



line housing

More Relevant Than Ever





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More Relevant Than Ever

For the last 36 years, Linc has been committed to creating much needed housing for those underserved by the marketplace. Today, we continue this mission with an expanded focus on supportive housing and services for all our residents. We're growing at a faster rate than ever before with six new buildings under construction. This represents 464 new apartments, including 312 for those who have been homeless. And we have three more communities with nearly 250 more homes that will break ground soon.

With the uncertainty caused by the COVID-19 health crisis, the necessary focus on racial and social justice, and the ongoing feelings of anxiety due to the economic insecurity so many face, we recognize that our work is more relevant than ever before. We build homes, but perhaps even more important, we build up people's lives. That's the bottom line. People matter. And our work aims to give families, seniors, transition age youth, those with special needs, and people who have been homeless a chance at success. A roof over their heads and supportive services combine to give them the foundation they need for a healthy, secure future.

In the following pages, read more about how we're supporting our residents, building community and belonging, and expanding services to include intensive case management for residents who have experienced homelessness. We see these challenging times as an opportunity to work together with our partners so that more than ever before, we are the **linc** between hope and home.



Sincerely,

Rebecca Clark
President & CEO

Suny Lay Chang
Chief Operating Officer

Linc by the Numbers

12,000+

CURRENT RESIDENTS

\$1B

ASSETS UNDER
MANAGEMENT

the link between people & place



Since 1984, Linc has helped create 8,500 homes in 85 communities throughout California, fulfilling our mission to provide housing and services for those who need it most. With the shortage of affordable housing that's been exacerbated by the unstable economy, Linc's work becomes even more vital. In addition to building homes, we're also stimulating the economy and creating hundreds of construction

jobs. When COVID-19 turned everything upside down, our teams pivoted to give support where it is needed most, and our construction and development partners have powered through the challenges to ensure housing gets built safely. The genuine care and compassion we have witnessed from Linc staff and our partners is inspiring.

Total impact of all projects in construction 2019 through Q3 2020

\$94.4M
LOCAL WAGES, TAXES & FEES

1,500
JOBS CREATED

\$33.9M
LOCAL BUSINESS REVENUE

Figures estimated using National Association of Home Builders data (2015)

At Linc, we believe that diversity, inclusion and equity matter. The heightened awareness of these important topics has driven us to look even more closely at how we work. We're committed to examining every part of what we do to ensure we're making a positive contribution to leveling the playing field for everyone. From choosing construction partners that share our vision to speaking out about racial inequities in housing policy, we will be the change we want to see.

\$750M
REAL ESTATE UNDER DEVELOPMENT

1,500+
UNITS IN PIPELINE

464
UNITS IN CONSTRUCTION

Building Community & Belonging

"Together we can do something wonderful."

- Mother Teresa

Linc Housing embodies this quote's sentiment, knowing that our work is impossible without a vast network of partners. Each new building is preceded by input from community stakeholders and accompanied by a long list of collaborators, including city and county officials and staff, local organizations, designers, and construction companies. It doesn't end there. "When construction is completed, Linc doesn't simply move on to the next building," said Suny Lay Chang, Linc's chief operating officer. "We sink deep roots, develop a network of partnerships to weave ourselves into the community fabric, and work alongside others to continually uplift the neighborhood."

Our corporate development and resident services teams initiate and manage these collaborations, working with local businesses, service organizations, and university internship programs.

With nearly half of low-income adults unable to afford enough food, one of our most vital programs is our food banks. Thanks to ongoing partners such as Food Finders, Los Angeles Food Bank, and Seeds of Hope, we serve not just Linc residents, but also members of the wider neighborhood, providing community members with healthy food and full stomachs on their limited budgets. "Residents are so excited and thankful for their food boxes, gushing over the contents and eagerly encouraging their neighbors to join the line," said Michelle Peraza, Linc resident services coordinator. "They tell us how much these items help as they try to eat well during lean times." We go further to promote the health of our residents by developing partnerships around wellness and nutrition. Shown below at Mosaic Gardens at Willowbrook, Common Threads teaches cooking classes to young families, giving them a strong foundation for a healthy future.



Local volunteers give free haircuts to seniors at Seasons at La Palma

Food Bank Distribution

3,049
INDIVIDUALS
SERVED IN 2019

141,024
MEALS
DISTRIBUTED

169,229
POUNDS OF FOOD
DISTRIBUTED



Dedicated volunteers help ensure residents continue to have access to nutritious food across California

Volunteer impact since 2006.
*Estimated according to Independent Sector index



Volunteers are invaluable to the work we do, generously sharing their time and skills to join us in our mission. Over the past year, we've had compassionate, dedicated individuals provide fitness instruction, tutoring, health education, food distribution support, case management, financial empowerment, and more, allowing us to offer deeper and wider levels of support to Linc residents.

Netflix has been one of our most committed corporate partners. "We first connected with Linc two years ago for a small employee volunteer project," shared Netflix's Christina Kremer. "We stayed in touch ever since, exploring other ways that our shared values could bring us to work together again. When COVID-19 hit in 2020, we were looking for ways to get involved." Since then, Netflix employees have volunteered as shoppers for residents who can't safely go out and purchase necessary essentials. They have listened attentively as Senior Companion Callers during this time of social isolation. At a corporate level, Netflix very generously offered to donate \$2 for every dollar their employees contributed toward our Neighbors Care COVID-19 Relief. These funds go directly to residents, providing them with support such as grocery store gift cards for families and laptops for college students.

Of course, our most important partners are our residents. Maria Elena Marquez-Brookes, Linc's vice president of resident services, observed, "They are the reason we exist. Through many years of services, programs, and relationship-building, we have cultivated a sense of community and belonging at our properties - sometimes for people who have never felt like a part of a community before. Now they do. Some of them assist with food banks, while others support our after-school programs or help plan community activities and events."

Now during a nationwide pandemic, we see residents taking care of their neighbors, showing social responsibility by maintaining six feet of distance, and by wearing their masks. We have no stories about people defying or disregarding these social protections – they genuinely care about themselves and those around them. Residents are doing their best to pay their rent and do their part for the community. They volunteer not only within their communities but also in the wider neighborhood, joining together to make it a better, stronger place to live and thrive.

More Care Than Ever

Many seniors move into Linc's properties as active, healthy residents - enjoying time with their neighbors and building friendships that support their wellbeing. But over time, as seniors continue to age in place, they often become less active and experience more health problems, including mental health issues and social isolation. Linc noticed this troubling trend, especially following the recession in 2008.

Our resident services team responded by expanding services for our seniors. Our resident services coordinators (RSCs) received training and new skills to watch for signs that seniors might need more assistance, facilitated family conversations where possible, and connected residents with local in-home supportive services to keep them housed. As loss of loved ones and friends within the building can cause further health setbacks, our RSCs were also trained in leading bereavement activities.

As Linc's work expanded to include more properties that serve special needs populations, such as transition age youth and people who have experienced homelessness, our entire resident services team ramped up the level of duties, services, and training such as trauma-informed care. For more than 16 years, Linc's resident services efforts have focused on doing what's right. And today, Linc is doing more than ever to care for residents.

In 2019, we saw an opportunity to make an even greater impact on our residents. Linc took the leap to become an official intensive case management services (ICMS) provider for the County of Los Angeles' Department of Health Services (DHS) Housing For Health division. In this new role, Linc works one-on-one with residents, determining their specific needs, creating an individualized service plan, and employing a "whatever it takes" approach to assist residents on their journey from homelessness to housing stability.

"It's been an amazing process as our team continues to evolve," said Maria Elena Marquez-Brookes, Linc's vice president of resident services. "At Linc, we're encouraged to think about how we can better express our mission and values, and these new efforts clearly demonstrate compassion, caring, and excellence. We're also excited that several of our current staff will be moving over to the ICMS team, ensuring consistency and shared values."

Housing Stability

	6-MONTH	1-YEAR
Linc	99%	96%
Industry Benchmark	90%	85%

Linc exceeds *Home for Good* standards in housing stability for those who have experienced homelessness: **our residents are staying housed**



Supportive Services

Linc Housing provided individualized supportive services at 18 communities in 2019

291% ↑

MONTHLY SUPPORT REQUESTS IN APRIL 2020

1,082

RESIDENTS WHO RECEIVED PERSONALIZED SUPPORT SINCE 2014

Our resident services team is more than ready for this new responsibility. We've gained invaluable experience through our work at Linc's early special needs housing communities where we coordinated property collaboratives and provided ongoing supportive services needed for employment, benefits counseling, money management, and mental health, among other services. In January 2020, Linc launched its ICMS pilot at three existing Linc supportive housing properties: The Palace in Long Beach, serving transition age youth (TAY) who have experienced homelessness; Mosaic Gardens at Huntington Park, also serving TAY; and Seasons at Compton, serving seniors who have experienced homelessness. Our new program manager and case manager have skillfully launched the pilot and built out the policies, procedures, and teamwork needed to expand ICMS.

"Linc's company culture in setting high service delivery standards has been exemplified through their interactions with DHS program staff, clients and among their own staff," said Renee Williams, project manager at DHS. "They demonstrate great knowledge of the inner dynamics of homeless and social services and are willing to extend themselves to ensure that client needs are appropriately thought through and addressed."

Linc is queuing up staff to provide ICMS at several newly constructed communities, including Springhaven in Willowbrook. "As our services expand, so does our impact," said Maria. "We're working to improve housing stability for supportive housing residents, economic mobility for low-income families, and quality of life for all our residents." No matter what the future holds, Linc Housing is ready.





the linc between hope & home



thank you

to our board, staff, and partners who every day help transform the lives of our residents and communities



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