time; Installation Contractor</p>	<p>LAPD partnership; HACLA site security</p>
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Long-Term Goals:
#1: Revitalize communities and enhance livability
#2: Improve economic and social outcomes for affordable housing residents