

**Quality and Productivity Commission**  
**30<sup>th</sup> Annual Productivity and Quality Awards Program**  
**"Heritage of Excellence"**

**2016 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: HACoLA AND KIPP LA: REACHING HIGHER TOGETHER**

**DATE OF IMPLEMENTATION/ADOPTION:** JUNE 20, 2014  
(Must have been implemented at least one year - on or before July 1, 2015)

**PROJECT STATUS:** \_\_\_\_\_ Ongoing                       One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?** \_\_\_\_\_ Yes                       No

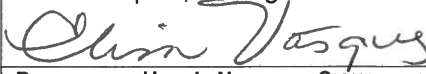
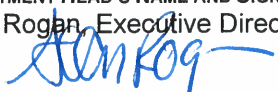
**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Housing Authority of the County of Los Angeles (HACoLA) received approval from  
 2 the U.S. Department of Housing and Urban Development (HUD) to dispose of its vacant  
 3 administrative building located in East Los Angeles. HACoLA's Board of Commissioners  
 4 determined that construction of a high performing school directly across the street from  
 5 the 504-unit Nueva Maravilla Public Housing Development would improve the quality of  
 6 life of its low-income youth. The property was sold to KIPP LA Schools (KIPP LA) to  
 7 convert a 2.6-acre property into a K-8 public charter school campus. One of the  
 8 challenges was the need to re-zone the property from "open space" to "educational."  
 9 HACoLA and KIPP LA jointly applied for planning approvals and the sale of the site was  
 10 completed on June 20, 2014. The new school campus opened on August 17, 2015,  
 11 and currently serves 448 K-3<sup>rd</sup> grade students, and 255 5<sup>th</sup>-6<sup>th</sup> grade students. By the  
 12 fall of 2016, the campus will expand to reach full enrollment serving approximately  
 13 1,000 K-8 students. The success of this project serves as a model of excellence and  
 14 collaboration to improve the quality of life of youth in Los Angeles County and in the  
 15 East Los Angeles area, specifically.

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 0	\$ 0	\$ 5,117,043.00	\$ 5,117,043.00	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Housing Authority County of Los Angeles Housing Management Division 700 W. Main Street, Alhambra, CA 91801	<b>TELEPHONE NUMBER</b> (626) 586-1500
<b>PROGRAM MANAGER'S NAME</b> Marisela Ocampo, Assistant Manager Housing Management Division 700 W. Main Street, Alhambra, CA 91801	<b>TELEPHONE NUMBER</b> (626) 586-1915  <b>EMAIL</b> Marisela.Ocampo@hacola.org
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Elisa Vasquez, Manager 	<b>DATE</b> 6/29/16  <b>TELEPHONE NUMBER</b> (626) 586-1762  <b>EMAIL</b> Elisa.Vasquez@lacdc.org
<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b> Sean Rogan, Executive Director 	<b>DATE</b> 6/29/16  <b>TELEPHONE NUMBER</b> (626) 586-1500

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**1<sup>st</sup> FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made. Use Arial 12 point font

### **CHALLENGE**

HACoLA was made aware that KIPP LA Schools (KIPP LA) was looking for property to expand and build a new campus at the same time that it was seeking to dispose of one of its administrative buildings. The collective interest in the property made the sale of the property to KIPP LA the best option to meet all parties’ needs and would improve the quality of life for residents at the Nueva Maravilla public housing development. The opportunity was especially timely as surveys of HACoLA’s public housing residents living across the street from the vacant building at the Nueva Maravilla development, indicated a high need for educational opportunities within the area. As such, in 2013, HACoLA prepared and submitted an Inventory Removal Application to dispose of the building to the U.S. Department of Housing and Urban Development (HUD), who approved and required that the property sell at fair market value.

One of the greatest challenges to move the project forward was the need to re-zone the property from “open space” to “educational.” The construction of a new charter school could not occur until the zoning was changed. Throughout the year-long zoning process, HACoLA and KIPP LA successfully obtained approvals from the Los Angeles County Departments of Regional Planning, Public Works (Division of Traffic and Lighting), Fire, and Public Health, which allowed this innovative educational project to proceed. The effective partnership between HACoLA and KIPP LA surmounted the property being listed as an “open-space” zone.

### **SOLUTION**

In April 2013, HACoLA and KIPP LA formed a successful partnership and jointly applied for planning approvals to convert a 2.6-acre property into a K-8 public charter school campus. The application was approved in December 2013, and HACoLA sold the property in June 2014, to KIPP LA. The new school campus opened on August 17, 2015, and currently serves 448 K-3rd grade students, and 255 5th-6th grade students. By the fall of 2016, the campus will expand to reach full enrollment, at which point the campus will serve approximately 1,000 K-8 students. KIPP LA’s new campus features two academics buildings – one for KIPP Illuminar Academy (an elementary school) and another for KIPP Sol Academy (a middle school). Additionally, the campus includes a multi-purpose visual and performing arts complex, as well as a large playground. The Nueva Maravilla youth are eligible for enrollment and participation in school activities by completing an interest form. Given the transportation challenges of low-income families, the close proximity of the charter school campus further eradicates the barriers of educational opportunities for public housing youth.

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Through the success of this disposition project, HACoLA and KIPP LA serve as a model of excellence and collaboration to improve the quality of life of youth in Los Angeles County and in the East Los Angeles area, specifically. According to the 2010 census statistics for the East Los Angeles area, 75 percent of respondents had obtained a high school degree; however, only 15 percent attained a college degree. Conversely, 94 percent of KIPP LA students have graduated from high school, and more extraordinarily, more than 75 percent of students are pursuing a college degree. HACoLA's unique partnership with KIPP LA and out of the box thinking has provided access to a high-performing school which is essential for communities to grow and thrive.

According to data from the U.S. Census Bureau, one in five children live in poverty in America, making it imperative that public agencies such as HACoLA form successful partnerships and combine resources. Through the concerted efforts of HACoLA and KIPP LA, there will be a significant increase in the college-going rate in the East Los Angeles community; the current reality is that a child in a more affluent community is seven times more likely to graduate from college than a child growing up in poverty. In high-income communities nationally, more than 80 percent of students graduate college, yet only one in ten low-income students earns a college degree. Data suggests the rate is even lower for students in South and East Los Angeles.

The local support that HACoLA and KIPP LA received for this innovative and critical project was overwhelming. During the August 7, 2014, groundbreaking ceremony, over 100 attendees including community leaders, former Los Angeles County Supervisor Gloria Molina, HUD Los Angeles Public Housing Director Marcie Chavez, members of the Department of Regional Planning, Nueva Maravilla residents, community members, current KIPP LA students their parents were in attendance, enthusiastic to participate in such a momentous occasion. The disposition of the administrative building exemplified HACoLA's mission: "We Build Better Lives & Better Neighborhoods." The ability of all children to have access to quality education has a significant effect on their development and participation in their communities as adults. By the fall of 2016, KIPP Illuminar and KIPP Sol will expand to reach full enrollment, at which point the campus will serve approximately 1,000 K-8 students in the East Los Angeles community.

**BENEFITS**

The chronic underfunding of the public housing program in the United States has made it difficult for Public Housing Agencies nationwide to ensure access to housing that is safe, decent, and affordable for the program's 1.2 million participating families.

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**LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): Use Arial 12 point font**

**NOT APPLICABLE AS HACoLA IS NOT A COUNTY DEPARTMENT**

Currently, there is a \$26 billion dollar nationwide backlog of deferred maintenance in the public housing stock. More specifically, in 2015, a Physical Needs Assessment conducted revealed that HACoLA is facing a 20-year capital needs improvement/rehabilitation expense totaling \$117,571,740 for its public housing sites. The two-year lease and final sale of the property to KIPP LA resulted in a total of \$5,117,043 in gross proceeds that will help preserve and improve HACoLA's public housing properties by providing much needed funding to address capital improvements/rehabilitation.

HACoLA and KIPP LA conceptualized a long-term relationship designed to support the needs of the youth living at Nueva Maravilla and the surrounding community to expand educational opportunities. Prior to its doors opening, KIPP LA staff conducted an information session onsite to introduce themselves to the public housing families with school-aged children. On January 21, 2016, HACoLA staff accompanied Nueva Maravilla families to KIPP LA's 2016-17 Enrollment Information Session to assist them with pursuing enrollment. Additionally, as a partnering agency in the creation of the campus, HACoLA was invited to the KIPP LA Grand Opening held on March 30, 2016. HACoLA intends to continue developing its relationship with KIPP LA further by working to improve reading outcomes through data sharing and ongoing collaboration. With help from partners like KIPP LA, the agency's ultimate goal is to educate its youth to become self-sufficient and reach their life time goals through extraordinary education.

Moreover, as part of the sale of the property to KIPP LA, HACoLA was able to ensure that the historic murals located onsite, would be preserved as part of the community's heritage. The murals by local artist David Lopez, created between 1973 and 1977, depict the importance of quality housing in developing family unity and strength through an image of the Virgin of Guadalupe surrounded by an aura of colorful light; a cross overlaid with poetry; architects surveying the site of the future housing development; and finally, a sheltered family. HACoLA was deeply committed to acquiring a buyer that would appreciate the history and importance of these murals to the East Los Angeles neighborhood. In the buyer application process, KIPP LA provided renderings of their construction plans which included incorporating the historical onsite murals that were part of the property and of vital importance to the community. By incorporating the murals into the new campus, they will continue to serve as an important representation of the community's cultural roots.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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**ANNUAL= 12 MONTHS ONLY**

	<u>Revenue</u>
Two-Year Lease and Sale of the Property to KIPP LA	\$5,117,043
Debt Obligations on the Property	\$ 0
<b>Total Actual Revenue</b>	<b>\$5,117,043</b>