

Helping to
welcome you



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In This Issue

- Executive Director Report
- At HOM:
 - Resident Services Programming
- Beyond HOM:
 - Resident Services Support Network Certification
 - Conferences: SCANPH and Globe Street
 - Foundations for the Future of Housing Conference
 - 2020 CREW Appointments
 - CIPA Report
 - AHF Live 2019
 - Standard Companies' Holiday Party
 - LA County Development Authority RFP
- Welcoming our Heroes HOM:
 - Pillars of Freedom Grant
 - 2019 Awards of Merit

Dear Friends of Housing on Merit,

I feel privileged to lead an exceptional team that works daily towards our mission of creating a bridge to permanent affordable housing for vulnerable populations. Our work is multifaceted and includes resident services programming led by our Resident Services Coordinators, who work daily throughout our communities to enhance the resident experience and promote individual and family development; our Housing Our Heroes Program which has leveraged private funding to reduce the number of women veterans experiencing homelessness in Southern California since 2014; and our housing innovation initiatives that foster innovation, creativity, and collaboration in the housing industry. Collectively, these components are creating multiple pathways to permanent affordable housing and are helping to welcome vulnerable populations HOM!

With Gratitude,

A handwritten signature in blue ink, appearing to read 'Patrick Luke'.

Patrick Luke
President
Housing on Merit Board of Directors

A handwritten signature in blue ink, appearing to read 'Jennifer Litwak'.

Jennifer Litwak, Esq.
Executive Director
Housing on Merit

At HOM

Housing on Merit's Resident Services Programming

Residents enjoyed holiday and end-of-year activities and celebrations throughout the fourth quarter, with youth programming tailored to reinforce what was learned during the school year. Housing on Merit provided over 760 hours of resident services programming across our communities during the fourth quarter. The following are programming highlights from our Learning Centers:



Holiday celebration with residents at Vista La Rosa.

Center for Academic Excellence: *Promotes academic achievement for youth*

While young residents were on break from school, Resident Service Coordinators continued to build program attendees' math, reading, and comprehension skills through educational games and activities. Some participants chose to play math games in the Computer Lab, while others read grade-level appropriate books or completed spelling challenges on worksheets.

The Rio Vista and Vista La Rosa communities, located in San Diego, California, each held their Annual Holiday Celebration, during which over 60 young residents received brand new gifts donated by our longstanding partner, San Diego Marine Toys for Tots. We thank all the HOM volunteers who worked tirelessly to wrap and label each of the 120 gifts provided.

Center for Health and Wellness: *Addresses restrictions of access to quality health and wellness services*

Thanks to our partner, Kitchens for Good, and their child and adult food program, Housing on Merit continued to provide free meals to Learning Center attendees during school break. This is particularly important for those who depend on school meals as their main food source.

Springville Senior residents in Camarillo, California, worked on an assortment of holiday crafts during the weekly Arts & Crafts class. Fall thank you cards, holiday wreaths and dinner platters were some of the most popular items created during the fourth quarter. This very popular program encourages participants to relax in the company of their neighbors while keeping their hands and minds nimble.



Picking up toys from San Diego Marine Toys for Tots!



Youth in front of their new banner from Kitchens for Good.

Highlighting Resident Services Coordinators

Housing on Merit is grateful for our incredible team of Resident Services Coordinators (RSCs), who help to facilitate a variety of important resident service programs at our communities. During a recent group meeting, RSCs shared their thoughts about HOM and the services we provide to our residents. Below are some excerpts from the discussion:

- It's more than just Learning Centers, Housing on Merit gives people the opportunity to live and thrive in affordable housing.
- As Resident Services Coordinators, we are a resource for residents to engage in the community.
- I am seen as a mentor for those who may not receive guidance at home.
- We become like family, impact lives, encourage residents to succeed.
- Housing on Merit provides low income housing to vulnerable populations and is really dedicated to eliminating homelessness.
- The goal is to help residents empower themselves, to learn and better themselves for their own future.
- After joining Housing on Merit, I realized that we provide activities for residents of all ages to improve their well-being. We want residents to not just live, but live well.

Beyond HOM

In this section we highlight Housing on Merit's professional development in nonprofit and resident services leadership, and its involvement in local and national discussions about innovative solutions to the affordable housing crisis.

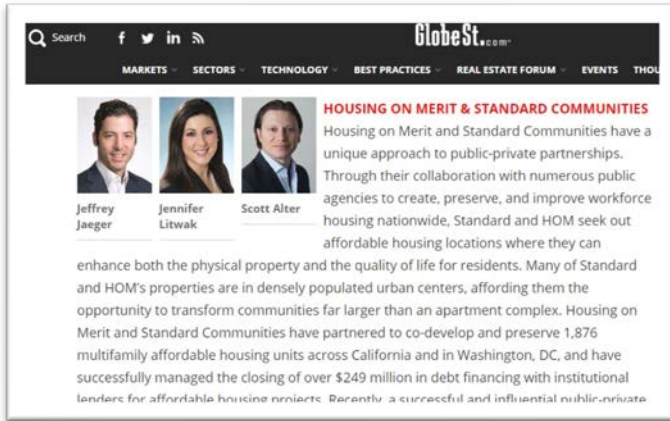
HOM's Planning & Programming Coordinator Completes Resident Services Support Network Certification

Housing on Merit's Planning & Programming Coordinator, Vivian Preciado, was awarded a Certificate of Completion for the 2019 Resident Services Institute and Certification Program through the San Diego Housing Federation's Resident Services Support Network (RSSN). This training series is designed to provide specialized and fundamental training to professionals in the field of Resident Services within Affordable Housing. In order to obtain certification, participants must attend a minimum of five workshops plus the Resident Services Institute, which is an annual gathering of Resident Services professionals and providers. Vivian attended seven workshops throughout the year, including the Fair Housing Conference and a Financial and Life Planning Workshop.



Resident Services Institute and Training Class of 2019.

Conferences: SCANPH Annual Conference and Globe Street National Apartments Conference



GlobeSt.com Article, "Influencers, the Top Names in Multifamily"

HOM's Director of Housing Innovation, Charly Ligety, attended two conferences in late October--SCANPH's Annual Conference (October 25) and Globe Street National Apartments Conference (October 29-30)--where industry leaders gathered to discuss solutions to the housing crisis and new opportunities related to policy, technology and finance to encourage development of more affordable housing. One of the highlights of the SCANPH conference were the workshops that covered innovative financing models to bring capital partners into affordable housing. In addition, GlobeSt.com named Housing on Merit an "Influencer" and one of the top names in Multifamily alongside our longtime partner Standard Communities.

Foundations for the Future of Housing Conference

This past year Housing on Merit's Planning & Programming Coordinator Vivian Preciado became a member of the National Housing Conference's (NHC) Emerging Leaders in Affordable Housing. In the fall, she entered an essay contest on the topic of the Future of Affordable Housing and won an expense-paid trip to the NHC Foundation for the Future of Housing Conference in Chicago, Illinois. At the conference, Vivian networked with others in the Affordable Housing sector from all over the United States and gained valuable insight into areas such as finance and research. During the Opening Plenary, attendees heard from Professor Kimberlé Crenshaw, who coined the term "intersectionality." Breakout sessions about resident outcomes focused on stability, well-being and racial equity, and included trainings on cross-cutting tools for social change. During a session entitled "Elevating Voices through Human-Centered Design," speakers provided tools to elevate resident voices and facilitate more meaningful engagement that Vivian plans to integrate into HOM's Resident Services Program.



National Housing Conference's Emerging Leaders in Affordable Housing.

2020 CREW Appointments

Housing on Merit's Executive Director, Jennifer Litwak, has been involved in leadership with CREW Network and CREW San Diego since 2015. CREW Network's mission is to "transform the commercial real estate industry by advancing women globally." In the fourth quarter, Jennifer was selected to serve nationally in 2020 on CREW Network's Member Education Committee and Foundation Scholarship Selection Committee. The Member Education Committee (MEC) is made up of proactive, well-connected real estate leaders and is responsible for identifying topics and speakers for the upcoming 2020 CREW Network convention, scheduled September 15-17 in Austin, Texas. The annual convention brings together more than 1,200 commercial real estate leaders world-wide to participate in innovative industry programs and exceptional breakout sessions.

The Foundation Scholarship Selection Committee is responsible for selecting candidates for the Foundation Scholarship program, which supports future female leaders as they pursue university-level education that will lead to careers in commercial real estate. The CREW Network Foundation will award twenty-five \$5,000 academic scholarships to young women in 2020.

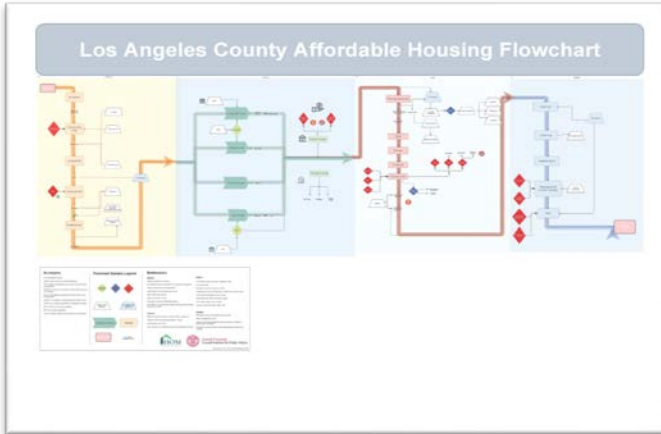
In 2020, Jennifer will also serve locally on CREW San Diego's Board of Directors as the Foundation Delegate. In this role, Jennifer will represent the San Diego chapter at CREW Network's Leadership Summits as Chair of the Foundation Committee. The focus of the Foundation Committee is to:



2019 CREW Network Foundation Scholars at the CREW Network Convention in Orlando, Florida.

1. Fund the Scholarship Endowment and Annual Scholarships that help finance university-level education for women pursuing careers in commercial real estate;
2. Fund the Industry Research Fund, which makes it possible for CREW Network to continue to lead research on women in commercial real estate and help close the compensation and advancement gaps for women; and;
3. Fund the Career Outreach Fund, which supports programs such as UCREW and CREW Careers that educate young women and girls about the career opportunities available to them in commercial real estate

The Cornell Institute of Public Affairs (CIPA) Report



The Los Angeles County Affordable Housing Flowchart created in conjunction with the Cornell Institute of Public Affairs.

Housing on Merit partnered with one of the nation's leading graduate programs, The Cornell Institute of Public Affairs, to research innovative solutions to the housing crisis in Los Angeles, California. Participants analyzed the housing development eco-system in Los Angeles through a supply chain lens and mapped out the process by which a new unit of housing is created. From policy and zoning, to development, to ongoing operation and maintenance, each step was detailed in an interactive flow chart. The report and the flowchart have been presented to several leaders in the industry to help visualize potential improvements to the housing production process. We thank students [Lintong Li](#), [Yun Soo Kim](#), and [Professor Laurie Miller](#), for their impressive presentation and hard work researching this critical topic, as well as HOM's Co-Founder and Cornell alumnus, Scott Alter, for facilitating this collaborative partnership.

AHF Live: The Affordable Housing Developers Summit

Housing on Merit's Executive Director, Jennifer Litwak, and Board of Directors Patrick Luke, Keith Dragoon, Bryan Barker and Tyler Martin attended AHF Live: The 2019 Affordable Housing Developers Summit. The 16th annual conference, produced by Affordable Housing Finance magazine and publisher Hanley Wood, provided critical insight into the latest financing tools, innovative case studies and policy direction at the Department of Housing and Urban Development. Jennifer attended the State of the Industry roundtable, Inside Opportunity Zones workshop, Capitol Hill Update discussion, and the Tax Credit Equity Outlook Power Panel. More than 1,100 attended the AHF Live event, which is reserved exclusively for individuals who are primarily affordable housing developers, owners, and management firms, plus state and local housing finance agency representatives.

Standard Companies' Holiday Party

One of our longtime development partners, Standard Companies, graciously invited the HOM team to join them for their December holiday party in Los Angeles, California. In collaboration with The Giving Spirit, a nonprofit organization dedicated to helping vulnerable populations through the distribution of survival kits, HOM's Charly Ligety, Valerie Nguyen and Vivian Preciado met up with Standard team members at Inner City Arts and worked side by side to assemble food kits for the homeless. The kits were then distributed to a local downtown women's shelter. Housing on Merit is grateful to have taken part in supporting a great cause and for the opportunity to learn more about the work of Inner-City Arts and The Giving Spirit.



From left to right: Charly Ligety, Valerie Nguyen, Vivian Preciado, Joon Lee, Keith Dragoon.

LA County Development Authority RFP

HOM's Director of Housing Innovation, Charly Ligety, recently served as a judge for "A Demonstration Project Fast-Tracking Housing Supply," an RFP for a housing innovation project spearheaded by Los Angeles County Development Authority (LACDA). The project will be a public-private partnership between housing innovators and LA County to develop a site owned by LACDA to test and demonstrate new housing technologies and typologies, including tiny homes, prefab/modular homes, and 3-D printed homes. The winners from the competition will be announced in early 2020.

Welcoming our Heroes HOM

2019 Pillars of Freedom Grant

Housing on Merit is honored to be awarded the USS Midway Foundation's Pillars of Freedom Grant for the second consecutive year. In November, HOM received another \$15,000 grant to support our Awards of Merit for Housing Assistance program, which assists women veterans in San Diego, California, transition from homelessness to permanent housing. This grant has allowed HOM to increase our award amount to up to \$2,000 and stably house more women veterans compared to previous years. The USS Midway Foundation supports military, veteran and first responder service organizations viewed as vital pillars in the community.

Awards of Merit for Housing Assistance 2019

Through our Awards of Merit for Housing Assistance program, Housing on Merit had the privilege of distributing all of our grant funding to women veterans during the 2019 award cycle. The awards help women veterans facing homelessness to remove barriers to stable housing.

One of our most recent awardees is a single mother of six, who had escaped domestic violence and was living in her car. Due to the family's size, few shelters were able to accommodate them. Our program helped this veteran pay off debt that was preventing her from securing housing. As a result, the awardee was able to move her family into a home and all are doing well.

Another awardee recently lost her full-time nursing position at a local hospital due to their downsizing. As the primary breadwinner, the veteran needed her job in order to maintain housing for her family. Thanks to our program, her family was able to maintain stable housing while she job searched, and eventually she found her dream nursing job.

Thanks to generous donors and grants, HOM looks forward to being able to award more women veterans during the 2020 award cycle than ever before.



Our Planning & Programming Coordinator receiving the Pillars of Freedom Grant from USS Midway Foundation's President, Daniel Beintema.



Office Locations:

Los Angeles:
1901 Avenue of the Stars, Suite 395
Los Angeles, CA 90067

San Diego:
501 West Broadway, Suite 515
San Diego, CA 92101

Washington D.C.:
730 11th Street NW, Suite 600
Washington, D.C. 20001

Your donations go a long way! Consider supporting our work by making a monetary or in-kind donation. See the various ways to give below.



Ways to Give

Online: housingonmerit.org/donate/

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Los Angeles, CA 90067

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AmazonSmile
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