



**Meeting of the
Governing Board of Directors *and*
Advisory Board of Directors *of***

The Los Angeles Development Fund
and
LADF Management, Inc.

September 21, 2020

**MEETING of the
GOVERNING BOARD OF DIRECTORS and ADVISORY BOARD OF DIRECTORS of
THE LOS ANGELES DEVELOPMENT FUND and LADF MANAGEMENT, INC.
SEPTEMBER 21, 2020**

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 - Social Media Consulting Services – Scope of Work (PO 18-0001)
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 - LADF Track Record Report

Tab 1

A G E N D A

**MEETING of the
GOVERNING BOARD OF DIRECTORS and ADVISORY BOARD OF DIRECTORS of
THE LOS ANGELES DEVELOPMENT FUND and LADF MANAGEMENT, INC.**

MEETING BY TELECONFERENCE (AUTHORIZED EXCEPTION TO THE BROWN ACT):

If joining via computer, use this link: <https://www.zoomgov.com/j/1600133259>

If joining via telephone, dial this number: (669) 254-5252 US

Meeting ID: 160 013 3259

Monday, September 21, 2020 | 4:00pm – 6:00pm

	AGENDA ITEM	PRESENTER	TAB
	Welcome and Call to Order	Carolyn Hull	
	Roll Call	Sandra Rahimi	
1	Discussion Items		
	a. Presentation on LADF Social Media	Karen Brooks	Tab 2
	b. LADF Track Record Report	Sandra Rahimi	Tab 3
	c. LADF Investment Strategy Discussion	Sandra Rahimi	
2	Action Items		
	a. Request for Authorization of LADF staff to engage Novogradac to assist with drafting LADF's 2020 NMTC Application. Maximum estimated contract cost is \$50,000.	Sandra Rahimi	
	Request for Future Agenda Items	Carolyn Hull	
	Next Meeting Date and Time of Governing Board	Carolyn Hull	
	• Thursday, October 8, 2020, 2:30pm – 4:00pm (via Zoom)		
	Public Comment	Carolyn Hull	
	<u>NOTE:</u> When it is time for public comment:		
	1. If you joined by phone only. Please press *9 on your phone keypad to raise your hand to be acknowledged for Public Comment		
	2. If you joined by clicking on the meeting link and have joined us online, please click the participant icon at the bottom of your screen. This will launch a participant panel, where you will see the "raise hand" icon on the far right side. Please click "raise hand" to be acknowledged for Public Comment.		
	Adjournment	Carolyn Hull	

The LADF's Board Meetings are open to the public. Accommodations such as sign language interpretation and translation services can be provided upon 72 hours notice. Contact LADF @ (213) 808-8959.

PUBLIC COMMENT AT LADF BOARD MEETINGS – An opportunity for the public to address the Board will be provided at the conclusion of the agenda. Members of the public who wish to speak on any item are requested to identify themselves and indicate on which agenda item they wish to speak. The Board will provide an opportunity for the public to speak for a maximum of three (3) minutes, unless granted additional time at the discretion of the Board. Testimony shall be limited in content to matters which are listed on this Agenda and within the subject matter jurisdiction of the LADF. The Board may not take any action on matters discussed during the public testimony period that are not listed on the agenda.

Tab 2

PURCHASE ORDER

EXHIBIT A SCOPE OF SERVICES

SOCIAL MEDIA CONSULTING SERVICES

SCOPE OF SERVICES

This purchase order contract includes, but is not limited to, the services in the list below:

SOCIAL MEDIA SERVICES

Manage comprehensive social media strategy objectives to create interest and enthusiasm in the LADF.

· Goals include:

- Greater recognition and understanding of the LADF and its work
- Reach, educate, engage, recruit eligible businesses, partners, and media
- Boost community connection and engagement
- Build LADF brand awareness
- Reputation management

Design, create and manage promotions and social ad campaigns.

Analyze social media, translate data into evolving plans for revising social and website approach; analyze and review effectiveness of the approach in an effort to maximize results.

· Social Media Activities:

- Social Media campaigns
- Content creation
- Social Media monitoring
- Social Media engagement
- Social Media analytics

Facebook page - Weekly - Unique posts, value added content, custom images when required on LADF Page.

Twitter - Weekly - tweets are self-promotional or value added content, custom images when required.

Twitter Hashtags - follow trending topics for LADF use, identify influencers.

PURCHASE ORDER

LinkedIn - Weekly - Post unique content and value added content, custom images when required on LADF Page

WEBSITE MANAGEMENT AND MAINTENANCE

Management of the website online environment, creative content, design creation, changes, support and maintenance.

Website management including:

- Overall site and content updates to insure that online environment meets objectives
- Slideshow development and refresh
- Graphics research and development
- Story, educational content, info-graphic, data research and development
- General updates, corrections and additions
- Board meeting updates

Website maintenance:

- Website backups
- Security monitoring
- Cleanup

INTERIM REPORTING TO THE LADF BOARD OF DIRECTORS

From time to time, the LADF may request that the consultant attend one of the regularly scheduled meetings of LADF's Board of Directors to provide progress reports and updates.

Tab 3

LADF

LOS ANGELES DEVELOPMENT FUND

TRACK RECORD PROJECT PROFILES

LADF Board Meeting
September 21, 2020



2009
PROJECT PROFILES



YWCA GLA URBAN CAMPUS

SPONSOR:	YWCA of Greater Los Angele		
PROJECT TYPE:	Community Facility, Job Training New Construction		
CLOSING DATE:	December 18, 2009		
PROJECT STATUS:	<div>➤ Construction completed in April 2012</div> <div>➤ NMTC Transaction unwound in December 2016</div>		
LOCATION:	1020 S. Olive Street, Los Angeles, CA (CD 14)		
CENSUS TRACT ELIGIBILITY:	31.7% Poverty Rate 79.3% AMI 0.9x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 77,618,740		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 70,200,000	LADF QEI: \$ 20,000,000	
COMMUNITY BENEFITS: <i>* as of 12/31/16 (final impact reporting year)</i>	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	129 FTEs	
	Construction Jobs – Created:	753 FTEs	
	Square Footage Added:	153,598 SF	
	Low-Income Persons Impacted:	558 LIP & minority students served	
DESCRIPTION:	<p>This project was the development of a seven-story building designed as a build-to-suit for the US Department of Labor Job Corps program. The Job Corps program is a free education and vocational training program targeting at-risk youth between the ages of 16 and 24.</p> <p>The Job Corps program offers academic assistance (GED certification/high school diploma completion) as well as job training for young Angelenos who were out of school and unemployed.</p> <p>The commercial space in the building of approximately 60,000 square feet includes the job training facility, with a commercial training kitchen in the basement and a medical and dental training clinic on the second floor. In addition to a dining hall, the ground floor includes a lobby, an all purpose room, offices and classrooms.</p> <p>The residential space includes 200 dormitory style units that provide short-term housing for up to 400 Job Corps student participants. The building is Leadership in Energy and Environmental Design, or LEED, certified.</p>		





2010
PROJECT PROFILES



FOOD 4 LESS (4 STORES)

SPONSOR:	Alpha Beta Company, subsidiary of The Kroger Co.		
PROJECT TYPE:	Grocery Stores Substantial Rehabilitation		
CLOSING DATE:	December 20, 2010		
PROJECT STATUS:	<ul style="list-style-type: none"> ➤ Construction completed in June 2012 ➤ NMTC Transaction unwound in December 2017 		
LOCATION:	[1] 8530 Tobias Ave. (CD 6) [2] 4910 Huntington Dr. South (CD 14) [3] 1091 S. Hoover St. (CD 1) [4] 1700 W. 6th St. (CD 1) Los Angeles, CA		
CENSUS TRACT ELIGIBILITY:	25%-54% Poverty Rate 31%-57% AMI 0.9x-2.6x Nat'l Unemp. Rate		
TOTAL PROJECT BUDGET:	\$ 27,493,322		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 27,493,322	LADF QEI:	\$ 27,493,322
COMMUNITY BENEFITS: * as of 12/31/17 (final impact reporting year)	Permanent Jobs – Retained:	198 FTEs	
	Permanent Jobs – Created:	100 FTEs	
	Construction Jobs – Created:	151 FTEs	
	Square Footage Added:	169,302 SF	

DESCRIPTION:

This project entailed the interior and exterior rehabilitation of four Food4Less stores located in distressed communities within the City of Los Angeles. The work will improve community access to fresh, healthy food in areas that are direly in need. The combination of the investments funded by Kroger and the additional NMTC investment made each store an even more desirable shopping option, further strengthening their relative neighborhoods.

The investment of New Market Tax Credits in the Food4Less transaction protects union supermarket jobs, creates quality retail shopping venues for local low-income residents, improves the physical appearance of the community, augments current efforts to improve targeted neighborhood commercial hubs, and boosts the City of Los Angeles' efforts to ensure access to quality, healthy food for under served communities. The rehabilitation of these four stores helped create and retain over 300 jobs, at least 2/3 of which represent union employees, in communities that are suffering from high unemployment or underemployment. All employees qualified for a full benefits package.

Food 4 Less emphasizes local hire for all positions, including higher management positions. Kroger committed to using the City of Los Angeles WorkSource Centers, full-service employment program operators administered by the Economic and Workforce Development Department, to list all job openings ensuring employment to local community members.





2011
PROJECT PROFILES

ONE SANTA FE

SPONSOR:	The McGregor Company		
PROJECT TYPE:	Mixed Use, Community Retail & Office New Construction		
CLOSING DATE:	December 20, 2011		
PROJECT STATUS:	<ul style="list-style-type: none">➢ Construction completed in March 2015➢ NMTC Transaction unwound in January 2019		
LOCATION:	100 S Santa Fe Avenue, Los Angeles, CA (CD 14)		
CENSUS TRACT ELIGIBILITY:	35.6% Poverty Rate 52.6% AMI 1.8x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 38,000,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 38,000,000	LADF QEI: \$ 10,000,000	
COMMUNITY BENEFITS: * as of 12/31/18 (final impact reporting year)	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	213 FTEs	
	Construction Jobs – Created:	273 FTEs	
	Square Footage Added:	81,239 SF (46k Retail / 35k Office)	

DESCRIPTION:	<p>This project entailed the new construction of the commercial component of One Santa Fe, a mixed-use, transit-oriented development in the Arts District, a low-income community within Downtown Los Angeles. The project comprises 81,239 square feet of commercial space supporting 438 rental residential units.</p>		
	<p>The commercial component created 213 permanent jobs (as of year-end 2018), 51% of which were held for hiring of low- to moderate-income individuals. It also generated 273 construction jobs.</p> <p>The project promotes sustainable growth in Los Angeles. Additionally, the project brings a grocery store and convenience retail to a low-income community that is under served in these areas.</p>		





2012
PROJECT PROFILES



ANDERSON MUNGER FAMILY YMCA

SPONSOR:	Young Men’s Christian Association of Metropolitan Los Angeles		
PROJECT TYPE:	Health & Fitness Center New Construction		
CLOSING DATE:	August 22, 2012		
PROJECT STATUS:	<ul style="list-style-type: none">➤ Construction completed in April 2014➤ NMTC Transaction unwound in August 2019		
LOCATION:	245 S. Oxford Avenue, Los Angeles, CA (CD 10)		
CENSUS TRACT ELIGIBILITY:	33.1% Poverty Rate 48.2% AMI 1.8x Nat’l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 29,100,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 28,306,678	LADF QEI:	\$ 12,506,678
COMMUNITY BENEFITS: * as of 12/31/19 (final impact reporting year)	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	54 FTEs	
	Construction Jobs – Created:	77 FTEs	
	Square Footage Added:	29,000 SF	
	Low-Income Persons Impacted:	900 LIPs received free and subsidized memberships to-date	
DESCRIPTION:	<p>This project entailed the new construction of a YMCA health and fitness center in the neighborhood of the Wilshire Center District, a low-income community with high unemployment among youth.</p> <p>The project will promote healthy lifestyles to low-income residents by providing low-cost youth and family recreational programs, as well as affordable after-school and summer camp programs for children.</p> <p>The facility employ a total of 54 permanent jobs (as of 12/31/19). Construction of the facility generated 77 jobs.</p>		



DREAM CENTER

SPONSOR:	The Dream Center Foundation		
PROJECT TYPE:	Community Facility Substantial Rehabilitation		
CLOSING DATE:	August 27, 2012		
PROJECT STATUS:	<div>➤ Construction completed in September 2014</div> <div>➤ NMTC Transaction unwound in August 2019</div>		
LOCATION:	2301 Bellevue Avenue, Los Angeles, CA (CD 13)		
CENSUS TRACT ELIGIBILITY:	38.2% Poverty Rate 46.9% AMI 3.7x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 49,700,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 49,700,000	LADF QEI:	\$ 10,000,000
COMMUNITY BENEFITS: * as of 12/31/18	Permanent Jobs – Retained:	101 FTEs	
	Permanent Jobs – Created:	N/A	
	Construction Jobs – Created:	116 FTEs	
	Square Footage Added:	422,000 SF	
	Low-Income Persons Impacted:	18,000 LIPs served monthly through Sponsor programs	
DESCRIPTION:	<p>This project entailed the rehabilitation of an existing facility that is Neighborhood, a low-income community within the City of Los Angeles.</p> <p>The sponsor offers over 40 services to low-income individuals through its c to homelessness, addiction, human trafficking, hunger and poverty.</p> <p>Founded in 1994, the Dream Center is a volunteer driven organization t each month, 70% of which are racial/ethnic minorities and 90% of which r</p>		



BOBRICK WASHROOM EQUIPMENT

SPONSOR:	The Bobrick Corporation		
PROJECT TYPE:	Manufacturing & HQ Office New Construction		
CLOSING DATE:	December 28, 2012		
PROJECT STATUS:	<div>➤ Construction completed in June 2015</div> <div>➤ NMTC Transaction unwound in June 2020</div>		
LOCATION:	6905 Tujunga Avenue, North Hollywood, CA (CD 2)		
CENSUS TRACT ELIGIBILITY:	31.1% Poverty Rate 58.4% AMI 1.6x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 24,500,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 20,000,000	LADF QEI: \$ 10,000,000	
COMMUNITY BENEFITS: * as of 12/31/19 (final impact reporting year)	Permanent Jobs – Retained:	190 FTEs	
	Permanent Jobs – Created:	35 FTEs	
	Construction Jobs – Created:	173 FTEs	
	Square Footage Added:	112,300 SF (62k Ind. / 50k Office)	
	Low-Income Persons Impacted:	70 FTEs – 31% Low-Mod hiring	
DESCRIPTION:	This project entailed the new construction of manufacturing and corporate office space in a low-income community within North Hollywood.		
	<p>The sponsor manufactures and distributes restroom accessories and plastic laminate toilet partitions for commercial building owners and provides highly competitive compensation to its employees at above living wages for LA County.</p> <p>The project retained all manufacturing and distribution jobs at the sponsor's existing facility and created additional permanent jobs.</p>		



DISCOVERY CUBE LOS ANGELES

SPONSOR:	Discovery Science Center of Los Angeles		
PROJECT TYPE:	Children's Science Center New Construction & Exhibit Fabrication		
CLOSING DATE:	December 31, 2012		
PROJECT STATUS:	<ul style="list-style-type: none">➤ Construction completed in November 2014➤ NMTC Transaction unwound in January 2020		
LOCATION:	11800 Foothill Blvd., Los Angeles, CA (CD 7)		
CENSUS TRACT ELIGIBILITY:	19.3% Poverty Rate 67.6% AMI 0.9x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 34,636,898		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 15,000,000	LADF QEI:	\$ 10,000,000
COMMUNITY BENEFITS: * as of 12/31/19 (final impact reporting year)	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	51 FTEs	
	Construction Jobs – Created:	219 FTEs	
	Square Footage Added:	57,000	
	Low-Income Persons Impacted:	10,207 free entries to LIPs (2019)	

DESCRIPTION:	<p>This project entailed exhibit design and fabrication for a children's science center, as well as building modifications to the existing shell and core located in the Hansen Dam Recreation Area.</p> <p>The sponsor's affiliate operates a children's science center in Santa Ana, CA, which was used as a model in designing the exhibits and programming for the new facility.</p> <p>The sponsor provides math and science exhibits onsite and in-school education and teacher workshops offsite.</p>
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2013
PROJECT PROFILES

LA KRETZ INNOVATION CAMPUS

SPONSOR:	La Kretz Innovation Campus		
PROJECT TYPE:	Cleantech Incubator Facility Substantial Rehabilitation		
CLOSING DATE:	September 11, 2013		
PROJECT STATUS:	➤ Construction completed in December 2015		
LOCATION:	531 S. Hewitt Street, Los Angeles, CA (CD 14)		
CENSUS TRACT ELIGIBILITY:	40.1% Poverty Rate 129.9% AMI 2.0x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 46,000,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 43,000,000	LADF QEI: \$ 10,000,000	
COMMUNITY BENEFITS: * as of 12/31/18	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	2,205 FTEs (795 Direct / 1,410 Indirect)	
	Construction Jobs – Created:	242 FTEs	
	Square Footage Added:	59,985 SF	

DESCRIPTION:	This project entailed the substantial rehabilitation of a 59,985 square foot industrial building in the Arts District of Downtown Los Angeles.		
	La Kretz Innovation Campus (LKIC) is a cleantech-industry hub, creating a place where entrepreneurs, engineers, scientists and policy makers interact to promote and support the development of clean technologies and Los Angeles' green economy.		
	The primary tenant is the Los Angeles Cleantech Incubator (LACI) - a private nonprofit conceived by the City to work in partnership with the City's educational and research organizations, whose mission is to accelerate the commercialization of clean technologies and related products developed by independent entrepreneurs.		
	LKIC also provides onsite workforce training specifically focused on jobs in the cleantech and renewable energy industries.		





2014
PROJECT PROFILES



LA PREP

SPONSOR:	LA Prep Properties LLC	
PROJECT TYPE:	Multi-Tenant Kitchen Facility Substantial Rehabilitation	
CLOSING DATE:	March 18, 2014	
PROJECT STATUS:	➤ Construction completed in April 2015	
LOCATION:	230 W. Avenue 26, Los Angeles, CA (CD 1)	
CENSUS TRACT ELIGIBILITY:	43.7% Poverty Rate 37.7% AMI 1.6x Nat'l Unemployment Rate	
TOTAL PROJECT BUDGET:	\$ 17,900,000	
NMTC ALLOCATION INVESTED:	Total QEI: \$ 16,000,000	LADF QEI: \$ 10,000,000
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	N/A
	Permanent Jobs – Created:	205 FTEs
	Construction Jobs – Created:	236 FTEs
	Square Footage Added:	56,496 SF
	Low-Income Persons Impacted:	195 FTEs – 95% Low-Mod hiring
DESCRIPTION:	<p>This project entailed the substantial rehabilitation of a 56,496 square foot industrial building in the Lincoln Heights neighborhood of Los Angeles. LA Prep provides commercial kitchen space licensed for wholesale use for approximately 50 small- to medium-sized food producer tenants.</p> <p>The project's anchor tenant, Everytable, is a nonprofit whose mission includes providing healthy foods to underserved neighborhoods. Approximately one third of Everytable's locations are in food deserts, where they sell healthy meals at discounted prices.</p> <p>The project is a one-of-a-kind facility that incubates small businesses and provides healthy food access for 1,000 low-income seniors (estimated for its first year of operations).</p>	





2017
PROJECT PROFILES

ORTHOPAEDIC INSTITUTE FOR CHILDREN

SPONSOR:	Orthopaedic Institute for Children		
PROJECT TYPE:	Healthcare Facility Substantial Rehabilitation		
CLOSING DATE:	April 10, 2017		
PROJECT STATUS:	➤ Construction completed in December 2019		
LOCATION:	403 W. Adams Blvd., Los Angeles, CA (CD 9)		
CENSUS TRACT ELIGIBILITY:	33.5% Poverty Rate 36% AMI 0.7x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 33,952,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 24,500,000	LADF QEI: \$ 10,000,000	
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	169 FTEs	
	Permanent Jobs – Created:	63 FTEs	
	Construction Jobs – Created:	53 FTEs	
	Square Footage Added:	122,618 SF	
	Low-Income Persons Impacted:	4,630 LIPs served per month	

DESCRIPTION:	<p>This project entails the rehabilitation of two of the three existing buildings in the campus that is owned and operated by Orthopaedic Institute for Children (OIC) in South Los Angeles, a low-income community within the City of Los Angeles.</p>
	<p>The project adds a new Ambulatory Surgery Center (13,200 SF) that will serve over 600 children per year. The ASC contains two operating rooms, six pre- and post-surgical suites, and two “overnight” rooms that accommodate 23-hour stays - allowing disadvantaged children to experience the same coordinated and continuous expert care, with the same physicians and clinical team throughout an entire episode of care, that a privately-insured child receives.</p>
	<p>The project will also rehabilitate the existing Lowman Building (108,950 SF), expanding the capacity of its urgent care center from 23,000 to at least 37,000 patient visits per year and also enhancing its research program.</p> <p>92% of OIC's patients are children of Low-Income Persons, as determined by the payee mix of Medicare, Medi-Cal, and uninsured patients. Founded in 1911, OIC's mission is to provide outstanding care for patients with musculoskeletal disorders, provide care for children regardless of ability to pay, and advance care worldwide for all musculoskeletal patients through medical education and scientific research.</p>



ANITA MAY ROSENSTEIN CAMPUS

SPONSOR:	Los Angeles LGBT Center	
PROJECT TYPE:	Community Facility New Construction	
CLOSING DATE:	June 23, 2017	
PROJECT STATUS:	➤ Construction completed in April 2019	
LOCATION:	6725 Santa Monica Blvd., Los Angeles, CA (CD 4)	
CENSUS TRACT ELIGIBILITY:	9.7% Poverty Rate 74.0% AMI 1.4x Nat'l Unemployment Rate Federally-designated Promise Zone	
TOTAL PROJECT BUDGET:	\$ 81,600,000	
NMTC ALLOCATION INVESTED:	Total QEI: \$ 43,000,000	LADF QEI: \$ 10,000,000
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	197 FTEs
	Permanent Jobs – Created:	39 FTEs
	Construction Jobs – Created:	360 FTEs
	Square Footage Added:	211,000 SF
		148 FTEs - 63% LIP hiring
	Low-Income Persons Impacted:	42,529 Seniors served annually 6,200 Youth/Families served annually
DESCRIPTION:	Los Angeles LGBT Center's new Anita May Rosenstein Campus in Hollywood project will include 100 units of housing for seniors and 100 shelter beds for homeless youth (housing component financed separately).	
	An additional 35 units of housing, along with on-site supportive services, will be made available to younger tenants, while a commercial kitchen will supply meals to tenants and those staying in the shelter space. The housing and services are aimed at members of LA's LGBT community but will be available to all.	
	The new campus houses the LGBT Center's administrative offices, which allowed the Center's current headquarters on Schrader Boulevard to become a dedicated health services facility.	



HOLA ARTS & RECREATION CENTER *[Round 1 Funding]*

SPONSOR:	Heart of Los Angeles		
PROJECT TYPE:	Community Facility New Construction		
CLOSING DATE:	September 14, 2017		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	615 S. Lafayette Park Place, Los Angeles, CA (CD 10)		
CENSUS TRACT ELIGIBILITY:	19.4% Poverty Rate 66.9% AMI 1.5x Nat'l Unemployment Rate Federally-designated Promise Zone		
TOTAL PROJECT BUDGET:	\$ 15,122,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 14,550,000	LADF QEI: \$ 2,750,000	
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	54 FTEs	
	Permanent Jobs – Created:	N/A – Under construction	
	Construction Jobs – Created:	47 FTEs	
	Square Footage Added:	25,000 SF	
	Low-Income Persons Impacted:	1,700 LIPs served per year – Projected	



DESCRIPTION:	<p>Heart of Los Angeles (HOLA) is building a new state-of-the-art Arts and Recreation Center in the Westlake neighborhood. HOLA provides underserved youth in Los Angeles with free, exceptional programs in academics, arts and athletics within a nurturing environment, empowering them to develop their potential, pursue their education and strengthen their communities.</p> <p>The new Center will consist of modular structures, the majority of modulares built from single use shipping containers which have been converted to custom-designed activity rooms, community rooms, music rooms and creative lab spaces. Innovatively using containers drastically reduces the overall construction period while these recycled structures meet some of the highest “green standards,” greatly enhancing the building’s energy efficiency and reducing HOLA’s operating costs.</p> <p>As a result of innovative public/private partnership, HOLA will be able to ensure that families are able to access critical programs and services, STEAM classes and a variety of recreational opportunities. With more than 300 families on the waitlist quarterly, HOLA will be able to increase their capacity to serve the Rampart community by 74%.</p>
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JOSHUA HOUSE HEALTH CENTER

SPONSOR:	Skid Row Housing Trust / Los Angeles Christian Health Centers		
PROJECT TYPE:	Federally Qualified Health Center New Construction		
CLOSING DATE:	December 20, 2017		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	317 E. 7th Street, Los Angeles, CA (CD 14)		
CENSUS TRACT ELIGIBILITY:	78.3% Poverty Rate 5.4x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 27,400,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 25,932,000	LADF QEI:	\$ 3,932,000
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	36 FTEs – Projected	
	Construction Jobs – Created:	80 FTEs – Projected	
	Square Footage Added:	26,000 SF	
	Low-Income Persons Impacted:	Medical services for LIPs & homeless, add'l 3,773 LIPs per year – Projected	
DESCRIPTION:	<p>The Joshua House Federally Qualified Health Center is a new facility that will be operated by the Los Angeles Christian Health Centers (LACHC) and housed in the first three stories of a seven-story mixed-use project focused on providing affordable housing to low-income and underrepresented community members. LACHC provides medical services for homeless and low-income persons in Los Angeles' Skid Row and currently operates two full-time clinics, 11 part-time satellite sites, and a street medical outreach team.</p> <p>The new Joshua House facility will allow LACHC to increase the number of patients it serves from 3,227 to an estimated 7,000 individuals per year, and increase the annual visits from 19,240 to 48,726. The new facility will continue to target homeless individuals living in the Skid Row area of downtown Los Angeles, which is an area that suffers from significant gaps in access to health services for the chronically homeless population in the neighborhood. With 42.4% of the residents in this service area below the poverty level, the new health center will expand LACHC's ability to care for the most vulnerable.</p> <p>The new Joshua House FQHC will have 24 medical examination and consultation rooms, 8 dental chairs, 9 mental health examination rooms, 13 social work offices, a health education and fitness area, a foot care program, and a meditation room.</p>		





2018
PROJECT PROFILES



THAI TOWN MARKETPLACE

SPONSOR:	Thai CDC		
PROJECT TYPE:	Multi-Tenant Food Court Tenant Improvements		
CLOSING DATE:	January 3, 2018		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	5448 Hollywood Blvd., Los Angeles, CA (CD 13)		
CENSUS TRACT ELIGIBILITY:	19.9% Poverty Rate 41.5% AMI 1.1x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 4,268,000		
NMTC ALLOCATION INVESTED:	Total QEI:	\$ 4,068,000	LADF QEI: \$ 4,068,000
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	40 FTEs – Projected	
	Construction Jobs – Created:	20 FTEs – Projected	
	Square Footage Added:	5,150 SF	
	Low-Income Persons Impacted:	All tenants will be new small business startups owned by LIPs	

DESCRIPTION:

The Thai Town Marketplace (TTMP) project is a renovation plan that will include 5,150 square feet of interior and exterior improvements, which will consist of building out 12 food stalls and a seating area within the interior space, as well as 6 retail kiosks and an exterior seating area.

TTMP offers a new approach to urban revitalization and an innovative “green” community market. Representing a model for community economic development, TTMP will create 40 entrepreneurship, management, and service jobs for economically disadvantaged residents of East Hollywood and Los Angeles, while incubating 12 food and 6 retail small business vendors. The Sponsor, Thai CDC, has been doing outreach on an ongoing basis in the surrounding low-income, minority communities to identify those interested in operating a small business at the TTMP location. Thai CDC requires that any individual selected to operate at TTMP complete the entrepreneurship training through its affiliated API Small Business Program. Once TTMP is operational, these vendors will receive ongoing technical assistance from Thai CDC and access to shared office equipment.

Thai CDC also operates the weekly farmers’ market in the neighborhood, which will provide opportunities for purchase agreements between marketplace vendors and farmers for healthy, low carbon-footprint food and support the local agrarian economy. Thai CDC will also educate vendors on accepting WIC, food stamps, and other benefit programs. The goal of the TTMP project is to create the first “Health and Wealth Zone” that deliberately links health outcomes with economic outcomes by helping low-income residents start their first business, creating jobs, teaching financial and health literacy, and making social services more accessible.



BUDOKAN OF LOS ANGELES RECREATIONAL CENTER

SPONSOR:	Little Tokyo Service Center Community Development Corporation		
PROJECT TYPE:	Community Facility New Construction		
CLOSING DATE:	March 12, 2018		
PROJECT STATUS:	➤ Construction Substantially Completed, Grand Opening in Late 2020		
LOCATION:	229-249 S. Los Angeles Street, Los Angeles, CA (CD 14)		
CENSUS TRACT ELIGIBILITY:	31.0% Poverty Rate 208.1% AMI 1.4x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 32,066,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 31,200,000	LADF QEI:	\$ 10,000,000

COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	N/A
	Permanent Jobs – Created:	25 FTEs
	Construction Jobs – Created:	232 FTEs
	Square Footage Added:	51,617 SF
	Low-Income Persons Impacted:	30,000-40,000 served / yr, 90% LIPs served by Sponsor – Projected

DESCRIPTION:	<p>The Budokan of Los Angeles Recreational Center will be operated by Little Tokyo Service Center Community Development Corp (LTSC), a nonprofit, mission-driven organization with a 37-year track record of providing affordable housing and exemplary social services for low-income households in the Little Tokyo neighborhood and throughout Los Angeles County. LTSC is focused on community development, children and family services, and social services.</p>
	<p>The idea of a multipurpose sports and activities complex in Little Tokyo first emerged from a community planning meeting in 1994. LTSC has spearheaded this community-driven effort for over two decades to identify a suitable site, raise funds, and design a facility that meets local needs and priorities.</p> <p>The Budokan will provide a vibrant and safe space for community residents to participate in sports programs, after-school programs, senior programs, health and wellness activities, arts and culture programs and a wide array of special events. Programming at the facility is expected to occur 15 hours per day, seven days a week, and will support an estimated 30,000 to 40,000 visits annually.</p>



JORDAN DOWNS PLAZA

SPONSOR:	Primestor Development, Inc.		
PROJECT TYPE:	Grocery Store Anchored Retail Center New Construction		
CLOSING DATE:	June 15, 2018		
PROJECT STATUS:	➤ Construction completed in January 2020		
LOCATION:	9950 S. Laurel Street, Los Angeles, CA (CD 15)		
CENSUS TRACT ELIGIBILITY:	28.9% Poverty Rate 42.6% AMI 0.6x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 44,183,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 41,500,000	LADF QEI: \$ 10,000,000	
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	422 FTEs – Projected	
	Construction Jobs – Created:	578 FTEs	
	Square Footage Added:	115,686 SF	
	Other Impacts:	Grocery Store in <u>USDA Food Desert</u>	



The Jordan Downs Plaza is a public/private partnership and part of the Jordan Downs revitalization project in the South Los Angeles neighborhood of Watts. The revitalization project is a mixed-use, mixed-income redevelopment of a 1950s-era community that will maximize solar opportunities, energy efficiency, environmental sustainability, and include substantial community spaces.

DESCRIPTION:

As part of the Jordan Downs revitalization project, the shopping center will bring 115,000 square feet of retail space to the Watts area. The 9.5 acre open air plaza will feature a full-service supermarket, fitness center and a variety of local and national retailers.

The project will implement local hiring, training and job readiness programs to benefit the immediate community. The Plaza will also provide much needed neighborhood specific retail and commercial services. The grocery store anchor will provide fresh foods in what is currently a USDA designated Food Desert (the USDA defines a food desert as a “low-access community” in which at least 33 percent of the census tract's population resides more than one mile from a supermarket or large grocery store).

CATHEDRAL HIGH SCHOOL PERFORMING ARTS CENTER

SPONSOR:	Cathedral High School of Los Angeles, Inc.		
PROJECT TYPE:	Community Facility New Construction		
CLOSING DATE:	September 27, 2018		
PROJECT STATUS:	➤ Construction completed in		
LOCATION:	1253 N. Bishops Road, Los Angeles, CA (CD 1)		
CENSUS TRACT ELIGIBILITY:	50.8% Poverty Rate 27.6% AMI 1.4x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 19,034,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 18,000,000	LADF QEI:	\$ 10,000,000
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained:	59 FTEs	
	Permanent Jobs – Created:	3 FTEs	
	Construction Jobs – Created:	275 FTEs	
	Square Footage Added:	48,000 SF	
	Persons Served:	700 students & 160 non-students served annually – Projected	

DESCRIPTION:

Cathedral High School of Los Angeles (CHSLA) will use the NMTC financing to fund the completion of a new Performing Arts Center and Theater, as the main component of their Arts Matter Campaign. The campaign hopes to inspire participation and provide greater access to the Arts for their students and the community. Although CHSLA is an all-boys school, the Performing Arts Center will also provide opportunities for young women in the adjoining girl's schools and serve students of both genders attending other elementary and high schools in the community.

Cathedral High School is located in one of the most economically and socially challenged neighborhoods in Los Angeles, educating underserved and disadvantaged high school age boys since 1925. CHSLA commonly graduates 100% of its seniors, of which 80% of are accepted to a four-year university. In comparison, high schools in the Los Angeles Unified School District on average graduate 80% of students, with only 26% receiving acceptance to four-year universities.

The Performing Arts Center will allow CHSLA to expand its educational curriculum with an emphasis on the fine arts, performing arts, and media production, designed to prepare students for opportunities in journalism, public relations, advertising, marketing, and multimedia content production.

In addition to the educational outcomes supported by the project, the Performing Arts Center will provide community residents with professional and career development opportunities and serve as a community resource center for other non-profit and impact agencies, regardless of religious affiliation.





2020
PROJECT PROFILES

CHILDREN’S INSTITUTE – WATTS CAMPUS

SPONSOR:	Children’s Institute Inc.		
PROJECT TYPE:	Community Facility New Construction		
CLOSING DATE:	January 16, 2020		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	1522 E. 102nd Street, Los Angeles, CA (CD 15)		
CENSUS TRACT ELIGIBILITY:	37.3% Poverty Rate 47.9% AMI 2.3x Nat’l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 24,655,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 23,000,000	LADF QEI: \$ 11,000,000	
COMMUNITY BENEFITS:	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	15 FTEs – Projected	
	Construction Jobs – Created:	44 FTEs – Projected	
	Square Footage Added:	20,000 SF	
	Low-Income Persons Impacted:	2,000 LIPs served / year – Projected	

DESCRIPTION:	<p>The Children’s Institute, Inc. (CII) will utilize NMTC financing to fund the new construction of the Children’s Institute, Watts Campus. The new facility will provide holistic, integrated services for at-risk children, youth and families. It is expected to serve approximately 2,000 low-income individuals annually, with programs and services focused on mental health, early care and education, youth development, and family support services.</p> <p>The project also includes renovation of two existing buildings on the property, providing community meeting space and leasable space for nonprofits and community serving businesses. A portion of the space will be leased to a tenant that provides affordable, fresh, healthy foods in an area considered to be a USDA Food Desert.</p> <p>CII is a 501(c)(3) nonprofit corporation founded in 1906. It is one of the country’s largest children’s services organizations, serving more than 28,000 children and families a year in some of Los Angeles’s most challenged communities. The CII model blends evidence-based clinical services to address trauma; youth development programs to enable children and youth to develop skills and self-esteem; early childhood programs which provide critical early intervention; and family support services to build on family strengths and promote stability.</p>
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VALLARTA SUPERMARKET VAN NUYS

SPONSOR:	Gonzalez Food Enterprises, Inc.		
PROJECT TYPE:	Grocery Store Substantial Rehabilitation		
CLOSING DATE:	January 23, 2020		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	16040 Sherman Way, Van Nuys, CA (CD 6)		
CENSUS TRACT ELIGIBILITY:	30.2% Poverty Rate 44.7% AMI 0.7x Nat'l Unemployment Rate		
TOTAL PROJECT BUDGET:	\$ 33,785,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 21,000,000	LADF QEI: \$ 15,000,000	
COMMUNITY BENEFITS:	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	235 FTEs – Projected	
	Construction Jobs – Created:	30 FTEs – Projected	
	Square Footage Added:	41,000 SF	
	Other Impacts:	Grocery Store in <u>USDA Food Desert</u>	

DESCRIPTION:	<p>Gonzalez Food Enterprises, Inc. (GFE) will use NMTC financing to substantially rehabilitate an existing 41,000 square foot building for use as a new Vallarta Van Nuys Supermarket.</p>
	<p>The Project includes the substantial rehab of a vacant Toys R Us property to create a full service, minority-owned grocery store in a USDA designated food desert. By increasing access to nutritious and culturally appropriate foods for residents, the Vallarta Van Nuys Supermarket will be addressing the incidence and prevalence of diet related disease.</p>
	<p>Vallarta estimates that 80% of the permanent full time employees will be filled by bilingual, low-income residents of the surrounding community. These employment opportunities will benefit the local low-income, minority neighborhoods further bolstering the regional economy.</p> <p>NMTC will compensate for the high cost of land purchase and the rising Los Angeles minimum wage and allow Vallarta to maintain grocery prices low and affordable to the surrounding low-income community. The business will be operated by GFE, a subsidiary of Vallarta Supermarkets Group which is an owner and operator of 32 supermarkets throughout Southern and Central California employing an estimated 8,000 team members.</p>



ANGELES HOUSE

SPONSOR:	Union Rescue Mission		
PROJECT TYPE:	Community Facility New Construction		
CLOSING DATE:	March 19, 2020		
PROJECT STATUS:	➤ Under Construction		
LOCATION:	13200 S. Avalon Blvd., Los Angeles, CA (LA County-Unincorporated)		
CENSUS TRACT ELIGIBILITY:	12.4% Poverty Rate 76.5% AMI 0.9x Nat'l Unemployment Rate HRSA Medically Underserved Area County for which FEMA issued a "major disaster declaration"		
TOTAL PROJECT BUDGET:	\$ 37,832,000		
NMTC ALLOCATION INVESTED:	Total QEI: \$ 27,000,000	LADF QEI: \$ 15,000,000	
COMMUNITY BENEFITS:	Permanent Jobs – Retained:	N/A	
	Permanent Jobs – Created:	34 FTEs – Projected	
	Construction Jobs – Created:	30 FTEs – Projected	
	Square Footage Added:	74,900 SF	
	Low-Income Persons Impacted:	86 transitional housing units with capacity for 370 LIPs	

DESCRIPTION:	Union Rescue Mission (URM) will use NMTC financing towards the new construction of a 74,900 square foot building, of which 55,900 SF will be for transitional housing units and approximately 19,000 SF will be used for support services and administration.		
	The Project will allow URM to provide a safe and secure place for unsheltered children and their parents. The Project will add 86 transitional housing units with a capacity of up to 370 Low Income Persons, and will provide support services to residents onsite. When completed, Angeles House, in conjunction with the Sponsor's other projects addressing homelessness, the Sponsor expects to reduce by 35% to 40% the number of unsheltered children, which was estimated to be 900 in 2019. The Angeles House will exclusively serve families, and will house approximately 275 previously unsheltered children (depending on the number of one- and two-parent families).		
	Project will also provide services to Low Income Persons at no charge, including: <u>case management and education classes</u> , <u>daycare for up to 60 children under age 5 annually</u> , <u>750 dental procedures and cleanings annually</u> , <u>2,000 mental health exams and follow up treatments annually</u> , <u>legal assistance to 40 to 60 families annually</u> , and <u>1,000 meals served daily in a congregate dining area</u> .		



HOLA ARTS & RECREATION CENTER *[Round 2 Funding]*

SPONSOR:	Heart of Los Angeles
PROJECT TYPE:	Community Facility New Construction
CLOSING DATE:	May 19, 2020
PROJECT STATUS:	➤ Under Construction
LOCATION:	615 S. Lafayette Park Place, Los Angeles, CA (CD 10)
CENSUS TRACT ELIGIBILITY: * Updated Census Data	20.3% Poverty Rate 56.6% AMI 1.1x Nat'l Unemployment Rate Federally-designated Promise Zone
TOTAL PROJECT BUDGET:	\$ 20,714,000 – Updated Budget (\$15.1mm in 2017)
NMTC ALLOCATION INVESTED:	<div> <div>Total QEI: \$ 14,550,000 [Round 1]</div> <div>LADF QEI: \$ 2,750,000 [Round 1]</div> <div>\$ 5,400,000 [Round 2]</div> <div>\$ 5,400,000 [Round 2]</div> </div>
COMMUNITY BENEFITS: * as of 12/31/19	Permanent Jobs – Retained: 54 FTEs
	Permanent Jobs – Created: N/A – Under construction
	Construction Jobs – Created: 47 FTEs
	Square Footage Added: 25,000 SF
	Low-Income Persons Impacted: 1,700 LIPs served per year – Projected
DESCRIPTION:	See earlier slide entitled “HOLA ARTS & RECREATION CENTER [Round 1 Funding]”



DEBBIE ALLEN DANCE ACADEMY

SPONSOR:	Debbie Allen Dance Academy	
PROJECT TYPE:	Community Facility New Construction	
CLOSING DATE:	June 5, 2020	
PROJECT STATUS:	➤ Under Construction	
LOCATION:	2221-2231 W. Washington Blvd., Los Angeles, CA (CD 10)	
CENSUS TRACT ELIGIBILITY:	34.3% Poverty Rate 46.8% AMI 2.5x Nat'l Unemployment Rate	
TOTAL PROJECT BUDGET:	\$ 18,885,000	
NMTC ALLOCATION INVESTED:	Total QEI: \$ 17,000,000	LADF QEI: \$ 12,000,000

COMMUNITY BENEFITS:	Permanent Jobs – Retained:	13 FTEs
	Permanent Jobs – Created:	8 FTEs – Projected
	Construction Jobs – Created:	75 FTEs – Projected
	Square Footage Added:	24,000 SF
	Low-Income Persons Impacted:	1,767 students served annually (80% Minority / 75% LIPs) – Projected

DESCRIPTION:	<p>Debbie Allen Dance Academy (DADA) will use NMTC financing towards the new construction of a 24,000 square foot building that will allow DADA to bring its dance and theater arts curriculum to low-income children, seniors, and other vulnerable populations in one of Los Angeles's most challenged communities.</p> <p>The new center will have more studios than DADA's current location and will be able to accommodate twice the number of students, from 800 to 1,767 primarily low-income students, for core dance programs for students ages 3 to 21 and open dance/fitness classes for all ages. The project will also add a 200-seat performance center which will reduce costs from rehearsal and performance space rentals.</p> <p>With the new center, DADA will also reach more students through its Lecture Demonstrations (estimated at 1,000 more students annually), which are informal presentations on the art and history of dance that DADA gives to schools all over Los Angeles with specialized lessons plans for grades K-12.</p>
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CDFI FUND COMMUNITY OUTCOMES CRITERIA

1. JOB CREATION / RETENTION	Quantify, as best as possible, the number of direct jobs (<i>either in the aggregate or on average for each project financed</i>) that will be created or retained through planned QLICs. Be sure to include both temporary jobs (e.g., <i>construction</i>) and permanent jobs.
2. QUALITY JOBS	Quantify the extent to which jobs created or retained by planned QLICs represent quality jobs. Quality jobs are jobs that provide living wages (e.g., <i>the minimum hourly wage necessary for an individual to meet basic needs, including housing, nutrition, daily living expenses and other incidentals such as clothing, for an extended period of time</i>) and/or employment benefits (e.g., <i>health insurance, retirement benefits, employee stock ownership, etc.</i>). Also, discuss the extent to which jobs created through QLICs will provide opportunities for training and advancement (particularly for low-skilled workers).
3. ACCESSIBLE JOBS	Quantify the extent to which the jobs created or retained by planned QLICs will be targeted and/or available to <i>Low-Income Persons</i> , residents of <i>LICs</i> , people with lower levels of education, and people who face other barriers to employment (e.g., <i>longer term unemployed, ex-convicts, etc.</i>).
4. COMMERCIAL GOODS OR SERVICES TO LOW-INCOME COMMUNITIES	Quantify (e.g., <i>number of residents of Low-Income Communities or Low-Income Persons expected to be served, square footage built, etc.</i>) the extent to which planned QLICs will increase the provision of commercial goods or services to residents of <i>Low-Income Communities</i> or <i>Low-Income Persons</i> , the types of commercial goods and services (e.g., <i>access to retail, restaurants, or pharmacies, etc.</i>) expected to be provided, and how they will benefit residents of <i>Low-Income Communities</i> or <i>Low-Income Persons</i> .
5. HEALTHY FOOD FINANCING	Quantify (e.g. <i>number of people served, square footage built, etc.</i>) the extent to which planned QLICs will finance projects, particularly retail outlets such as grocery stores, supermarkets and farmer's markets that increase access to fresh and healthy food for <i>Low-Income Persons</i> or <i>Low-Income Communities</i> .
6. COMMUNITY GOODS OR SERVICES TO LOW-INCOME COMMUNITIES	Quantify (e.g. <i>number of people served, square footage built, etc.</i>) the extent to which planned QLICs will increase access to high quality community goods or services for residents of <i>Low-income Communities</i> or <i>Low-Income Persons</i> (e.g., <i>healthcare, social services, educational, cultural, etc.</i>).
7. FINANCING MINORITY BUSINESSES	Quantify the extent to which planned QLICs will finance <i>Minority-owned</i> or <i>Minority-controlled</i> businesses, including developers, project-sponsors or contractors/subcontractors that are <i>Minority-Owned</i> or <i>Minority-Controlled</i> .
8. FLEXIBLE LEASE RATES	Quantify (e.g. <i>percentage below market, etc.</i>) the efforts made to ensure that tenant-businesses, specifically locally-owned businesses, <i>Minority-owned</i> or <i>Minority-controlled</i> , and non-profit organizations, will receive rent reductions or be able to purchase their properties.
9. HOUSING UNITS	Quantify (e.g. <i>number of units, percent of affordable units</i>) the extent to which planned QLICs will provide housing opportunities for <i>Low-Income Persons</i> or residents of <i>Low-Income Communities</i> ; the extent to which housing will be offered in areas of high housing need, including communities with high concentrations of vacancies or foreclosures; and/or the extent to which the housing development adheres to principles of "smart growth", including transit-oriented development.
10. ENVIRONMENTALLY SUSTAINABLE OUTCOMES	Quantify (e.g. <i>amount of reduced energy or water use by QALICB, amount of reduced energy costs by end users, etc.</i>) the extent to which planned QLICs will finance projects which remediate environmental contamination (<i>including addressing environmental health in Low-Income Communities</i>); meet Leadership in Energy & Environmental Design (LEED) certification or similar green building standards; and/or directly support the production or distribution of renewable energy resources.