

south los angeles



a **five-year** strategic plan

C A L E N D A R Y E A R S 2 0 0 8 - 2 0 1 2

A Collaborative Strategic Vision of:

Antonio R. Villaraigosa, **Mayor of Los Angeles**

Bernard C. Parks, **Eighth District Councilmember**

Jan Perry, **Ninth District Councilmember**

Herb J. Wesson, Jr., **Tenth District Councilmember**

Janice Hahn, **Fifteenth District Councilmember**



a **five-year**
strategic plan

CALENDAR YEARS
2008 - 2012



south
los angeles
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Introduction

OVERVIEW

The South Los Angeles (SLA) Initiatives outlined in this Strategic Plan will aggressively and demonstrably strengthen the socio-economic condition of SLA. Key to the success of these Initiatives is bringing together stakeholders including the residents of SLA and the relevant City departments and entities to:

- work together in coordinating community and economic development;
- identify physical and institutional constraints;
- partner on new and existing programs; and
- determine how resources can be better leveraged to meet the economic development, investment, business attraction, social services, and workforce preparation needs in SLA.

South Los Angeles Geographic Boundaries and Demographics

The geographic boundaries of SLA are broadly defined as the Rosa Parks/Santa Monica Freeway to the north; Alameda Avenue to the east, Imperial Highway to the south; and La Cienega Boulevard to the west. This land area covers approximately 45 square miles (See map, pages 82). Within this area, SLA residents experience a wide disparity in the quality of life and economic opportunities afforded to them as compared to the City as a whole.

These gaps are evident:

- a higher jobless rate in SLA than the City at large (14.9% compared to 7%),
- lower rates of home ownership (33% compared to 52%),
- limited retail options (13,989 square feet of retail space per SLA household compared to 50,821 square feet per household Citywide),
- limited commercial office and business parks to support small business,
- disconnection from regional economy, and
- limited broadband access (technology).

SLA also suffers from:

- aging infrastructure,
- outdated land use planning,
- few major employers,
- a low-wage, low-skilled job base,
- limited access to financial markets and private capital, and
- underperforming public schools.

SLA also has the least amount of parkland, the smallest tree canopy cover, the fewest design guidelines, and the greatest land use incompatibilities in the City.

Preface

The purpose of this document is to highlight the intended outcomes of ten Initiative Areas which are anticipated to improve the social, physical and economic conditions in SLA. The document identifies broad regional efforts and aims to concentrate resources in four geographic areas.

This Strategic Plan is written for both the interested parties and the persons responsible for delivering the outcomes identified.

The projects and programs identified in this Plan are the “Common Agenda” of the five elected officials. Not every project or issue in South LA will be addressed by this plan.

The Strategic Plan is organized in four main sections:

1

***The Challenges, the Future and the Path Forward* (pages 15-19)**

Briefly discusses who we are and what motivates us to take action. The document then identifies some of the challenges facing the residents of SLA and outlines the current condition. It then moves forward to envisioning the future and developing general strategies to get there including a governance structure which charts and checks the path forward for the South Los Angeles Initiatives.

2

***The Common Agenda* (pages 21-38)**

Identifies the ten Initiative Areas in which we will focus our efforts and then provides a brief narrative of the programs and projects scheduled to be delivered. These Initiative Areas and programs and projects are summarized in a table which includes key responsible parties.

3

***Goal Implementation* (pages 39-78)**

This section includes the Goal Implementation Plans which provide the most detail on the programs and projects to be delivered and who is responsible for their delivery and when they will be delivered. While the overall plan has a three-to-five year vision, the implementation plans focus on outcomes or deliverables within the first year of the plan.

4

***Performance Management* (pages 79-96)**

This section includes the Performance Measurement tools - the Strategic Plan Cycle, Strategic Execution and Performance Review Calendar, Organizational Chart, Program Assessment Procedures and page 1 of the Balanced Scoreboard.

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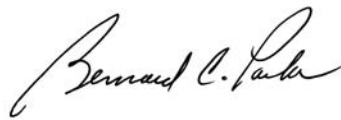
Acknowledgements

The preparation of the **South Los Angeles Initiatives 5-Year Strategic Plan** benefited from the assistance, insight and knowledge of many concerned people – elected leaders, government officials, city personnel, academics, business leaders, community advocates, students and many other individuals. Of particular distinction is the work prepared by Dr. Denise Fairchild which is the basis of this effort to address the issues facing South Los Angeles residents. We also want to acknowledge the leadership and contributions of Commissioner Valerie Lynne Shaw (South Los Angeles Advocate) and the Department of Public Works Strategic Planning Experts Varouj Abkian, Jim Marchese, and Serge Haddad.

The City is sincerely grateful for the valuable contributions of all the individuals that generously participated in the advice and design of this important document to provide the framework for the City's delivery of services.



Antonio R. Villaraigosa, Mayor of Los Angeles



Bernard C. Parks, Eighth District Councilmember



Jan Perry, Ninth District Councilmember



Herb J. Wesson, Jr., Tenth District Councilmember



Janice Hahn, Fifteenth District Councilmember

Leaders of the City of Los Angeles

The preparation of this Strategic Plan has been a combined effort of many individuals throughout this City's great organization. The South Los Angeles team is immensely grateful for the valuable contributions from the employees in our Departments who participated enthusiastically in the creation of this plan.

The following City of Los Angeles leaders commit to the Path Forward in South Los Angeles as identified within this strategic plan.

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Definitions

This list of definitions provides clarity in the terminology used, and offers a source of reference for a word, phrase or concept presented in this document.

Deliverables: a set of pre-planned services, products and/or other output developed and delivered as part of the project.

Goal Implementation Plan: A plan that identified areas of responsibility and details deliverables within a specified time in order to achieve plan objectives and goals.

Goals: a general statement of ideal future conditions that are desired and outline of anticipated outcomes.

Initiative Areas (IAs): critical plan areas or structural pillars the initiative will employ or utilize to strategically align the various objectives and tasks to the vision.

Measure: a standard, benchmark or point of reference against which progress of work may be compared and evaluated.

Mission Statement: a description of the most fundamental promise of the initiative.

Objectives: a specific quantitative or qualitative statement that defines and targets the desired result or outcome that is measurable and time dependent.

Organizational Strategy: an overarching design and system of tasks and activities that structure a plan of action.

Program: a series or system of services and/or projects that are intended to meet a public need.

Project: a temporary or intermediate service or undertaking designed to implement specific tasks and/or activities to meet stated objectives and produce deliverables.

SPOC: Strategic Planning Oversight Coordinator. He or she coordinates and broadcasts progress in achieving our goals to the entire organization.

Strategic Management: an approach that bases all actions and activities on decisions that are aimed to meet the stated goals and objectives. Strategic Management consists of two interrelated activities (a) Strategic Planning and (b) Strategic Execution.

Strategic Execution: an implementation approach that monitors and evaluates progress towards the stated goals and objectives with the flexibility to adjust and adapt to change when necessary.

Strategic Plan: a comprehensive long-term plan that aligns the vision, mission and budget structure with goals and objectives.

Values: Abstract qualities or standards that a person or group of people adheres to and believes to be desirable.

Vision Statement: the broadest description of the future aspirations chosen by the initiative.

Our Mission

Mayor Villaraigosa and Councilmembers Hahn, Parks, Perry, and Wesson have made a historic commitment to narrow physical and economic disparities through an unprecedented push by the City's departments and entities to channel the resources of City government as well as deliver significant new public and private sector investment to revitalize SLA. By doing this, the SLA community will have a greater opportunity to share equitably in and contribute to the City's growth, prosperity, and improved quality of life.

“Our mission is to make a positive difference in the lives of all South Los Angeles residents”

Our Vision

The South Los Angeles Initiatives efforts will strengthen and revitalize the neighborhoods and economy of SLA through establishing a clear development framework, adopting a concentrated land use and real estate investment program, and setting forth a coordinated labor and workforce development program.

“A model of excellence in private/public partnership that enhances the community in all aspects of investments, infrastructure, education and business development that responds to the challenges of tomorrow”

Values We Cherish

In order to walk our talk, we must commit to values that guide how we live our mission. These values are the foundation of this effort. Every strategic decision and our daily actions must be in total alignment with our guiding values.

Our values are:

DEVOTION TO COMMUNITY - We commit to providing the highest level of service in order to exceed our community expectations and create positive value. We expect our residents to value this commitment and honor this effort with personal investment and genuine concern for others.

TEAMWORK AND COLLABORATION - We promote unity and cooperation across City departments and among staff, and between the public, private and nonprofit sectors and their leaders and stakeholders.

LEADERSHIP - We strive to be at the forefront in all aspects of our operations and to set an example others will wish to follow. We strongly believe in personal leadership at all levels.

COMMUNITY EMPOWERMENT - We believe that this process will educate and empower residents to be more involved in the successful improvement in the quality of life in this community.

EQUITY AND FAIRNESS - We believe in equity and fairness in the allocation of city resources to the benefit of all City residents.

1

the
challenges,
the **future,**
and the
path forward

pages 15-19

Our Current Challenges

South Los Angeles faces the challenge of advancing the quality of life throughout the inner city. With an estimated population of more than 730,000 residents, South Los Angeles has the second lowest median income in the city at \$22,478. Moreover, 70% of the residents over the age of 24 do not have a high school diploma, and limited English-speaking residents make up more than 51% of all households. The crosscurrent of a twenty-year demographic shift from 1980 to 2000 has shifted South Los Angeles from a predominately African American community to a 53% Latino majority. With the continuing population growth, South Los Angeles is also contending with high home and rental prices, increased competition for available lower-cost housing, and increasing homelessness and poverty.

Over the last decades, efforts to revitalize South Los Angeles have been uneven, but numerous pockets of new housing have been developed and shopping centers have replaced empty lots along many of South Los Angeles' thoroughfares. New housing and national retail chains that did not have a footprint in the inner city a decade ago now do. Adams Boulevard, Crenshaw Boulevard, Martin Luther King, Jr. Boulevard and Slauson Avenue among others have all experienced new projects that have brought needed economic development, retail operations, services, and jobs to local residents.

Important examples of progress include: "Chesterfield Square" at Western and Slauson Avenues, which opened in 2001 with a Home Depot home improvement center; the "Coliseum Center" anchored by Walgreens and Big-5 Sporting Goods south of Exposition Boulevard on Crenshaw Boulevard; and the renovation of the historic "Baldwin Hills Crenshaw Plaza." These projects are a few of many other types of projects that have brought renewal and vitality to parts of South Los Angeles.

South Los Angeles cannot be viewed as a monolithic community. The dynamic and diverse mixture of economics, politics, and culture between such neighborhoods as Baldwin Hills Estates, West Adams, Jefferson Park, Harvard Heights, Exposition Park, Figueroa Corridor, and Alameda West are as striking as they are complex. The underlying strength of the region is that each local community retains the determined belief that South Los Angeles as a whole will rise to meet all expectations and provide an improved quality of life.

Positive values, attitudes, and actions of Angelenos in South Los Angeles have demonstrated the ability to overcome and meet the challenges that deliver opportunities and fulfill inner city needs. The current challenge is to continue raising the bar of success and creating opportunity. To do so, unifying government, residents, and businesses to build on the progress achieved in South Los Angeles is key. The degree to which public and private partnerships can be furthered will shape the future advances for the restoration and renaissance of South Los Angeles.

The Future

If today was in the year 2012, the following paragraphs would be the success story for South Los Angeles that the residents would enjoy and that they may announce to the City of Los Angeles and its neighboring cities. As a team of City departments, we have worked together to focus our collective energy to achieve a compelling future that aligns all the initiatives of this Strategic Plan and its associated programs and projects with the following definition of success:

Angelenos have identified the issues and have taken action to overcome cynicism, misconceptions, and past failings and have established a better total quality of life for the residents of South Los Angeles for the common good of the City of Los Angeles, the region, and the Nation. The people have collectively improved this community by their actions and public/private partnerships that have maximized the use of all available assets and opportunities.

South Los Angeles has **AUGMENTED ITS HOUSING STOCK** to ensure that South Los Angeles residents have a supply of housing with an appropriate mix of rental and homeownership opportunities that matches the demographic profile of the community.

We have **IMPROVED AND EXPANDED RETAIL OPPORTUNITIES** to ensure that South Los Angeles residents have additional retail developments in their community to meet their shopping, entertainment, and dining needs.

We have **REPOSITIONED INDUSTRIAL LANDS** in order to attract job-rich, environmentally responsible businesses in growth sectors that provide employment to South Los Angeles residents.

South Los Angeles **NEIGHBORHOODS AND QUALITY OF LIFE** have improved significantly through the completion of four Neighborhood-Based Development Initiatives in a timely manner along with the achievement of infrastructure goals in the South LA Region that created a sense of neighborhood, and restored community and investor confidence in South Los Angeles.

We have **REMOVED BARRIERS TO STIMULATE DEVELOPMENT** by the preparation and implementation of a plan to improve the attractiveness of South Los Angeles to

the investment community by channeling public investment, leveraging private investment, removing development barriers, stimulating development, and updating land use planning guidelines to accommodate density and by upgrading basic infrastructure to accommodate growth. We have implemented a streamlined process for developers resulting in new developments that are well designed and landscaped. Residents have ready access to an extended Expo Line. The Manchester/Vermont Center and streetscape have been completed and are operating. Residents find more choices in restaurants and grocery stores. We have adopted community plans that reflect the collective vision of residents and business people in the communities.

A JOBS AND WORKFORCE DEVELOPMENT PLAN has been created and successfully implemented that transitioned a number of low-wage, low-skill workers into living wage jobs and self employment by increasing educational and workforce training opportunities for South Los Angeles residents.

We have successfully **FACILITATED BUSINESS DEVELOPMENT** by identifying, retaining, and attracting growing business clusters and key national and international employers in growth sectors for targeted attraction and retention efforts in South Los Angeles.

The educational system of this community has been improved by the creation of **CAREER ACADEMIES** at the high school level. Students from high schools in South LA have a new pathway to success that leads to careers in skilled trades and engineering. Each year hundreds of high school juniors compete to enter the competitive program. The Career Academy is recognized nationally as a model of youth workforce development and collaboration between industry, higher education, labor, government, and schools. These young men and women enter the trades and college and begin to change these workforces to be more demographically reflective of the diverse communities of Los Angeles.

TRANSIT-ORIENTED DEVELOPMENT has been established within South Los Angeles with new development constructed around transit corridors which maximizes the potential of the location, promotes walkability, and a sense of neighborhood.

A comprehensive **PUBLIC INFORMATION** and outreach program that provides clear communication between the residents of South Los Angeles and the City, including the progress on these initiatives, and solicits their input has been established. Residents of South Los Angeles have a sense of empowerment, feel that their voices are being heard by city government, and are engaged in its own community improvement.

How We Get There (The Path Forward)

The key to the success of a path forward for the South Los Angeles Initiatives is the governance structure which is comprised of representatives of Mayor Villaraigosa and Councilmembers Hahn, Parks, Perry, and Wesson, the SLA Advocate, the SLA Community Advisory Committee, the SLA Steering Committee, and the SLA Implementation Teams. (See Organizational Chart, page 81.) The roles of each are defined as follows:

Mayor and Councilmembers - will joint venture to ensure completion of selected SLA programs, projects, and initiatives.

South Los Angeles Advocate - will create and lead an informal system that supports and expedites SLA activities detailed in a formal implementation plan.

South Los Angeles Community Advisory Committee - will be comprised of fifteen SLA community leaders appointed by the Mayor and/or Council. This Committee will monitor all SLA Initiatives' activities; interested Committee members can participate on the Implementation Teams.

South Los Angeles Steering Committee - will review the progress of an implementation plan and make as-needed recommendations. It will meet quarterly and be comprised of Deputy Mayors and Council staff. The SLA Advocate will convene this group.

South Los Angeles Implementation Teams - will create action plans for each of the ten strategies and report progress to the SLA Steering Committee.

Key Participants' Responsibilities - As noted in the SLA governance structure, the SLA Advocate will lead the initiative, coordinate the strategies, and serve as the primary public and communications contact for stakeholders. The Implementation Teams will chart the progress, address implementation challenges, and make recommendations on course corrections and changes to the SLA Advocate and SLA Steering Committee.

City departments and City entities that play critical implementation roles are the:

- Mayor's Office
- Council Offices 8, 9, 10, 15
- Community Redevelopment Agency
- Community Development Department
- Housing Authority City of Los Angeles
- Los Angeles Housing Department
- Planning Department
- Department of Public Works
- Department of Transportation
- Department of Building and Safety
- Department of Water and Power
- Recreation and Parks
- Port of Los Angeles
- Los Angeles World Airports

2

the
**common
agenda**

**initiative
areas**

pages 21-38

Our Initiative Areas (IAs)

The work items in the ten primary Initiative Areas are anticipated to improve the social, physical, and economic conditions in South Los Angeles. The intention of this plan is to address the built environment, neighborhood quality, and jobs and workforce development. This effort will include housing development, retail opportunities, repositioning industrial lands, neighborhood efforts, remove barriers and stimulate development, jobs, and workforce development, facilitate business development, create wealth, improve the educational system, and encourage transit-oriented development and communications strategies to accurately inform stakeholders of actions and progress. The document identifies broad region-wide activities and addresses efforts that concentrate resources in four geographic areas in order to demonstrate early and replicable models of success.

The 10 key Initiative Areas are:

- 1. Augment the Housing Stock** - to ensure that SLA residents have an increased supply of housing with an appropriate mix of rental and homeownership opportunities that matches the demographic profile of the community.
- 2. Improve and Expand Retail Opportunities** - to ensure that SLA residents will have additional retail developments in their community to meet their shopping, entertainment, and dining needs.
- 3. Reposition Industrial Lands** - in order to attract job-rich, environmentally responsible businesses in growth sectors that will provide employment to SLA residents.
- 4. Neighborhoods and Quality of Life** - Complete four Neighborhood-Based Development Initiatives within specified timeframes to restore community and investor confidence in SLA.
- 5. Remove Barriers to Stimulate Development** - by fostering public and private investment, updating land use planning documents and upgrading basic infrastructure in SLA as a prerequisite to making SLA an attractive investment opportunity.
- 6. Jobs and Workforce Development** - Support Workforce Development Goals to move low-wage, low-skill workers into living wage jobs by increasing educational and workforce training opportunities for SLA residents.

7. Facilitate Business Development - by identifying, retaining, and attracting growing business clusters and key national and international employers in growth sectors for targeted attraction and retention efforts in SLA.

8. Improve the Education System - by creating Career Academies at the high school level that prepare high school students for careers in the skilled trades and engineering.

9. Encourage Transit-Oriented Development - around transit corridors which maximizes the potential of the location and promotes walkability and a sense of neighborhood.

10. Public Information - In conjunction with the communications provided by the Council Offices, the Department of Public Works will develop a comprehensive public information and outreach program.

Programs and Projects

There are several programs and projects contained in each initiative. Most of these programs and projects are scheduled to be achieved within one to five years. The following is a list and brief description of these programs and projects:

Initiative Area 1 AUGMENT THE HOUSING STOCK

Increase the supply of housing in South Los Angeles. This housing supply will be comprised of an appropriate mix of rental and home-ownership opportunities.

Programs:

1.1 Home Ownership - Forward Commitment Program

Provide loans to assist moderate-income homebuyers to purchase new homes at the Santa Ana Pines residential development.

1.2 Home Ownership - CRA Developing Sites for Housing Program

Proposes to provide funds for 1) existing homeowners to improve their homes; 2) the purchase of many parcels in South Los Angeles for homeownership development.

1.3 Affordable Housing - Handyworker/Home Secure Program

Provide grants for minor home repairs to assist low-income senior and disabled residents of South Los Angeles.

1.4 Affordable Housing - Trust Fund Program

Provide financial assistance to leverage tax-credit and other sources of financing to develop affordable rental housing units in South Los Angeles.

1.5 Affordable Housing - Bond Program

Provide tax-exempt bond financing to preserve affordable rental housing units in South Los Angeles.

Projects:

1.6 Jordan Downs Housing Development

Expand and improve the supply of affordable housing through the redevelopment of the Jordan Downs public housing community creating a vibrant urban village and model for public housing developments throughout the country.

Initiative Area 2 **IMPROVE AND EXPAND RETAIL OPPORTUNITIES**

Raise the standard of retail development to provide adequate and quality retail establishments that meet the community's shopping, entertainment and dining needs.

Programs:**2.1 Campaign to Target Retail Expansion**

Develop a campaign to bring retailers to South LA including promoting properties along commercial corridors for retail expansion.

Projects:**2.2 Midtown Crossing**

Development of a new commercial/retail town center with 377,000 square feet of commercial and retail uses; adjacent to a new pedestrian friendly Metro regional transit center.

2.3 Crenshaw Gateway

Enter into a development agreement with Ward Economic Development Corporation (EDC) for development between the 10 Freeway and Adams Boulevard.

2.4 Wattstar Theatre

Evaluate the financial feasibility of this proposed movie house for first-run films as well as a vocational training center geared toward educating local children in film industry trades.

2.5 Martin Luther King Jr., Shopping Center

Conduct analysis to determine if the shopping center at 103rd and Compton will need to begin the repositioning process within the next five years.

2.6 Broadway/Manchester

Complete the purchase of city-owned parking lots.

2.7 Marlton Square

Complete the mixed-use redevelopment of the existing Santa Barbara Plaza.

2.8 Vermont/Manchester Shopping Center

Propose 100,000 square feet of shopping center.

2.9 Baldwin Hills/Crenshaw Mall

Renovation and expansion of shopping center.

2.10 Figueroa Corridor from Santa Monica Freeway to King Boulevard

Focus on mixed-use and Transit Oriented Development (TOD) activities and infrastructure improvements.

2.11 Vermont Corridor from Santa Monica Freeway to King Boulevard

Focus on mixed-use and TOD activities and infrastructure improvements.

2.12 Washington Blvd RFP

Seek proposals for the development of the Washington Boulevard Opportunity Area (south of downtown Los Angeles). Preferred developments are large and medium-format retail, and neighborhood serving retail centers, with residential and office uses as complementary secondary uses proposed as mixed-use format.

2.13 Central Village

Develop 46,000 square feet of retail.

2.14 Adams and Central Mixed-Use

Develop 17,000 square feet of retail.

2.15 Slauson Central Retail Plaza

Develop 80,000 square feet of retail.

2.16 Hoover/Manchester Mixed-Use (Bethany Square)

New construction of a mixed-use commercial/residential project consisting of five sites along Hoover Street and Manchester Avenue. The total commercial square footage in the project is estimated to be 30,900 square feet and there are 246 residential units projected for the entire project.

2.17 54th/Crenshaw Mixed-Use

New construction of mixed-use project with approximately 150 residential condominiums above approximately 18,000 square of ground floor retail.

Initiative Area 3 REPOSITION INDUSTRIAL LANDS

Reposition industrial lands in order to attract environmentally responsible businesses and maximize generation of quality employment opportunities for SLA residents.

Programs:**3.1 Industrial Capital Investment**

Develop a program which includes funding for storm drains, sidewalks, lights, signage, rail lines, landscaping, streets, and alleys.

3.2 Attract Manufacturing and Biomedical Industries

Develop a program that will attract these industries.

Projects:**3.3 Goodyear Tract**

Transform the City's oldest industrial tract into a modern, local industrial park.

3.4 Lanzit Industrial Tract

Development of a new industrial park in Watts with 170,000 square feet of light industrial space.

3.5 60th and Western Avenue

Expansion of furniture manufacturing and showroom space to create 425 new jobs.

3.6 La Cienega - Jefferson

Construction of two office buildings financed with Housing Urban Development (HUD) Section 108 and Brownsfield Economic Development Initiative (BEDI) funds.

3.7 Calko Steel Expansion

Expand business to 48,000 square feet.

3.8 Salsbury Industries Expansion

Expand business to 125,000 square feet.

Initiative Area 4

NEIGHBORHOODS AND QUALITY OF LIFE

Focus initiatives in four Neighborhood-Based Development areas while completing infrastructure goals in the South Los Angeles Region to create an immediate sense of neighborhood and restore community and investor confidence in South Los Angeles.

Four geographical areas representative of each of the SLA Council Districts have been targeted as areas with the most potential for growth in creating a sense of neighborhood and improving overall quality of life for residents.

The Four target areas include:

Central Avenue - bound by 14th Street on the North, Slauson on the South, Hooper on the East, and Griffith Avenue on the West.

Major Focus: Pedestrian-oriented urban village

Building on the on-going Central Avenue activities, develop a pedestrian-oriented urban village that is activated by commercial and mixed uses along the Central Avenue frontage from 14th Street to Slauson.

Crenshaw Corridor - bound by the 10 Freeway to the North, King to the South.

Major Focus: Transit Oriented Development (TOD)

Encourage and stimulate high-profile TOD around Exposition Line stations. Build on the influential standing of local faith-based community and economic development corporations to advance mixed-used development efforts and deliver catalytic mixed-use projects.

Goodyear Tract - bound by 56th Street on the North, Florence Avenue on the South, Main Street on the West, and Central Avenue on the East.

Major Focus: Goodyear Tract

Transform the City's oldest industrial tract into a model local industrial park for quality job-rich targeted growth sector businesses.

Watts - bound by Imperial Highway to the South, Century Boulevard to the North, Harbor Freeway to the West and Wilmington Avenue to the East; includes Central Avenue from Century Freeway to 103rd Street; Wilmington Avenue from Century Freeway to Century Boulevard as two major corridors.

Major Focus: Jordan Housing Development

Redevelop to act as a catalytic anchor to transform the area into a mixed income community, including ownership units, while maintaining a 1:1 replacement ratio.

Public Housing - Support improved public housing efforts through multi-layered investments in social services, infrastructure improvements, and workforce development.

Programs:**4.1 Secure State Bond Money**

Identify significant infrastructure related competitive grant programs and match projects in South Los Angeles.

4.2 Los Angeles City Neighborhood Street Improvement

Improve the following infrastructure elements: street paving, sidewalk reconstruction, street tree trimming, street lighting, traffic enhancement and safety, and traffic congestion relief. Support the passage of a Bond to continue these efforts.

4.3 Master Transportation Plan

Develop a South Los Angeles Master Transportation Plan that includes a metered and shared parking plan, in addition to the updates to the community plans.

4.4 Infrastructure Capacity Assessment Program

Develop a program to assess the capacity of water and sewer lines and storm water drainage on selected corridors.

4.5 Nuisance Abatement Program

Coordinate City Departments to complete a program to make sites more attractive to prospective businesses. Program to address: theft and gang issues; transient camps in and around recycling centers; and weekend and after hour car sales in public rights-of-way.

Projects:**4.6 Public Buildings**

Construction of buildings for the South LA community's benefit. These buildings include three fire stations, one recreation center, and an arts center.

4.7 Recreational Parks

Focus on constructing different projects that improve and enhance the South LA region's way of life. These projects include three parks, a baseball field, two playgrounds which are Universally Accessible Playgrounds (UAP) and a sports activity center.

4.8 Infrastructure (Streets, Stormwater, Sewer, Street Lighting, etc.)

Improve the South Los Angeles infrastructure by repairing the sewer systems below ground and other upgrades above ground.

4.9 Vision Theater

Renovate the building to accommodate theatrical and musical performances and obtain a Certificate of Occupancy.

4.10 Strategically Plant and Maintain 10,000 Trees in South Los Angeles

Participate in the Mayor's Million Trees Initiative to increase greening.

4.11 Rehabilitate Swimming Pools in South Los Angeles

Create a public/private funding program.

Initiative Area 5 REMOVE BARRIERS TO STIMULATE DEVELOPMENT

Develop plan to improve attractiveness of SLA to the investment community by:

- 1) channeling public investment,
- 2) leveraging private investment,
- 3) removing development barriers,
- 4) stimulating development, and
- 5) updating land use planning guidelines to accommodate density as appropriate and by upgrading basic infrastructure to address growth.

Programs:**5.1 Channel Public Investment**

Develop strategies that create linkages between public resources and that of the private sector. In addition to funding sources, these resources may include incentives offered by various city departments such as Department of Public Works (DPW) and Department of Water and Power (DWP).

5.2 Leverage Private Investment

Explore new opportunities to create public/private partnerships and identify tools to sustain them. Many private entities have gained momentum toward taking a greater interest in civic engagement and economic development within traditionally underserved communities. As the redevelopment of such communities has been the recent focus of the public sector, a tremendous opportunity to create public/private partnerships exists.

5.3 Remove Barriers to Development

To develop an “outside of the box” methodology which will move these projects forward efficiently. Historically projects identified in these initiatives have been in existence for 3-10 or more years, far longer than is typical or necessary for the successful development of a project. Those barriers have been identified and will be addressed. The private sector will be key in developing innovative approaches to these problems. On City projects, Minority Business Enterprise (MBE) developers will be included as part of the solution.

5.4 Stimulate Development

Develop an improved marketing strategy that will entice private sector investment to South LA and even create a competitive market within the area. SLA requires an improved marketing strategy to attract quality retailers, a more diverse residential community and job producing business to the area.

5.5 Community Plans

Revise the community plans to address prevailing neighborhood issues and recommend changes to land use plans and policies. Update these plans to accommodate density as appropriate and upgrade basic infrastructure to address growth. Complete updates and revisions to all three plans for South Los Angeles (West Adams-Baldwin Hills-Leimert, South

Initiative Area 6 JOBS AND WORKFORCE DEVELOPMENT

Develop plan to move a significant amount of low-wage, low-skill workers into living wage jobs by increasing educational and workforce training opportunities for SLA residents.

Programs:

6.1 First Source Hiring Ordinance

Utilize the recently passed First Source Hiring Ordinance which covers L.A. City personal service contracts to connect South Los Angeles residents to Los Angeles City contractor's jobs.

6.2 First Source Hiring Programs at Proprietaries

Expand the recently developed First Source Hiring efforts at Los Angeles World Airports (LAWA) and the Port, while supporting First Source Hiring efforts at all other proprietary departments, with a focus on connecting South LA residents to L.A. contractor's jobs.

6.3 L.A. City Works

Continue to expand departmental hiring opportunities with a focus on South Los Angeles residents, through entry level vocational worker programs in all departments, including all proprietaries.

6.4 Local Hire Efforts in Construction

Continue to leverage Public Works, Community Redevelopment Agency (CRA), Port, LAWA, and Department of Water and Power (DWP) local efforts in construction hiring to maximize South LA construction careers.

6.5 Workforce Development Sector Initiatives

Support demand-driven workforce training programs that connect South Los Angeles residents to living wage jobs with career paths, especially in healthcare, construction, utilities, financial services, logistics, entertainment, and hospitality.

6.6 Building a Regional Workforce System

Leverage the City's Workforce Investment dollars and all city workforce strategies to maximize access for South LA residents into Los Angeles Unified School District (LAUSD), community college, business and labor education and training programs.

6.7 City of Los Angeles Workforce Development System (WDS)

Support the Worksource and One Source contractors in South Los Angeles as they provide employment-related services connecting South LA residents to local and regional businesses and other local and regional employers, with a special focus on city jobs, city proprietary departments, and city contractors.

6.8 Port and Airport-Related Job and Training Opportunities

Build a connection for South Los Angeles residents to jobs in goods movement and transportation and training opportunities related to the Port and the Airport.

6.9 Connect Young People in South LA to Jobs

Continue to expand the range of summer job opportunities, after school training programs, and high school academies, with a focus on the residents of South Los Angeles.

Initiative Area 7 BUSINESS DEVELOPMENT

Facilitate business development by identifying, retaining, and attracting growing business clusters and key national and international employers in growth sectors for targeted attraction and retention efforts in South Los Angeles.

Programs:

7.1 Façade Improvement Program

Initiate, expand, and market improvements in target neighborhoods and encourage business participation.

7.2 State Enterprise Zones

Provide assistance to the community with economic development and jobs, to improve the lives of residents as well as provide goods and services to underserved communities.

7.3 L.A. Business Assistance Program (LABAP)

Provide Community Development Block Grant funds to South Los Angeles based agency to provide direct assistance to small business owners.

Initiative Area 8 IMPROVE THE EDUCATION SYSTEM

Improve the Education System by advocating for the creation of Career academies at the high school level.

Program:

8.1 Career Academy

To enroll high school juniors and seniors in an intensive, two-year career preparation program to prepare young people for careers in the skilled trades and engineering.

Initiative Area 9 ENCOURAGE TRANSIT ORIENTED DEVELOPMENT

Encourage development around transit corridors which maximizes the potential of the location and promotes walk-ability and a sense of neighborhood.

Programs:

9.1 Exposition Line Stops

Evaluate development opportunities at major Expo Line stops in Council District 10 beginning with Exposition at Crenshaw, Exposition at La Brea, and Exposition at La Cienega.

9.2 Transit Oriented Development (TODs)

Develop for commercial and residential zoned properties at Metropolitan Transit Authority (MTA) Green and Blue Line areas of Avalon/Imperial Highway, Wilmington/Imperial Highway, and 103rd Street/Grandee.

Initiative Area 10 PUBLIC INFORMATION

Develop a program that informs the residents about the progress of the initiatives and solicits their input in conjunction with the communication provided by the Council Offices.

Program:

10.1 General Strategies

Publicize and celebrate achievements and accomplishments utilizing news releases, newsletter articles, interviews, speaker presentations, brochures and other communication avenues.

10.2 Housing Strategies

Outreach team will issue monthly updates to local media regarding the completion of affordable housing units. (Through 2008)

10.3 Retail Strategies

Outreach staff will prepare and distribute monthly news releases to announce status of retail development projects as well as detail ongoing expansion plans. Quarterly updates will also be issued to local media and stakeholders to track progress and provide additional project information.

10.4 Quality of Life Strategies

Outreach will include monthly news releases to promote various accomplishments associated with the South Los Angeles Initiative.

10.5 Job Development Strategies

Outreach team will promote available job and career development opportunities in South Los Angeles. Monthly news releases, bulletins, and drop-in newsletter articles will be issued.

10.6 Program Measurements

The PAO will measure its level of outreach activity to business groups, community groups, and private organizations throughout the City of Los Angeles.

SUMMARY TABLE OF INITIATIVES

The Mayor's Office has a role in the delivery of all of the outcomes. The Council Districts have a role in delivering initiative outcomes as it applies to their jurisdiction: **Council District 8 Bernard C. Parks, Council District 9 Jan Perry, Council District 10 Herb J. Wesson, Jr., and Council District 15 Janice Hahn.**

The lead and support agencies identified in this table have specific outcomes that they are required to produce in Year One. Blank fields indicate that there are no outcomes required from support agencies in Year One. The following table summarizes the departmental cooperation in achieving the Initiatives:

Initiative Areas	Lead	Support
1. Augment The Housing Stock	LAHD	CRA, HACLA, LADOT, Planning
Programs:		
1.1 Home Ownership - Forward Commitment Program	LAHD	
1.2 Home Ownership - CRA's Developing Sites for Housing Program	CRA	
1.3 Affordable Housing - Handyworker/Home Secure Program	LAHD	
1.4 Affordable Housing - Trust Fund Program	LAHD	CRA, HACLA, LADOT
1.5 Affordable Housing - Bond Program	LAHD	
Projects:		
1.6 Jordan Downs Housing Development	HACLA	CRA, LAHD, Planning
2. Improve and Expand Retail Opportunities	CRA	CDD, Planning
Program:		
2.1 Campaign to Target Retail Expansion	CRA	CDD
Projects:		
2.2 Midtown Crossing	CRA	CDD
2.3 Crenshaw Gateway	CRA	CDD
2.4 Wattstar Theatre	CRA	CDD
2.5 Martin Luther King, Jr. Shopping Center	CRA	
2.6 Broadway/Manchester	CRA	CDD
2.7 Mariton Square	CRA	CDD
2.8 Vermont/Manchester Shopping Center	CRA	CDD
2.9 Baldwin Hills/Crenshaw Mall	CRA	Planning
2.10 Figueroa Corridor (10 Freeway to King Blvd.)	CRA	Planning
2.11 Vermont Corridor (10 Freeway to King Blvd.)	CRA	Planning
2.12 Washington Blvd RFP	CRA	
2.13 Central Village	CRA	
2.14 Adams and Central Mixed-Use	CRA	CDD
2.15 Slauson Central Retail Plaza	CRA	CDD
2.16 Hoover/Manchester (Bethany Square) Mixed-Use	CRA	Planning
2.17 54th/Crenshaw Mixed-Use	CRA	CDD, Planning

Initiative Areas	Lead	Support
3. Reposition Industrial Lands	CRA	CDD, BOE
Programs:		
3.1 Industrial Capital Investment Program	CDD	
3.2 Attract Manufacturing and Biomedical Industries	CRA	
Projects:		
3.3 Goodyear Tract	CRA	CDD
3.4 Lanzit Industrial Tract	CDD	BOE
3.5 60th and Western Aver.	CRA	
3.6 La Cienega - Jefferson	CDD	
3.7 Calko Steel Expansion	CRA	CDD
3.8 Salsbury Industries Expansion	CRA	CDD
3.9 Avalon	CRA	
3.10 59th Street Industrial Project	CRA	
4. Neighborhoods and Quality of Life	BOE	LADOT, Planning, Mayor's office, CRA, LAHD, CLA, BSS, BSL, B&S, R&P
Programs:		
4.1 Secure State Bond Money	BOE	Mayor, CRA, LAHD
4.2 Los Angeles City Neighborhood Street Improvement	BSS	Mayor
4.3 Master Transportation Plan	LADOT	Planning
4.4 Infrastructure Capacity Assessment Program	BOS	
4.5 Nuisance Abatement Project	B&S	Planning
Projects:		
4.6 Public Buildings	BOE	
4.7 Recreational Parks	BOE	
4.8 Infrastructure (Streets, Stormwater, Sewer, Street Lighting, etc.)	BOE	BSL, BOS
4.9 Vision Theater	CRA	CLA, BOE, B&S
4.10 Strategically Plant and Maintain 10,000 trees in South Los Angeles	BSS	Urban Forestry, Non-Profit Groups, Mayor's Office
4.11 Rehabilitate Swimming Pools in South Los Angeles	R&P	BOE, B&S
5. Remove Barriers to Stimulate Development	Mayor	Planning, CRA, CDD
Programs:		
5.1 Channel Public Investment	Mayor	CDD
5.2 Leverage Private Investment	Mayor	CRA, Planning
5.3 Remove Barriers to Development	Mayor	CRA, Planning
5.4 Stimulate Development	Mayor	Planning
5.5 Update and Revise Community Plans	Planning	CRA

Initiative Areas	Lead	Support
6. Jobs and Workforce Development	CDD	Mayor, CRA, POLA, Personnel, BCA, CDD, DWP, LAWA, WIB, R&P, BCAP
Programs:		
6.1 First Source Hiring Ordinance	CDD	BCA, Personnel
6.2 First Source Hiring Programs at Proprietaries	Mayor	POLA, LAWA, CRA
6.3 L.A. City Works	Personnel	All Departments
6.4 Local Hire Efforts in Construction	CDD	BCA, CRA, LAWA, POLA, DWP, Mayor
6.5 Workforce Development Sector Initiatives	WIB	CDD
6.6 Building a Regional Workforce System	Mayor	CDD, WIB
6.7 City of Los Angeles Workforce Development System (WDS)	WIB	CDD
6.8 Port and Airport-Related Job and Training Opportunities	Mayor	POLA, LAWA, CDD
6.9 Connect Young People in South LA to Jobs	CDD	WIB, R&P, DPW, DWP, Mayor, etc.
7. Business Development	CDD	CRA
Programs:		
7.1 Façade Improvement Program	CRA	
7.2 State Enterprise Zones	CDD	
7.3 L.A. Business Assistance Program (LABAP)	CDD	
8. Improve the Educational System	Mayor	DWP
Program:		
8.1 Career Academy	Mayor	DWP
9. Encourage Transit-Oriented Development	Planning	CRA, DOT, LAHD, DPW
Programs:		
9.1 Evaluate the potential for dev. opportunities at Exposition Line Stops	Planning	CRA, DOT, LAHD, DPW
9.2 Transit Oriented Development	Planning	CRA, DOT, LAHD, DPW
10. Public Information	PAO	
Programs:		
10.1 General Strategies	PAO	
10.2 Housing Strategies	PAO	
10.3 Retail Strategies	PAO	
10.4 Quality of Life Strategies	PAO	
10.5 Job Development Strategies	PAO	
10.6 Program Measurements	PAO	

3

goal implementation

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Implementation Plans

The following Goal Implementation Plans show in detail who will deliver what and by when in order to make the initiatives a reality. The deliverables and how to measure their progress are also described in the Implementation Plans. While having a 5 year vision in mind, these implementation plans are focusing on the outcomes or deliverables within the first year of the plan. Upon reassessment of the plan at the end of calendar year 2008, new implementation plans will be developed that will focus on outcomes associated with year two (2009) of this 5-year plan.

Initiative Area 1 AUGMENT THE HOUSING STOCK

Goal/Project: Increase the supply of housing in South Los Angeles. This housing supply will be comprised of an appropriate mix of rental and home-ownership opportunities.

Purpose: To ensure that South LA residents have an increased supply of housing.

Persons Responsible:

Lead:	LA Housing Department	Doug Swoger	213-808-8948
Support:	Housing Authority City of LA	John King	213-252-5464
	Community Redevelopment Agency	Carolyn Hull	213-977-2642
		Al Jenkins	323-290-2800
		Ginger Keith	213-977-1751

Council District Offices 8, 9, 10 and 15

Program/Projects (Outcomes or Deliverables):

1.1 Loans - Forward Commitment Program

The Forward Commitment Program assists in increasing the supply of affordable for-sale housing by providing forward commitments to homebuilders in the form of a contractual promise by Los Angeles Housing Department (LAHD) to offer purchase assistance loans to prospective homebuyers at new residential developments.

The program requires that homebuilders set aside a minimum number of newly constructed homes (single family units, condominiums and town homes) at their development for moderate-income individuals and families. LAHD uses various funds to meet this purpose, which include the State of California Building Equity and Growth in Neighborhoods (BEGIN) Program, which can only be used to support the purchase of newly developed for-sale homes that have received regulatory relief or other incentives from the City. LAHD will utilize these particular funds and others as available to support the development of new affordable homes in South Los Angeles.

1.1.1 Provide loans to assist 15 moderate-income homebuyers to purchase new homes at the Santa Ana Pines residential development in South Los Angeles. (By December 2008, George Guillen, Los Angeles Housing Department, 213-808-8985)

Milestone Completion Years and Quantities

Year	2008	2012	Total
Loans	15	15	30

1.2 Home Ownership - CRA's Developing Sites for Housing Program

The South Los Angeles Region is in the process of formulating its housing strategy for the next few years. One program currently being proposed is a housing rehab program that would provide funds for existing homeowners to improve the appearance and structural integrity of their homes. Another program would involve the purchase of many parcels throughout the South Los Angeles Region and making these parcels available for homeownership development. The details, such as funding, the Agency's contribution, income levels of homebuyers, etc. will be decided for both of these programs at a later stage, if they should be implemented.

1.2.1 The Agency plans to issue an Request for Proposal (RFP) for the Manchester Avenue Corridor, which will include the Manchester Library Site. The Agency has identified target opportunity sites along the Corridor and is currently working with a consultant to develop a comprehensive feasibility and market analysis for the subject area. (By December 2008, Carolyn Hull)

1.2.2 West Angeles Estates (94th/Broadway) New construction of 50 market-rate, single-family, detached town homes.

1.2.2.1 Finalize acquisition terms and amend Developer Disposition Agreement (DDA)
(By January 2008, Carolyn Hull)

1.2.2.2 Developer begins construction. (By February 2008, Carolyn Hull)

1.2.3 Adams Montclair is a mixed-use project consisting of two buildings. One building consists of 4 residential stories, 1 story on-grade parking and 2 levels of below-grade parking. The second building consists of 6 stories, at-grade parking and ground floor commercial-retail space. The project site is located just east of the intersection of Adams and Crenshaw, on the south side of Adams, across from the proposed Rosa Parks Villas Project, in the MidCity Redevelopment Project Area. The 5-story residential building will consist of 80 for sale workforce housing units (1, 2, and 3 bedrooms); the 7-story mixed use building will consist of 60 for sale workforce housing units (1 and 2 bedrooms) and 13,427 square feet of commercial-retail space (6 spaces). There will be a total of 314 parking spaces and a percentage of the housing units will be affordable.

1.2.3.1 Execute loan agreement with Urban Eco. (By August 2008, Michelle Banks-Ordone)

1.2.3.2 Present Owner Participation Agreement to CRA Board.
(By August 2008, Michelle Banks-Ordone)

1.3 Grants - Handyworker/Home Secure Program

The Handyworker Program provides grants up to \$5,000 to low-income senior and handicapped homeowners to make minor home repairs to address safety, accessibility and security issues, including exterior and interior repairs.

The Home Secure Program provides assistance to eligible owner and renter households to increase the independence and safety of elderly and disabled residents. Modifications include installation of door and window locks, peep holes, grab bars and smoke detectors to enhance the safety and security of home environments.

1.3.1 Provide Grants for minor home repairs to assist 350 low-income senior and disabled residents of South Los Angeles in 2008. (By December 2008, Augustine Thompson, Los Angeles Housing Department, 213-808-8991).

Milestone Completion Years and Quantities

Year	2008	2009	2010	2011	2012	Total
Grants	350	370	390	410	430	1950

1.4 Rental - Trust Fund Program

Persons Responsible:

Lead:	LA Housing Department	Timothy Elliott	213-808-8597
Support:	CRA	Ginger Keith	213- 977-1751
	Housing Authority	John King	213-252-5464
	Housing Authority	Lourdes Ramirez	213-252-2570
	LADOT	Martin Bland	213-972-4909

The Affordable Housing Trust Fund (AHTF) provides construction and permanent financing for the development and preservation of affordable rental housing for very low and low-income households. These funds are highly leveraged with low-income housing tax-credits, tax-exempt bonds, and other sources of public and private financing.

LAHD issues a Notice of Funding Available (NOFA) three times annually to invite non-profit and for-profit developers to apply for AHTF financing to develop affordable rental housing in the City.

1.4.1 Provide financial assistance to leverage tax-credit and other sources of financing to develop 250 affordable rental housing units in South Los Angeles in 2008.

(By December 2008, Timothy Elliot)

Milestone Completion Years and Quantities

Year	2008	2009	2010	2011	2012	Total
Rentals	250	250	250	250	250	1250

1.5 Housing Units - Bond Program

For the Affordable Housing Bond Program, LAHD operates as the primary issuer of tax-exempt and taxable multi-family housing mortgage revenue bonds for qualified developments located in the City. Bond issuance proceeds provide financing for development and/or preservation of affordable rental housing in the City.

1.5.1 Provide tax-exempt bond financing to preserve 96 affordable rental housing units in South Los Angeles. (By December 2008, Vasken Djansezian, Los Angeles Housing Department, 213-808-8951)

Milestone Completion Years and Quantities

Year	2008	2009	Total
Housing Units	96	125	221

1.6 Jordan Downs Housing Development

Persons Responsible:

Lead:	HACLA	John King	213-252-5464
Support:	CRA	Carolyn Hull	323-290-2800
	LAHD	Sean Spear	213-808-8936
	Planning	Faisal Roble	213-978-1168

HACLA plans to expand and improve the supply of affordable housing through the redevelopment of the Jordan Downs public housing community, creating a vibrant urban village and model for public housing developments throughout the country. The overall development will triple the total number of housing units from 700 to 2,100. This will include a one to one replacement of existing public housing units; approximately 700 new workforce housing units and approximately 600 market rate rental units. It will also include affordable and workforce housing units for sale.

1.6.1 Work with Planning Department to complete the draft New Community Plan Program for Southeast Los Angeles to accommodate population growth and recommend zone changes and land use policies, including increased density. (By December 2008)

1.6.2 Acquire site control of the 21 Acre Parcel adjacent to Jordan Downs. (By June 2008)

1.6.3 Begin annexation process to bring territory within jurisdiction of City. (By June 2008)

1.6.4 Begin community outreach activities. (By August 2008)

Five year plan 2012 targets for this Initiative:

Home Ownership

1.1 Forward Commitment Program will have 30 units completed. (By 2012)

1.2 CRA's Homeownership Program will build on two library sites. (By 2012)

1.2.1 The Agency plans to have selected a developer for the Crenshaw Branch Library site (Hyde Park Library) and have executed a DDA, subject to Board approval, with such developer. (By March 2009, Fernando Portillo, 213-977-1746)

Manchester Branch Library site will be a homeownership project with some units possibly made available for workforce housing. The design of the project, number of units, and the income levels of the homebuyers have not been determined at this early stage of the process, but it is planned to sell some if not all of the units at the market rate.

(By December 2012, Fernando Portillo, 213-977-1746)

1.2.2 Crenshaw Branch Library site will be a homeownership project with some units possibly made available for workforce housing. The design of the project, number of units, and the income levels of the homebuyers have not been determined at this early stage of the process, but it is planned to sell some if not all of the units at the market rate.

(By December 2012, Fernando Portillo, 213-977-1746)

1.2.3 Construction completion of West Angeles Estates. (By December 2011)

1.2.4 Begin construction of Adams Montclair. (By January 2009)

Affordable Housing

1.3 Handyworker/Home Secure Program will have 1,950 units completed. (By 2012)

1.4 Trust Fund Program will have 1,250 units completed. (By 2012)

1.5 Bond Program will have 221 units completed. (By 2012)

1.6 Jordan Downs Housing Development will be completed. (By 2012)

Initiative Area 2 IMPROVE AND EXPAND RETAIL OPPORTUNITIES

Goal/Project: To improve and expand the South LA residents access to quality and affordable consumer merchandise.

Purpose: To ensure that South LA residents have adequate choices for consumer goods and additional opportunities for employment and local business creation.

Persons Responsible:

Lead:	CRA	Don Spivack	213-977-1628
		Jenny Scanlin	213-977-1710
		Carolyn Hull	213-977-2642
		Jennifer Barrera	213-977-1907
		Al Jenkins	323-290-2800
		Michelle Banks Ordone	213-977-2616
Support:	Mayor's office	Krista Williams	213-978-0743
	CDD	Clifford Weiss	213-744-9364
		Raed Elaraj	213-744-9377
	Planning	Faisal Roble	213-978-1168
	Council District Offices 8, 9, 10 and 15		

Program/Projects (Outcomes or Deliverables):

2.1 Campaign to Target Retail Expansion

2.1.1 Contact 15 retailers within retail development community. (By February 2008, Jenny Scanlin)

2.1.2 Identify and present development site opportunities to real estate brokers and developers. (Twice a year, March and October 2008, Jenny Scanlin)

2.1.3 Work with Tesco (Fresh and Easy stores) to create a list of potential store sites. (By October 2008, Jenny Scanlin)

2.1.4 Work with Ralphs to create a list of stores to maintain as many Ralphs stores as possible in the area. (By October 2008, Jennifer Barrera)

2.1.5 Develop and distribute 'Foodies Guide to South LA' (via print and internet) to promote existing businesses and attract new businesses. (By September 2008, Jenny Scanlin)

2.2. Midtown Crossing

377,000 square foot retail center at Pico and San Vicente

2.2.1 Phase I: Acquire 177,000 square foot MTA station and small retail tenants. (By January 2008, Michelle Banks-Ordone)

2.2.2 Phase II: Larger Anchor Tenant - execute a revised development agreement. Total project cost is \$114 million. CRA contributing \$4.3 million in bond proceeds. CDD contributing \$8.8 million Section 108 loan. (By June 2008, Michelle Banks-Ordone, Clifford Weiss and Raed Elaraj, CDD)

2.3 Crenshaw Gateway

Proposed mixed-use project at Adams and Crenshaw

- 2.3.1 Begin construction of Phase 1: Rosa Parks Villas. (By January 2008, Michelle Banks-Ordone)
- 2.3.2 Issue a statement of interest for additional phases. (By June 2008, Michelle Banks-Ordone)
- 2.3.3 Enter into exclusive negotiating agreement with selected developer.
(By December 2008, Michelle Banks-Ordone)

2.4 Wattstar Theatre

Proposed cinema and education center at 103rd Street and Graham Avenue

- 2.4.1 Complete development program. (By June 2008, Carolyn Hull)
- 2.4.2 Create development pro-forma that matches sources and uses of project funds.
(By October 2008, Carolyn Hull)
- 2.4.3 Complete negotiations on a DDA to be submitted to CRA Board for consideration or prepare revised/reissued request for proposals if current developer does not proceed.
(By December 2008, Carolyn Hull)

2.5 Martin Luther King, Jr. Shopping Center

100,000 square foot shopping center at 103rd Street and Grande Avenue

- 2.5.1 Complete street vacation application. (By December 2008, Carolyn Hull)
- 2.5.2 Develop plans for project expansion to include a sit-down restaurant.
(By December 2008, Carolyn Hull)

2.6 Broadway/Manchester

19,000 square foot shopping center at Broadway and Manchester Avenue

- 2.6.1 Complete purchase of city-owned parking lots. (By December 2008, Jennifer Barrera)
- 2.6.2 Create 410 new jobs and \$20 Million Empowerment Zone Bonds to close.
(By December 2008, May Smith)

2.7 Marlton Square

22 acre mixed-use development at Martin Luther King, Jr. Boulevard and Marlton Avenue

- 2.7.1 Relocate existing residential area tenants. (By March 2008, Al Jenkins)
- 2.7.2 Identify retail developer and draft development agreement. (By September 2008, Al Jenkins)

2.8 Vermont/Manchester Shopping Center

Proposed 100,000 square foot shopping center at 84th Street and Vermont Avenue

- 2.8.1 Reach agreement on development scope. (By October 2008, Jennifer Barrera).

2.9 Baldwin Hills/Crenshaw Mall

977,000 square foot shopping center at Martin Luther King, Jr. and Crenshaw Blvd.

2.9.1 Receive retail expansion plan from developer. (By June 2008, Al Jenkins)

2.9.2 Staff responds to developer's retail expansion plan. (By August 2008, Al Jenkins)

2.10 Figueroa Corridor

Figueroa Corridor from Santa Monica Freeway to King Boulevard will focus on mixed-use and TOD activities and infrastructure improvements.

2.10.1 Groundbreaking of University Gateway project. (By December 2008, Jennifer Barrera)

2.11 Vermont Corridor

Vermont Corridor from Santa Monica Freeway to King Boulevard will focus on mixed-use and TOD activities and infrastructure improvements.

2.11.1 Complete Phase III - Santa Monica Freeway to Jefferson Boulevard.

Complete one streetscape project including street trees, street furniture, better lighting and sidewalk improvements. (By April 2008, Jennifer Barrera)

2.12 Washington Blvd RFP

Washington from Flower to San Pedro

2.12.1 Completed DDA's with selected developers. (By December 2008, Jenny Scanlin)

2.13 Central Village

46,000 square foot retail center at 2000 S. Central Avenue

2.13.1 Complete Construction. (By July 2008, Jenny Scanlin)

2.13.2 Lease up and initiate occupancy. (By October 2008, Jenny Scanlin)

2.14 Adams and Central Mixed Use

17,000 square foot commercial center at 1011 E. Adams Boulevard

2.14.1 Report by developer to agency on Construction Progress.

(By December 2008, Jenny Scanlin)

2.15 Slauson Central Retail Plaza

80,000 square foot retail center

2.15.1 Design completion and begin construction. (By June 2008, Jenny Scanlin)

2.15.2 CDD to execute contract with developer and draw funds Brownsfield Economic Development Initiative (BEDI) Grant and Section 108 loan.

(By June 2008, Jenny Scanlin)

2.16. Hoover/Manchester (Bethany Square) Mixed-use

New construction of a mixed-use commercial/residential project consisting of five sites along Hoover Street and Manchester Avenue. The total commercial square footage in the project is estimated to be 30,900 square feet and there are 246 residential units projected for the entire project.

2.16.1 Finalize loan package. (By April 2008, Jennifer Barrera)

2.16.2 Start Site F Commercial Office/Retail construction at Manchester Ave/Hoover N.W. corner. (By June 2008, Jennifer Barrera)

2.16.3 Start Sites B, C, D construction of 102 low income rentals for Seniors and 13,973 square feet of commercial/retail construction at Hoover between 83rd and 85th Westside of Hoover. (By November 2008, Jennifer Barrera)

2.17 54th/Crenshaw Mixed-Use

New construction of mixed-use project with approximately 150 residential condominiums above approximately 18,000 square of ground floor retail.

2.17.1 CRA Acquisition of LADOT owned parcel. (By May 2008, Al Jenkins)

Five year plan 2012 targets for this Initiative:

2.1 Campaign to Target Retail Expansion

Estimated Completion Date: Currently in place and will continue until year 5. (2012)

2.2 Midtown Crossing - Estimated Completion Date: In year 3. (2010)

2.3 Crenshaw Gateway - Estimated Completion Date: In year 2. (2009)

2.3.1 Develop preliminary development plan. (By June 2009, Michelle Banks-Ordone)

2.3.2 Execute development agreement. (By December 2009, Michelle Banks-Ordone)

2.4 Wattstar - Estimated Completion Date: In year 4. (2011)

2.5 Martin Luther King Jr. Shopping Center - Estimated Completion Date: In year 4. (2011)

2.6 Broadway/Manchester - Estimated Completion Date: In year 5. (2012)

2.7 Marlton Square - Execute agreement with retail developer (By March 2009, Al Jenkins); Start construction on residential areas (By June 2009, Al Jenkins); Acquire all necessary retail

parcels (By June 2009, Al Jenkins); Relocation of retail area tenants (By June 2009, Al Jenkins);
Start construction of retail. (By December 2009, Al Jenkins)
Estimated Completion Date: In year 4. (2011)

2.8 Vermont/Manchester Shopping Center - Estimated Completion Date: In year 4. (2011)

2.9 Baldwin Hills/Crenshaw Mall - Estimated Completion Date: In year 3. (2010)

2.10 Figueroa Corridor - (10 Freeway to King Boulevard)
Estimated Completion Date: Ongoing 10-15 year build out.

2.11 Vermont Corridor - (10 Freeway to King Boulevard) - Estimated Completion Date: Ongoing
10-15 year build out.

2.12 Washington Blvd RFP - (Washington from Flower to San Pedro)
Estimated Completion Date: In year 2012.

2.13 Central Village - Estimated Completion Date: In year 1. (2008)

2.14 Adams and Central Mixed Use - Estimated Completion Date: December 2009.

2.15 Slauson Central Retail Plaza - Estimated Completion Date: December 2009.

2.16 Hoover/Manchester Mixed-use - (Bethany Square)

2.16.1 Start Site E construction of 46 "For Sale" work force condominiums that are 2,150 square feet
of commercial/retail at Hoover between 85th and Manchester west side of Hoover. (By March 2009)

2.16.2 Start Site A construction of 96 units of "For Sale" work force condominiums at Hoover
between 84th and 85th east side of Hoover. (By September 2009)

2.17 54th/Crenshaw Mixed-use - Condominiums, town homes and retail. New construction of
mixed-use project with approximately 150 residential condominiums above approximately 18,000
square of ground floor retail. Projected completion date: December 2011

Initiative Area 3 REPOSITION INDUSTRIAL LANDS

Initiative Goal: To utilize and retain South LA industrial land to create quality employment for local residents. Attract and/or create industries that will contribute to the environmental and social health of South LA.

Purpose: To eliminate environmental blight conditions on industrial land, create new business opportunities and ensure that South LA residents have adequate opportunities for employment.

Persons Responsible:

Lead:	Community Redevelopment Agency	Don Spivack	213-977-1628
		Carolyn Hull	213-977-2642
		Jenny Scanlin	213-977-1710
Support:	Community Development Department	Joanne Lu	213-744-9346
		Clifford Weiss	213-744-9364
		May Smith	213-744-9360
	Bureau of Engineering	Serge Haddad	213-978-2074
	CD 15 Economic Development	Gordon Teuber	310-732-4515
	Council District Offices 8, 9, 10 and 15		

Program/Projects (Outcomes or Deliverables):

3.1 Industrial Capital Investment Program

Projects will be specifically targeted at the Industry Clusters identified through CDD's Economic Development Strategy.

3.1.1 Issue \$30 million in loans and bonds to South LA industrial projects via the Section 108 Loan Guaranty program and Industrial and Empowerment Zone bond programs.
(By June 30 2008, Clifford Weiss)

3.2 Attract Manufacturing and Biomedical Industries

3.2.1 Create a list of potential industrial users. (By October 2008, Jenny Scanlin)

3.3 Goodyear Tract

3.3.1 Complete construction of Security Surveillance System.
(By February 2008, Jenny Scanlin)

3.3.2 Finish transaction process on four sites in or about to enter into escrow, initiate environmental cleanup. (By December 2008, Jenny Scanlin)

3.3.3 Renewal of the Goodyear Tract BID. (By August 2008, Jenny Scanlin)

3.4 Lanzit Industrial Tract

Persons Responsible:

Lead:	Community Development Department	Raed Elaraj	213-744-9377
		Cliff Weiss	213-744-9364
Support:	Bureau of Engineering	Serge Haddad	213-978-2074
	CD 15 Economic Development	Gordon Teuber	310-732-4515

3.4.1 Complete California Environmental Quality Act (CEQA) work. (By March 2008, Raed Elaraj and Cliff Weiss)

3.4.2 Finalize Sales and Development Agreement with 7th Street Development. (By March 2008, Raed Elaraj and Cliff Weiss)

3.5 60th and Western Avenue (industrial complex)

3.5.1 Prepare Preliminary Development Plan for surplus City land. (By December 2008, Al Jenkins)

3.6 La Cienega - Jefferson

3.6.1 Finish negotiations and draft of Section 108/Brownsfield Economic Development Initiative (BEDI) contract for development of parcel construction of 12-floor office towers. (By December 2008, Joanne Lu and Cliff Weiss)

3.7 Calko Steel Expansion

48,000 square foot project on Stanford Avenue

3.7.1 Begin Construction. (By June 2008, Jenny Scanlin)

3.7.2 Expansion Complete and Operational. (By December 2008, Jenny Scanlin)

3.8 Salsbury Industries Expansion

125,000 square foot industrial at 6500 Stanford Avenue

3.8.1 Board and Council Approval. (By March 2008, Jenny Scanlin)

3.8.2 Design complete and construction initiated. (By July 2008, Jenny Scanlin)

3.8.3 Create 50 new jobs (115 total) and \$10 Million Industrial Development Bonds to close. (By December 2008, May Smith)

3.9 Avalon

70,000 square feet of building and 46,000 square feet of building industrial.

3.9.1 Take to CRA Board for approval. (By March 2008, Jenny Scanlin)

3.9.2 Constructed and leased up. (By October 2008, Jenny Scanlin)

3.10 59th Street Industrial Project

46,000 square foot industrial project at 812 E. 59th Street

3.10.1 Complete Acquisition. (By January 2008, Jenny Scanlin)

3.10.2 Complete Rehabilitation and Initial Occupancy. (By December 2008, Jenny Scanlin)

Five-year plan 2012 targets for this Initiative:

3.1 Industrial Capital Investment Program - Program will give \$100 million in loans and bonds to South LA industrial projects by 2012.

3.2 Attract Manufacturing and Biomedical Industries - Estimated completion date: revise and update list and continue past 2012.

3.3 Goodyear Tract - Estimated completion date: December 2012.

3.4 Lanzit Industrial Tract - Estimated completion date: December 2010.

3.5 60th and Western Avenue - CRA to purchase site. (By December 2009, Al Jenkins)
Complete Construction. (By 2012, Al Jenkins)

3.6 La Cienega - Jefferson - Estimated completion date: December 2012.

3.7 Calko Steel Expansion - Estimated completion date: December 2008.

3.8 Salsbury Industries Expansion - Estimated completion date: December 2009.

3.9 Avalon Site - Estimated completion date: December 2008.

3.10 59th Street Site - Estimated completion date: December 2008.

Initiative Area 4 NEIGHBORHOODS AND QUALITY OF LIFE

Initiative Goal: Focus initiatives in four Neighborhood-Based Development areas while completing infrastructure goals in the South LA Region to create an immediate sense of neighborhood and restore community and investor confidence in South Los Angeles.

Purpose: To enhance the quality of life in the South Los Angeles neighborhoods.

Persons Responsible:

Lead:	Bureau of Engineering	Serge Haddad	213-978-2074
Support:	LADOT	Jay Kim	213-972-8476
	Planning	Faisal Roble	213-978-1168
	Mayor's Office	Sean Arian	213-978-1587
	Council District Offices 8, 9, 10 and 15		

Program / Projects (Outcomes or Deliverables):

4.1 Secure State Bond Money

In November 2006 voters authorized almost \$43B for Propositions 1B, 1C, 1D, 1E and 84. These bond measures authorized the creation of about 90 programs administered by more than 25 different agencies. While the City of Los Angeles is not eligible to receive funding for the majority of the programs, there are some significant infrastructure related competitive grant programs that we will be eligible for. These competitive grant programs have not opened for applications yet and the specific eligibility requirements are therefore unknown to varying degrees for each program. Each grant program will open for applications at different times; some will open in 2008 and others may be a year or more away. At the time that each grant program opens for applications, each agency eligible to receive funding would be required to complete the application in one or two months, which is very little time if a project idea has not already been scoped.

Persons Responsible:

Lead:	Bureau of Engineering	Serge Haddad	213-978-2074
		Ted Allen	213-847-0577
Support:	Mayor's Office	Sean Arian	213-978-1587
		Erin Walsh	213-978-0738
	CRA	Curt Gibbs	213-977-1882
	Housing	Claudia Monterrosa	213-808-8650

4.1.1 Create a SLA Working Group consisting of Housing, CRA, Mayor's office, and BOE. (By March 2008)

4.1.2 Identify the competitive grant programs that are of most interest to projects in our area. (By March 2008)

4.1.3 Identify a small number of priority projects that are strong candidates for these programs. Transit Oriented Developments: Jordan Downs, Exposition Line, Metro Blue Line. (By March 2008)

4.1.4 Secure one resource or individual to provide preliminary scopes/costs for each project. (By June 2008)

4.1.5 Secure one resource or individual to prepare grant applications for the subject projects as the target grant programs open for applications. (By October 2008)

4.2 Los Angeles City Neighborhood Street Improvement

Improve the following infrastructure elements: street paving, sidewalk reconstruction, street tree trimming, street lighting, traffic enhancement and safety, and traffic congestion relief. Support the passage of a Bond to continue these efforts.

Persons Responsible:

Lead: Bureau of Street Services	Kirk Bible	310-348-1780
	Nazario Sauceda	213-847-3333
Support: Mayor's Office	Erin Walsh	213-978-0738

4.2.1 Establish quantities for tree trimming, sidewalk repair, and street resurfacing for the 2008 programmed work upon finalization of the approved budget by the Mayor and Chief Administrative Office (CAO). (By December 2008)

4.2.2 Complete approximately 50 miles of street resurfacing in South Los Angeles. (By December 2008)

4.3 Master Transportation Plan

Persons Responsible:

Lead: Department of Transportation	Jay Kim	213-972-8476
Support: Planning Department	Faisal Roble	213-978-1168

4.3.1 Define scope of work and hire consultant team. (By February 2008)

4.3.2 Initiate Stakeholder Outreach. (By March 2008)

4.3.3 Existing Conditions. (By May 2008)

4.3.4 Gap Analysis. (By July 2008)

4.3.5 Alternative Analysis. (By October 2008)

4.3.6 Draft Master Plan Report. (By December 2008)

4.4 Infrastructure Capacity Assessment Program

Persons Responsible:

Lead: Bureau of Sanitation **Adel Hagekhalil** 213-485-2210

Support: None

4.4.1 Complete the South Los Angeles Primary Sewer Master Plan (Sewers larger than 15").

(By January 2008)

4.4.2 Crenshaw Corridor (5 secondary sewer basins):

4.4.2.1 H16 activity planned for subsequent years.

4.4.2.2 Ho6 activity planned for subsequent years.

4.4.3 Watts Area (1 secondary sewer basin)

4.4.3.1 Z18 activity planned for subsequent years.

4.4.4 Goodyear Tract (4 secondary sewer basins)

4.4.4.1 S12 activity planned for subsequent years.

4.4.4.2 So7 and So8 activity planned for subsequent years.

4.4.5 Central Avenue Corridor (5 secondary sewer basins)

4.4.5.1 No2 and No7 activity planned for subsequent years.

4.4.5.2 S16, No3 and No6 activity planned for subsequent years.

4.4.6 South LA Area [outside focus area (10 secondary sewer basins)]

4.4.6.1 S13, So1, So4, S10, S11, S14 and S17 activity planned for subsequent years.

4.4.6.2 Complete plan for SSBP for Basin No. So6 by June 2008.

4.4.6.3 So5 activity planned for subsequent years.

4.4.7 Assess planning of all 30 miles of primary sewers as part of the South Los Angeles Primary Sewer Master Plan. (By January 2008)

4.4.8 Assess all 15 plans for Sanitary Sewer Basin Plan (SSBP) including 540 miles of secondary sewers in 4 focus areas in subsequent years.

4.4.9 Assess all 10 plans for SSBP including 245 miles of secondary sewers in South LA outside 4 focus areas in subsequent years.

4.5 Nuisance Abatement Project

Persons Responsible:

Lead: Building and Safety **Leo Fuller** 323-789-4843
Support: Planning Department **Faisal Roble** 213-978-1168

4.5.1 Gain compliance on 350 Citywide Nuisance Abatement Program (CNAP) cases.
(By December 2008)

4.5.2 The milestone goal for our Annual Inspection Monitoring (AIM) program is to complete 1,500 annual inspections. (By December 2008)

4.5.3 Gain compliance on 5,500 PACE (Pro-Active Code Enforcement) cases. (By December 2008)

4.5.4 Gain compliance on 5,500 General Code Enforcement cases. (By December 2008)
General Enforcement includes: commercial complaints and referrals, the Citation Unit, Sign Enforcement.

PROJECTS

4.6 Public Buildings

Persons Responsible:

Lead: Bureau of Engineering **Serge Haddad** 213-978-2074
Support: None

4.6.1 Construct Watts Junior Arts Center. (By January 2008)

4.6.2 Construct Loren Miller Recreation Center. (By January 2008)

4.6.3 Construct Pico Union FS 13. (By March 2008)

4.6.4 Construct SLA FS 21. (By April 2008)

4.6.5 Construct SLA FS 64. (By December 2008)

4.7 Recreational Parks

Persons Responsible:

Lead: Bureau of Engineering **Serge Haddad** 213-978-2074
Support: None

4.7.1 Construct Mount Carmel Rec. Center Irrigation. (By January 2008)

4.7.2 Construct South Broadway Pocket Park. (By January 2008)

4.7.3 Construct Vernon Branch Library - Pocket Park. (By April 2008)

4.7.4 Construct South LA Sports Activity Center. (By May 2008)

4.7.5 Construct Imperial Courts. (By June 2008)

4.7.6 Construct MLK Therapeutic UAP. (By July 2008)

4.7.7 Construct Ross Snyder Synthetic Baseball Fields. (By August 2008)

4.7.8 Construct Benny H. Potter UAP. (By October 2008)

4.7.9 Construct Algin Sutton Park ADA. (By December 2008)

4.8 Infrastructure (Streets, Stormwater, Sewer, Street Lighting, etc.)

Persons Responsible:

Lead:	Bureau of Engineering	Serge Haddad	213-978-2074
	Bureau of Street Lighting	Stan Horwitz	213-847-1476
	Bureau of Sanitation	Adel Hagekhalil	213-485-2210

Support: None

4.8.1 Complete Slauson/Van Ness/COS External Bypass. (By January 2008)

4.8.2 Complete Vermont Relief Sewer: Grouting. (By January 2008)

4.8.3 Complete U371. (By January 2008)

4.8.4 Complete U372. (By January 2008)

4.8.5 Complete Washington Boulevard/Flower to Grand. (By January 2008)

4.8.6 Seismically retrofit La Cienega Boulevard/Ballona Creek. (By March 2008)

4.8.7 Prepare SSRP So2A Rodeo Road and 52nd Street. (By December 2008)

4.8.8 Prepare SSRP So2B La Brea Avenue and Crenshaw Boulevard. (By December 2008)

4.8.9 Vermont Avenue - Martin Luther King, Jr. Boulevard to Vernon Avenue - \$800,000 replacement of 39 streetlights. (By October 2008)

4.8.10 Vermont Avenue - Slauson Avenue to 74th Street - \$1,400,000 replacement of 124 streetlights. (By December 2008)

4.8.11 Security Lighting at Bus Stops - \$420,000 installation of bus stop lighting at 4 bus stops in CDs 8 and 9. Total of 18 bus stops City-wide in this project. (By December 2008)

4.8.12 Oxford and Hobart Lighting District, Assessment Project - \$109,000 installation of 11 new streetlights, ornamental and modern on Oxford Avenue between Washington Boulevard and Hobart Boulevard. (By January 2008)

4.9 Vision Theater

Persons Responsible:

Lead:	Bureau of Engineering	Carmelo Sabatella	213-978-7762
Support:	Cultural Affairs	Ernest Dillihay	213-202-5524
	Building and Safety	Leo Fuller	323-789-4843
	Community Redevelopment Agency	Don Spivack	213-977-1682
		Al Jenkins	323-290-2800

4.9.1 BOE will submit 90% Construction Documents to Building and Safety for Plan Check and Permits and to the State Office of Historic Preservation and State Parks for their review. (By December 2008)

4.10 Strategically Plant and Maintain 10,000 trees in South Los Angeles

Persons Responsible:

Lead:	Bureau of Street Services	Nazario Saucedo	213-847-3333
Support:	Urban Forestry	Ron Lorenzen	213-847-3077
	Korean Youth Corps	Dore Burry	213 743-8750
	LA Conservation Corp	Magen Shearer	323-664-9196 x 102
	Northeast Trees	Aaron Thomas	323-441-8634
	Hollywood Beautification	Sharyn Romano	323-962-2163
	Mayor's Office	Lisa Sarno	213-922-9725

4.10.1 Plant 2,000 trees. (By December 2008)

4.11 Rehabilitate Swimming Pools in South Los Angeles

Persons Responsible:

Lead:	Recreation and Parks	Regina Adams	213-928-9033
Support:	Bureau of Engineering	Serge Haddad	213-978-2074
	Building and Safety	Leo Fuller	323-789-4843

4.11.1 Jackie Tatum/Harvard Park Pool and Bath House. (By August 2008)

4.11.2 109th Street Pool and Bath House. (Design By December 2008)

Five-year plan 2012 targets for this Initiative:

PROGRAM

4.1 City agencies eligible for State Bond Money will write proposals to secure funding for two projects addressing infrastructure needs of South LA. (By December 2012)

4.2 Los Angeles City Neighborhood Street Improvement will complete 250 miles of street resurfacing. (By December 2012)

4.3 Master Transportation Plan will be completed. (By December 2008)

4.4 Infrastructure Capacity Assessment Program:

4.4.1 Complete the South Los Angeles Primary Sewer Master Plan. (Sewers larger than 15")
(By January 2008)

4.4.2 Crenshaw Corridor (5 secondary sewer basins):

4.4.2.1 Complete 1 plan for Sanitary Sewer Basin plan (SSBP) for Basin No. H16. (By June 2011)

4.4.2.2 Complete 1 plan for SSBP for Basin No. Ho6. (By June 2012)

4.4.3 Watts Area (1 secondary sewer basin)

4.4.3.1 Complete 1 plan for SSBP for Basin No. Z18. (By June 2012)

4.4.4 Goodyear Tract (4 secondary sewer basins)

4.4.4.1 Complete 1 plan for SSBP for Basin No. S12. (By June 2010)

4.4.4.2 Complete 2 plans for SSBP for Basin Nos. So7 and So8. (By June 2012)

4.4.5 Central Avenue Corridor (5 secondary sewer basins)

4.4.5.1 Complete 2 plans for SSBP for Basin Nos. No2 and No7. (By June 2010)

4.4.5.2 Complete 3 plans for SSBP for Basin Nos. S16, No3 and No6. (By June 2012)

4.4.6 South LA Area (outside focus area (10 secondary sewer basins)

4.4.6.1 Complete 8 plans for SSBP for Basin Nos. S13, So1, So4, S10, S11, S14 and S17.
(By June 2013)

4.4.6.2 Completed 1 plan for SSBP for Basin No. So6. (By June 2008)

4.4.6.3 Complete 1 plan for SSBP for Basin No. So5. (By June 2009)

4.4.7 Assess planning of all 30 miles of primary sewers as part of the South Los Angeles Primary Sewer Master Plan. (By January 2008)

4.4.8 Assess all 15 plans for SSBP including 540 miles of secondary sewers in 4 focus areas.
(By June 2012)

4.4.9 Assess all 10 plans for SSBP including 245 miles of secondary sewers in South LA outside 4 focus areas. (By June 2012)

4.5 Nuisance Abatement Project will have gained compliance on 73,000 cases brought into compliance by the completion date of December 2012.

4.5.1 Achieve compliance on 2,000 Citywide Nuisance Abatement Program (CNAP) cases.
(By December 2012)

4.5.2 Achieve compliance on 8,000 Annual Inspection Monitoring (AIM) cases.
(By December 2012)

4.5.3 Achieve compliance on 30,000 Pro-Active Code Enforcement (PACE) cases.
(By December 2012)

4.5.4 Achieve compliance on 33,000 General Code Enforcement cases. General Enforcement includes: commercial complaints and referrals, the Citation Unit, Sign Enforcement. (By December 2012)

PROJECTS

4.6 A total of 5 Public Building projects will be completed. (By December 2012)

4.7 A total of 9 Recreational Parks projects will be completed. (By December 2012)

4.8 A total of 30 Infrastructure projects will be completed. (By December 2012)

4.9 Construction of Vision Theater will be completed. (By 2010)

4.10 Strategic planting of 10,000 trees in South Los Angeles will be completed.
(By December 2012)

4.11 Rehabilitation of 2 swimming pools in South Los Angeles will be completed.
(By 2009)

Initiative Area 5 REMOVE BARRIERS TO STIMULATE DEVELOPMENT

Initiative Goal:

This initiative focuses on improving the attractiveness of SLA to the investment community by:

- 1) Channeling public investment
- 2) Leveraging private investment
- 3) Removing development barriers
- 4) Stimulating development
- 5) Updating land use planning guidelines to accommodate and encourage greater density and upgraded basic infrastructure to accommodate growth.

Purpose/Implementation Strategy:

The mechanism by which the programmatic objectives of this strategy will be implemented will be the Critical Needs Committee. The Critical Needs Committee is comprised of leading industry professionals from the private sector that will focus on the following objectives for South LA:

- 1) Identifying South LA's Most Critical Needs
- 2) Building on and Marketing South LA's Strengths
- 3) Developing South LA's Workforce
- 4) Optimizing South LA's Governing Resources
- 5) Doing Business in South LA

This Committee presents a valuable framework which may be applied specifically to South Los Angeles to address existing and future needs.

Persons Responsible:

Lead:	Broadway Federal Bank	Paul Hudson	323-634-1700 x 222
Support:	Mayor's Office	Krista Williams-Phipps	213-978-0743
	CDD	Richard Benbow	213-744-7300
	Planning	Faisal Roble	213-978-1168
	Council District Offices 8, 9, 10 and 15		

Program/Project (Outcomes or Deliverables):

5.1 Channel Public Investment

Develop strategies that create linkages between public resources and that of the private sector. In addition to funding sources, these resources may include incentives offered by various city departments or private institutions.

Persons Responsible:

Lead:	Mayor's Office	Krista Williams-Phipps	213-978-0743
Support:	DPW	Serge Haddad	213-978-2074
	DWP	John Chen	213-972-5096
	CRA	Don Spivack	213-977-1682
	CDD	Richard Benbow	213-744-7300
	Planning	Faisal Roble	213-978-1168

5.1.1 Prepare a report to identify attainable public resources both financial and operational that are currently available and those that may be targeted to South LA. (By September 2008, Krista Williams-Phipps)

5.1.2 Prepare a report to secure a significant amount of LA's potential share of infrastructure bond funding (Proposition 1B, 1C, 1D, and 1E) for South LA. (By September 2008, Krista Williams-Phipps)

5.2 Leverage Private Investment

Develop a strategy to engage private entities such as banks, non-profit and philanthropic organizations to target South Los Angeles for promotion of community investment program.

Persons Responsible:

Lead:	Mayor's Office	Krista Williams-Phipps	213-978-0743
Support:	Broadway Federal Bank	Paul Hudson	323-634-1700 x 222
	CRA	Don Spivack	213-977-1682
	Planning	Faisal Roble	213-978-1168

5.2.1 Create six new opportunities for public/private partnerships and sustain them. (By June 2008, Paul Hudson)

5.3 Remove Barriers to Development

Historically the projects targeted in these initiatives have been in existence for 3-10 or more years, far longer than is typical or necessary for the successful development of a project. The private sector will be key in developing “outside of the box” methodology to approaching these problems.

Persons Responsible:

Lead:	Mayor's Office	Krista Williams-Phipps	213-978-0743
Support:	Broadway Federal Bank	Paul Hudson	323-634-1700 x 222
	CRA	Don Spivack	213-977-1682
	Planning	Faisal Roble	213-978-1168

5.3.1 Prepare a memo that identifies the barriers to development. (By September 2008)

5.3.2 The Critical Needs Committee will prepare a report that identifies innovative applications to facilitate the development of each of the long standing stagnant projects that have been targeted in this Plan. (By September 2008, Paul Hudson)

5.4 Stimulate Development

Develop an improved marketing strategy to attract quality retailers, a more diverse residential community and job producing business to the area. Highlight South LA's assets, such as the tremendous buying power, the historically significant landscape, and the immense culture, more effectively.

Persons Responsible:

Lead:	Mayor's Office	Krista Williams-Phipps	213-978-0743
Support:	Broadway Federal Bank	Paul Hudson	323-634-1700 x 222
	Planning	Faisal Roble	213-978-1668

5.4.1 Activity planned for subsequent years.

5.5 Update and Revise Community Plans

Update and revise the three South Los Angeles community plans. Engage in an increased community outreach effort that targets residents and the private sector business community. The Critical Needs Committee will be pivotal in ensuring that the Planning Department is properly engaging key stakeholders and addressing their concerns. This process offers tremendous opportunity to the various SLA communities to structure their physical environment to be able to accommodate both residential and business needs.

Persons Responsible:

Lead:	Planning	Faisal Roble	213-978-1168
Support:	CRA	Don Spivack	213-977-1682

5.5.1 Complete land use survey, GIS mapping and the public input phase of the Community Plans within West Adams-Baldwin Hills Leimert, South Los Angeles, Southeast Los Angeles Communities to address density and upgrade basic infrastructure to accommodate growth. (By December 2008, Faisal Roble)

5.5.2 Complete preliminary draft plans for the three community plan areas to encourage balanced development; identify appropriate locations for new development (housing and job generating uses); assess public infrastructure; service and facility needs; minimize lengthy discretionary approvals and provide certainty and predictability for all stakeholders in the community, city departments and elected offices. (By December 2008, Faisal Roble)

5.5.3 Complete preliminary recommendations for implementation strategy for each revised community plan to address prevailing neighborhood and business community concerns. (By December 2008, Faisal Roble)

Five-year plan 2012 targets for this Initiative:

5.1 Identify existing and potential public resources that may be utilized in South Los Angeles. (By September 2009, Krista Williams-Phipps)

5.2 Identify existing programs offered by banks, non-profit, and philanthropic organizations that may be targeted to South Los Angeles. (By June 2009, Krista Williams-Phipps)

5.3 Critical Needs Committee to provide recommendations to move stagnant projects forward. (By December 2012, Krista Williams-Phipps)

5.4 Develop an improved marketing strategy that will entice private sector investment to South LA and create a competitive market within the area. (By September 2009, Krista Williams-Phipps)

5.5 Update and revise Community plans:

5.5.1 Complete West Adams-Baldwin Hills-Leimert. (By December 2009, Faisal Roble)

5.5.2 Complete South/Southeast Los Angeles. (By December 2010, Faisal Roble)

5.5.3 Adopt recommendations for Community Design Overlay Districts (CDO), Specific Plans (SP), Streetscape Plans, Historic Preservation Overlay Districts (HPOZ), Pedestrian Overlay Districts (POD), as well as Transit Oriented Districts (TOD). (By December 2010, Faisal Roble)

5.5.4 Incorporate into the plan the works of CRA/Consultants' final recommendations on urban design/design guidelines. (By 2009, Faisal Roble)

5.5.5 The efforts of the Critical Needs Committee will be focused on the following targeted real estate development projects which have the potential to be realized within the timeframe of the South LA Initiatives Plan:

5.5.5.1 Campaign to target and attract retailers - Deliverables are pending and will come out of the work of the Critical Needs Committee. (By September 2009, Krista Williams-Phipps)

5.5.5.2 Midtown Crossings - Ribbon cutting. (By April 2009, Krista Williams-Phipps)

5.5.5.3 Figueroa Corridor Auto Row - Complete entitlements and identity signage program. (By January 2009, Krista Williams-Phipps)

5.5.5.4 Complete dealership redevelopment/expansion. (Mercedes Benz, Nissan)
(By June 2009, Don Spivack)

Initiative Area 6 JOBS AND WORKFORCE DEVELOPMENT

Initiative Goal: To develop a plan to move low-wage, low-skill workers into living wage jobs by increasing educational, workforce training, and placement opportunities for SLA residents, while meeting the needs of the Los Angeles Business Community.

Purpose: To increase the livable wage employment rate of residents in South Los Angeles.

Persons Responsible:

Lead:	CDD	Richard Benbow	213-744-7300
		Robert Sainz	213-744-7396
		Manny Chavez	213-744-7124
		Lisa Salazar	213-744-7191
		Greg Burks	213-744-7132
Support:	WIB	Gregg Irish	213-744-7122
	Public Works	John L. Reamer, Jr.	213-847-2688
	Personnel	Maggie Whelan	213-473-3740
	CRA	Alexendra Paxton	213-977-1747
	Port of LA	Kathryn McDermott	310-732-3440
	DWP	Pamela Porter	213-367-3440
	LAWA	Joyce Sloss	310-646-6971
	Mayor's Office	Larry Frank	213-922-9741
	Council District Offices 8, 9, 10 and 15		

Program/Projects (Outcomes or Deliverables):

6.1 First Source Hiring Ordinance

Utilize the recently passed First Source Hiring Ordinance which covers Los Angeles City personal service contracts to connect South Los Angeles residents to Los Angeles City contractor's jobs.

6.1.1 Ordinance approved and implemented. (By June 2008, Robert Sainz and John L. Reamer, Jr.)

6.2 First Source Hiring Programs at Proprietaries

Expand the recently developed First Source Hiring efforts at LAWA and the Port, while supporting First Source Hiring efforts at all other proprietary departments, with a focus on connecting South Los Angeles residents to Los Angeles contractor's jobs.

6.2.1 Place 50 South Los Angeles residents into living wage jobs at the Airport.
(By June 30, 2008, Joyce Sloss)

6.2.2 Design and begin implementation of the Port's First Source Hiring Program.
(By June 30, 2008, Kathryn McDermott)

6.3 L.A. City Works

Continue to expand departmental hiring opportunities with a focus on South LA residents, through entry-level vocational worker programs in all departments, including all proprietaries.

6.3.1 Place 30 South LA residents in City of Los Angeles City Works Program, throughout the City Departments and Proprietaries. (By June 30, 2008, Maggie Whelan and Robert Sainz)

6.4 Local Hire Efforts in Construction

Continue to leverage Public Works, Community Redevelopment Agency (CRA), Port, Los Angeles World Airports, and Department of Water and Power local hire efforts in construction in favor of South LA construction careers.

6.4.1 Secure 30% local hire rates on covered new construction projects in Bureau of Contract Administration (BCA). (By June 30, 2008, John L. Reamer, Jr.)

6.4.2 Secure 25% local hire rates on covered new construction projects in CRA.
(By June 30, 2008, Alex Paxton)

6.4.3 Secure 20% local hire rates on covered new construction projects in Port of LA.
(By June 30, 2008, Kathryn McDermott)

6.4.4 Secure 20% local hire rates on covered new construction projects in LAWA.
(By June 30, 2008, Joyce Sloss)

6.5 Workforce Development Sector Initiatives

Support demand-driven workforce training programs that connect South LA residents to living wage jobs with career paths, especially in health care, construction, utilities, financial services, logistics, entertainment, and hospitality.

6.5.1 60 South LA residents placed in the Health Care Industry. (By June 30, 2008, Robert Sainz)

6.5.2 300 South LA residents added to the Apprenticeship roles. (By June 30, 2008, Manny Chavez)

6.5.3 10 South LA residents placed in the DWP Climbing School based at the Maxine Waters Skills Center, 15 South LA residents placed in the Utilities Industry. (By June 30, 2008, Robert Sainz)

6.5.4 10 South LA residents placed in the Financial Services industry.
(By June 30, 2008, Robert Sainz)

6.5.5 40 South LA residents placed in the Logistics Sector. (By June 30, 2008, Robert Sainz)

6.6 Building a Regional Workforce System

Leverage the City's Workforce Investment dollars and all city workforce strategies to maximize access for South LA residents into Los Angeles Unified School District (LAUSD), community college, business and labor education and training programs.

6.6.1 Secure 200 training placements for South LA residents through partnerships with LAUSD and Los Angeles Community College District (LACCD). (By June 30, 2008, Robert Sainz)

6.7 City of Los Angeles Workforce Development System (WDS)

Support the Worksource and One Source contractors in South LA as they provide employment-related services connecting South LA residents to local and regional businesses and other local and regional employers, with a special focus on city jobs, city proprietary departments, and city contractors.

6.7.1 Provide employment-related services to 6,000 individuals residing in South Los Angeles. (By June 30, 2008, Manny Chavez)

6.7.2 Place 800 South LA residents into employment opportunities. (By June 30, 2008, Manny Chavez)

6.7.3 Provide workforce development business services to 100 small to moderate businesses in South LA. (By June 30, 2008, Manny Chavez)

6.8 Port and Airport-related Jobs and Training Opportunities

Build a connection for South LA to jobs in goods movement and transportation and training opportunities related to the Port and the Airport.

6.8.1 Prepare a comprehensive list of programs that include Port-related employment opportunities. (By December 2008, Kathryn McDermott)

6.8.2 30 Airport-related placements through LAWA's First Source Hiring Program. (By June 30, 2008, Joyce Sloss)

6.9 Connect Young People in South LA to Jobs

Continue to expand the range of summer job opportunities, after school training programs, and high school academies, with a focus on South LA participation.

6.9.1 35% participation in the City's Learn and Earn Program from South LA residents. (By September 30, 2008, Lisa Salazar)

6.9.2 35% participation in the City's Summer Youth Employment Program from South LA residents. (By September 30, 2008, Lisa Salazar)

6.9.3 25% participation in the City's Hire LA 18-24 Private Placement Youth Jobs Program from South LA residents. (By September 30, 2008, Greg Burks)

6.9.4 25% participation in LAUSD's Student Worker Summer Program from South LA residents. (By September 30, 2008, Robert Sainz)

6.9.5 25% participation in LACCD's California High School Exit Exam (CAHSEE) Passage Program similar to Learn and Earn from South LA residents. (By September 30, 2008, Lisa Salazar)

6.9.6 25% participation in Generation Power, the DWP-initiated Utilities training and after-school program from South LA residents. (By September 30, 2008, Pamela Porter)

Five year plan 2012 targets for this Initiative:

- 6.1** First Source Hiring Ordinance - 450 South LA hires (By December 2012)
- 6.2** First Source Hiring Programs at Proprietaries - Pass a First Source Hiring Program at CRA. (By June 30, 2009, Alexandra Paxton) 500 South LA hires. (By December 2012)
- 6.3** L.A. City Works - 350 South LA hires. (By December 2012)
- 6.4** Local Hire Efforts in Construction - Secure 20% Local Hire rates on covered new construction projects in DWP (By June 30, 2009, Pamela Porter). 1500 South LA Local Hires. (By December 2012)
- 6.5** Workforce Development Sector Initiatives - 40 South LA residents placed in the Hospitality Industry. (By June 30, 2009, Robert Sainz) 1500 South LA hires. (By December 2012)
- 6.6** Building a Regional Workforce System - 1000 LAUSD and LACCD training placements. (By December 2012)
- 6.7** City of Los Angeles Workforce Development System (WDS) - 12,000 South LA placements. (By December 2012)
- 6.8** Port and Airport-Related Job and Training Opportunities - Invest in necessary Port-related training programs, with an emphasis on South LA opportunities (By June 30, 2009, Kathryn McDermott): the placements and training goals for these efforts are counted above at 6.2, 6.3, 6.4 and 6.5. (By December 2012)
- 6.9** Connect Young People in South LA to Jobs - Develop at least one high school academy in a South LA partnership high school (Larry Frank by June 30, 2009) 20,000 summer jobs for South LA youth, and additional after school and school-based training slots for South LA youth. (By December 2012)

Initiative Area 7 BUSINESS DEVELOPMENT

Initiative Goal: The principal goal of business development in SLA is to build relationships in the SLA community and abroad that improve the livability and quality of life in the area through economic growth that creates high quality jobs, generates wealth and investment, and helps to ensure SLA's long-term fiscal health.

Purpose: To improve the quality of life in SLA by creating economic, social, and employment opportunities for individuals, families, and underserved neighborhoods.

Persons Responsible:

Lead:	CDD	Richard Benbow	213-744-7300
		Kim Brown	213-744-9345
Support:	CRA	Don Spivack	213 977-1682
	Mayor's Office	Sean Arian	213-978-1587
		Krista Williams-Phipps	213-978-0743
	Council District Offices 8, 9, 10 and 15		

Program / Projects (Outcomes or Deliverables):

7.1 Façade Improvement Program

7.1.1 Complete 25 façades:

7.1.1.1 Vermont Commercial. (By March 2008, Jennifer Barrera 213-977-1907)

7.1.1.2 Crenshaw/Slauson Commercial Façade and Signage. (By May 2008, Al Jenkins)

7.2 State Enterprise Zones

These economic incentive zones were created to improve the economic vitality of inner-city communities, create jobs, and improve the lives of residents as well as provide essential quality goods and services to underserved communities. The South Los Angeles area is assigned a manager who:

7.2.1 Markets the CDD's incentive programs through site visits, mass mailings, presentations and seminars, one-on-one meetings with businesses to discuss the CDD's products and services in detail. (By December 2008, McKinley Tennyson)

7.2.1.1 200 site cold call visits.

7.2.1.2 3,300 mass mailings.

7.2.1.3 8 seminars/workshops.

7.2.1.4 75 other events - breakfast/lunch meetings, mixers, conferences, community/chambers of commerce meetings, job fairs, business one-on-one meetings, vendor fairs.

7.2.1.5 240 responses to telephone calls.

7.2.1.6 240 responses to e-mails.

7.2.2 Makes 100 of the Department of Water and Power (DWP) discount rate applications available to businesses, approves and submits them to DWP for approval.

(By December 2008, McKinley Tennyson)

7.2.3 An additional 50 businesses will utilize the voucher process for qualified employees so the business can get tax credits for hiring local, qualified employees.

(By December 2008, McKinley Tennyson)

7.3 Los Angeles Business Assistance Program

CDD-managed program that provides Community Development Block Grant (CDBG) funds to South LA based agency to provide direct assistance to small business owners. Assistance includes classroom training in business basics; technical assistance, marketing, cash flow analysis, permitting, business plan development, inventory control and e-commerce; and loan packaging/direct provision of micro-loans to entrepreneurs and businesses with less than five employees.

7.3.1 Prepare and submit required application and supporting documentation to ensure continued CDBG funding for the 34th Program Year Consolidated Plan allocation, and for future years.

(By October 2008, Miguel Acuna, 213-744-9334)

7.3.2 Extend South LA agency contract for next program year and for subsequent years -

(By April 2008, Miguel Acuna, 213-744-9334)

Five year plan 2012 targets for this Initiative:

7.1 Façade Improvement Program - Complete 100 Facades. (By 2012)

7.2 State Enterprise Zones - Estimated Completion Date: Currently in place and will continue past 2012.

7.3 Los Angeles Business Assistance Program - Goals: 150 entrepreneurs complete a business plan; 200 micro-enterprise owners complete coursework; create 40 new jobs. (By 2012)

Initiative Area 8 IMPROVE THE EDUCATION SYSTEM

Initiative Goal: The core goal of this initiative is to launch the Los Angeles Career Academy.

Purpose: To enroll, train, and place high school juniors and seniors in an ongoing, intensive, two-year career preparation program to prepare young people for careers in the skilled trades and engineering. We expect to enroll more than 500 students. (By December 31, 2008) and place more than 1700 students into careers. (By summer 2010)

Persons Responsible:

Lead:	Mayor's Office	Kecia Washington	213-922-9770
Support:	Career Academy	Marcus Castain	213-978-1897
	DWP	Pamela Porter	213-367-8603
	Council District Offices 8, 9, 10 and 15		

Program/Projects (Outcomes or Deliverables):

8.1 Los Angeles Career Academy

- 8.1.1** Public launch of Los Angeles Career Academy. (By January 2008)
- 8.1.2** Launch of 6-month programmatic pilot at Trade Tech with 100 high school participants. (By February 2008)
- 8.1.3** Launch of second site at Cal State LA College of Engineering with 100 more high school participants. (By May 2008)
- 8.1.4** Launch of three additional sites (1 at Trade Tech and 2 TBD) with 300 more high school participants. (By July 2008)

Five-year plan 2012 targets for this Initiative:

- 8.1** Enroll and place 1700 students into careers. (By summer 2010)

Initiative Area 9 ENCOURAGE TRANSIT ORIENTED DEVELOPMENT

Initiative Goal: Encourage development around transit stations to maximize the potential of the location and promote walkability and a sense of neighborhood.

Purpose: To maximize the development and place-making potential of TOD neighborhoods created by the rail stop.

Persons Responsible:

Lead:	Planning	Faisal Roble	213-978-1168
Support:	CRA	Don Spivack	213-977-1682
	LADOT	Jay Kim	213-972-8476
	LA Housing District	Yolanda Chavez	213-808-8405
	Public Works	Edmond Yew	213-977-7095
	Council District Offices 8, 9, 10 and 15		

Program/Projects (Outcomes or Deliverables):

9.1 Transit Oriented Developments - Evaluate the potential for development opportunities at Exposition Line rail stops: Crenshaw, La Cienega and Jefferson, Western, Vermont, 23rd Street and Flower and Jefferson.

9.1.1 Develop concept plan, market study, design and development guidelines for La Cienega and Jefferson. (By January 2008, Jane Blumenfeld, Planning)

9.1.2 Secure funding source to design recommended public improvements at La Cienega and Jefferson TOD. (By June 2008, Jane Blumenfeld, Planning)

9.1.3 Prepare Market study and recommendations for land use and infrastructure improvements for Crenshaw/Exposition. (By May 2008, Steven Jones, CRA)

9.1.4 Develop preliminary concept plans, market studies, design and development guidelines for Western, Vermont, and Flower/23rd Street and Jefferson. (By July 2008, Jane Blumenfeld, Planning)

9.2 Transit Oriented Development with commercial and residential zoned properties

9.2.1 Complete Preliminary draft of new Southeast LA Community TOD. (By June 2008, Jane Blumenfeld, Planning)

Five-year plan 2012 targets for this Initiative:

9.1 Evaluate the potential for development opportunities at six Expo Line stops. Six TOD plans to be completed in conjunction with adoption of new community plans. (By 2010)

9.2 Develop TODs at Green and Blue Line stops at Avalon and Imperial Highway, Wilmington and Imperial Highway, and 103rd Street and Grandee. New Southeast Community Plan adopted. (By 2012)

Initiative Area 10 PUBLIC INFORMATION

Initiative Goal: In conjunction with the communications provided by the Council and Mayor's Offices, the Department of Public Works will communicate the achievements and accomplishments of the South LA Initiative to convey the messages that (1) the City is working to improve quality of life in South Los Angeles and (2) the City works in partnership with the community.

Purpose: To inform, educate, partner and involve the South Los Angeles residents in accessing City services to improve their quality of life.

Person(s) responsible:

Lead: PAO Cora Jackson-Fossett 213-978-0333

Program/Projects (Outcomes or Deliverables): All by December 2008

10.1 General Strategies

A general approach will be undertaken to publicize and celebrate achievements and accomplishments utilizing news releases, newsletter articles, interviews, speaker presentations, brochures and other communication avenues.

10.1.1 Work with local editors to place 5 articles in bilingual community newsletters.

10.1.2 Meet five times with African American City Leaders Speakers' Bureau and Community Coalition staff to communicate benefits of City services and programs to stakeholders.

10.1.3 Issue quarterly bilingual news releases to mark project milestones.

10.2 Housing Strategies

Targeted outreach to communicate quality housing is a top priority for City leadership. City will work in partnership with the community to improve housing needs. Outreach team will issue monthly updates to local media regarding the completion of affordable housing units through 2008. Promote City programs and services targeted for residents through speaker's bureau.

10.2.1 Partner with a minimum of 4 renter's associations, realty firms or local banks to deliver presentations about home ownership to targeted audiences.

10.2.2 Place two articles in community papers and housing-related publications to publicize City services among homeowners and renters.

10.3 Retail Strategies

Targeted outreach to communicate that City management supports local commerce, and encourage citizens to shop where they live and work. Beginning January 2008, outreach staff will prepare and distribute monthly news releases to announce status of retail development projects as well as detail ongoing expansion plans. Quarterly updates will also be issued to local media and stakeholders to provide additional project information.

10.3.1 Coordinate two special events hosted by the City to increase awareness of South Los Angeles area retailers.

10.3.2 Partner with area vendors or business owners to produce two events that increase patronage in South Los Angeles.

10.3.3 Write and issue four articles on selected business owners in South Los Angeles.

10.4 Quality of Life Strategies

Targeted outreach will communicate the City's commitment to the demand for services in South Los Angeles. Outreach will include monthly news releases to promote various accomplishments associated with the South Los Angeles Initiative.

10.4.1 Publicize City services such as graffiti removal and bulky item pick-up through six bi-monthly news releases.

10.4.2 Partner with the Office of Community Beautification and Council Offices to conduct four quarterly neighborhood clean-ups.

10.4.3 Arrange a minimum of four Memos of Understanding with Neighborhood Councils or Block Clubs to make commitments to clean communities within South Los Angeles.

10.4.4 Produce 4 fact sheets on community/City improvements in English and Spanish.

10.5 Job Development Strategies

Outreach team will promote available job and career development opportunities in South Los Angeles. Quarterly news releases, bulletins, and drop-in newsletter articles will be issued beginning January 2008 through 2012.

10.5.1 Publicize twice job or career opportunities in the City of Los Angeles for South Los Angeles residents.

10.5.2 Collaborate with local media by writing two articles that highlight job opportunities in South Los Angeles.

10.6 Program Measurements

The PAO will measure its level of outreach activity to business groups, community groups, and private organizations throughout the City of Los Angeles. These outreach methods and goals are defined below.

10.6.1 Four speaking engagements.

- 10.6.2** Five presentations.
- 10.6.3** Two retail partnerships attained.
- 10.6.4** 100,000 people reached.

Five-year plan 2012 targets for this Initiative:

All goals listed below will be completed by December 2012.

10.1 General strategies

- 10.1.1** Work with local editors to place 25 articles in bilingual community newsletters.
- 10.1.2** Meet 25 times with African American City Leaders Speakers' Bureau/Community Coalition staff to communicate benefits of City services and programs to stakeholders.
- 10.1.3** Issue 20 bilingual news releases to mark project milestones.

10.2 Housing Strategies

- 10.2.1** Partner with a minimum of 20 renter's associations, realty firms or local banks to deliver presentations about home ownership to targeted audiences.
- 10.2.2** Place 10 articles total in community papers and housing-related publications to publicize City services among homeowners and renters.

10.3 Retail Strategies

- 10.3.1** Coordinate 10 special events hosted by the City to increase awareness of South Los Angeles area retailers.
- 10.3.2** Partner with area vendors or business owners to produce 10 events that increase patronage in South Los Angeles.
- 10.3.3** Write and issue 20 articles on selected business owners in South Los Angeles.

10.4 Quality of Life Strategies

- 10.4.1** Publicize City services such as graffiti removal and bulky item pick-up through 30 bi-monthly news releases.
- 10.4.2** Partner with the Office of Community Beautification and Council Offices to conduct 20 quarterly neighborhood clean-ups.
- 10.4.3** Arrange a minimum of 20 Memos of Understanding with Neighborhood Councils or Block Clubs to make commitments to clean communities within South Los Angeles.
- 10.4.4** Produce 20 fact sheets on community/City improvements in English and Spanish.

10.5 Job Development Strategies

10.5.1 Publicize 10 job or career opportunities in the City of Los Angeles for South Los Angeles residents.

10.5.2 Collaborate with local media by writing 10 articles that highlight job opportunities in South Los Angeles.

10.6 Program Measurements

10.6.1 20 speaking engagements.

10.6.2 25 presentations.

10.6.3 10 retail partnerships attained.

10.6.4 500,000 people reached.

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management

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Yearly Schedule

To ensure that our five-year vision is realized, we need to continually review and assess our plan on a yearly cycle (planning cycle). Throughout the year, each goal is monitored and progress is assessed (execution and review cycle). The following shows the Strategic Planning and Execution cycle yearly schedule.

Strategic Planning Cycle

September 2008

Departmental leads gather and revise implementation plans associated with year 2 of the plan (2009). A reality check is done with the stakeholder group.

October 2008

Implementation plans are drafted, reviewed by GMs and finalized.

November 2008

The Strategic Plan is compiled and finalized.

December 2008

The 2009-2013 Strategic Plan is issued to all with a letter from the Mayor and 4 Councilmembers.

Strategic Execution and Review Cycle

Strategic execution involves implementing strategies set forth in the Strategic Plan, monitoring progress towards their achievement, and adjusting as necessary. To ensure that our 5-year vision is realized, we are committed to follow through on every deliverable listed within each initiative with the use of Balanced Score Boards (BSB). The Strategic Planning Oversight Coordinator (SPOC) monitors progress status and communicates this information. In addition, the General Managers meet the staff from the Mayor, four Councilmembers, and the Steering Committee on a quarterly basis to assess progress. We anticipate following this timeline in the review of our strategic goals.

April 16, 2008

1st assessment of the 2008 Strategic Plan

Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

July 16, 2008**2nd assessment of the 2008 Strategic Plan**

Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

October 15, 2008**3rd assessment of the 2008 Strategic Plan**

Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

January 14, 2009**4th assessment of the 2008 Strategic Plan**

Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

By December 31, 2008

SPOC delivers the 2008-2012 **“Year at a Glance”** document.

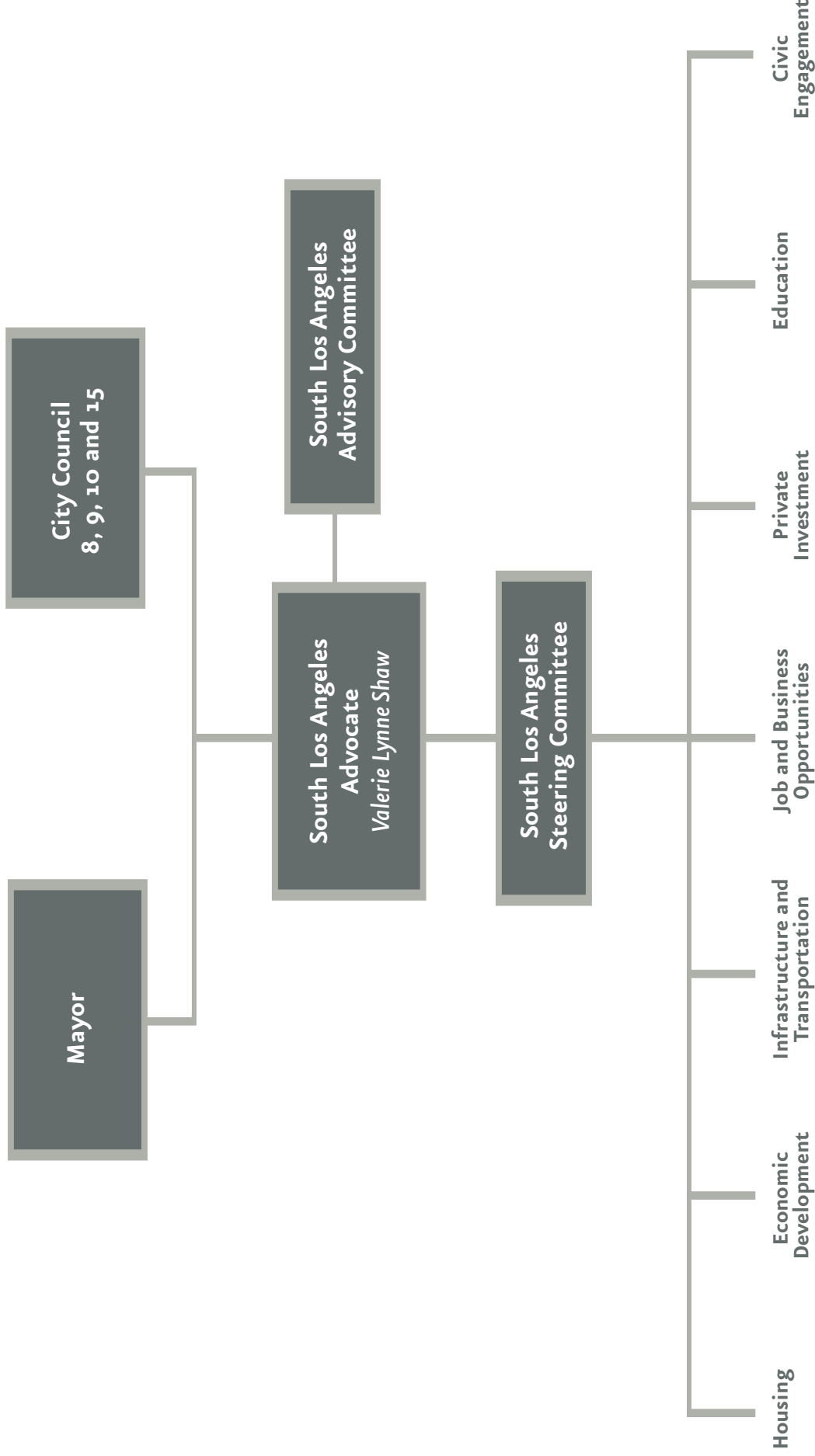
Performance Reviews

The progress of the South Los Angeles Initiatives will be established through regular performance reviews. These reviews are designed to promote effective communication and alignment on progress, successful troubleshooting and resolution of issues, and reinforcement of individual performance goals at all levels.

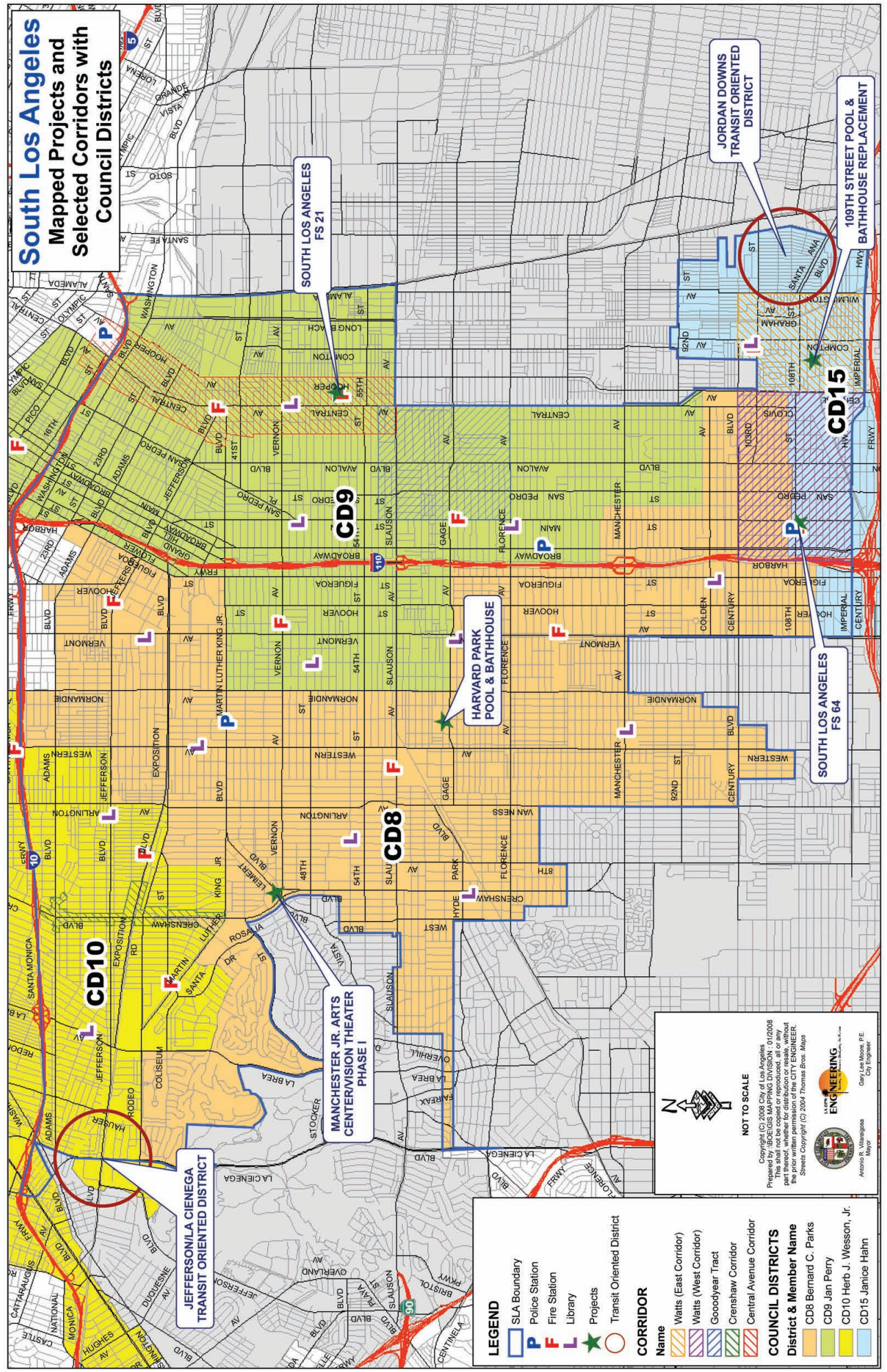
Additionally, the General Managers of the City departments or entities with significant responsibilities under this effort will prepare a monthly dashboard report with the current performance versus plan's target performance. These reports will be forwarded to the SLA Advocate and SLA Steering Committee for the purpose of discussion and when applicable, course correction.

Organizational Chart

City of Los Angeles South Los Angeles Initiatives



South Los Angeles Mapped Projects and Selected Corridors with Council Districts



NOT TO SCALE

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ENGINEERING
 City of Los Angeles
 City Engineer

Antonio Rodriguez
 Mayor

LEGEND

- SLA Boundary
- Police Station
- Fire Station
- Library
- Projects
- Transit Oriented District

CORRIDOR

Name

- Watts (East Corridor)
- Watts (West Corridor)
- Goodyear Tract
- Crenshaw Corridor
- Central Avenue Corridor

COUNCIL DISTRICTS

District & Member Name

- CD8 Bernard C. Parks
- CD9 Jan Perry
- CD10 Herb J. Wesson, Jr.
- CD15 Janice Hahn

Program **Assessment** Procedures

Purpose

To ensure that execution of the Strategic Plan proceeds according to schedule, and that activities (Goal Implementation Plan deliverables) translate into favorable outcomes required to accomplish all of the Goals identified in the South Los Angeles Strategic Plan.

Procedure

Goal Owner will prepare monthly updates (Balanced Score Board) with the assistance of support divisions to be posted on a common location for access by the Strategic Plan Oversight Coordinator (SPOC) according to the Balanced Score Board (BSB) calendar. The SPOC will review for completeness and approve updates for posting to the common location for Management and Executive review according to the BSB calendar. These monthly progress updates will be evaluated against the Goal Implementation Plans for progress by Executive and Management in accordance with the BSB calendar.

The SPOC prepares quarterly reports which are compiled from the monthly updates and the quarterly meetings and are due according to the BSB calendar. Quarterly reports will be reviewed by Executive and Management to ensure that all Goals are progressing, and to identify and communicate program course corrections as necessary.

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Responsibilities

- **SUPPORT DEPARTMENTS (Goal Partners)** – Have responsibilities to complete activities required to meet scheduled Goal Implementation Plan deliverables.
- **LEAD DEPARTMENT (Goal Owner)** – Has responsibility: 1) to ensure that the project is progressing in a cost effective and timely manner; 2) to communicate project requirements to Support Departments, managers and consultants; 3) to review and verify activities and Goal Implementation Plan deliverables for all work required and completed for each Goal; 4) to ensure deliverable is of benefit to the City; 5) to ensure that Support Departments complete their Goal Implementation Plan deliverables according to the agreed-upon timeline, 6) to compile status reports, 7) to ensure their portion of the monthly and quarterly reports are compiled and submitted on time; 8) to ensure that the deliverables adhere to the scope of work and then close the account subsequent to completion of the deliverable; and 9) to provide briefings at Quarterly Assessment Meetings.
- **STRATEGIC PLAN OVERSIGHT COORDINATOR (SPOC)** – Has responsibility: 1) to monitor that all processes and activities are conducted to meet the requirements of the Strategic Plan Program Assessment Procedures; 2) to ensure that Assessments are completed in a diligent and timely manner; 3) to oversee activities related to Monthly and Quarterly Progress Reports and to communicate requirements and findings to all participants; 4) to conduct summary presentation of BSB at Quarterly Assessment meetings; and 5) to prepare Quarterly Summary of Strategic Plan Goals status for the Executives.
- **EXECUTIVE** – Has responsibility to review Strategic Plan Program updates, identify underperformers, initiate program course corrections, communicate with all participants, and review monthly and quarterly reports.

Step 1

Goal Implementation Plan Deliverable Status

Every Department assigned to a Goal Implementation Plan deliverable is required to provide an update on that activity no later than due dates specified in the BSB Calendar (see calendar on page 91).

This information will include: COMMENT (project activity, tasks completed or in progress, no activity this month), TARGET DATE (projected target date of task completion) and PERCENT COMPLETION (must match comment).

A narrative to confirm progress and the Goal Implementation Plan deliverable status will be transmitted to the Goal Owner.

■ A) Staff

- Collect data on activities.
- Prepare Goal Implementation Plan Deliverable status updates.
- Forward and review with Goal Owners for accuracy.

■ B) Support Department (Goal Partners)

- Review Goal Implementation Plan Deliverable status report for accuracy and completeness.
- Email Goal Implementation Plan Deliverable status report to Goal Owner.

Incomplete Report Criteria

These criteria are examples of common types of errors and omissions. This is not a complete listing of the criteria that may be utilized.

1. Incorrect Dates.
2. Documentation is missing.
3. Quantity or Quality of work is questionable.
4. Work is outside Scope or Goal Owner direction.

Step 2

Balanced Scoreboard — Monthly Progress Updates

The Goal Owner will collate all Goal Implementation Plan Deliverable activities and prepare the Balanced Scoreboard (BSB) Monthly Progress Updates to measure progress on their Goal no later than due dates specified in the BSB Calendar.

This information will include: activity, tasks completed or in progress, target date of deliverable completion, projected date of deliverable completion, and percent completion. A narrative will confirm progress and the Goal Implementation Plan Deliverable status will be entered into the BSB that is stored in a shared drive for access by the Strategic Plan Oversight Coordinator (SPOC).

■ A) Goal Owners

- Collate and review Goal Implementation Plan Deliverable updates as soon as possible, but no later than due dates specified in the BSB Calendar.
- Determine:
 - All documentation is complete and accurate.
 - The work period is within the performance period of the Goal Implementation Plan.
 - Metrics have been developed and tracked.
 - A common vocabulary has been established and implemented.
 - Any potential cost prohibitions or issues have been identified.
- Evaluate Progress.
- Post on Shared Drive.

* **Note:** Close Balanced Score Board worksheet immediately following your update so that others can access and update this file.

You can't improve what you can't measure.

Metrics must be developed based on the priorities of the Strategic Plan. Processes are then designed to collect information relevant to these metrics. Decision makers examine the outcomes of various measured processes and strategies and track the results to guide the City and provide feedback. The value of metrics is in their ability to provide a factual basis for defining:

- Strategic feedback to indicate the present status of the organization from many perspectives for decision makers;
- Diagnostic feedback into various processes to guide improvements on a continuous basis;
- Trends in performance over time as the metrics are tracked; and
- Feedback around the measurement methods themselves, and which metrics should be tracked.

The goal of making measurements is to permit managers to see their organization more clearly — from many perspectives — and hence to make wiser long-term decisions.

Step 3

Review Progress against Goals

The Strategic Plan Oversight Coordinator will review for completeness all BSB Monthly Progress updates for a Monthly review by Executive.

■ A) Goal Owners

- Submit updates on time.
- Provide comments for all deliverables.
- Respond to SPOC for request for additional information.

■ B) Strategic Plan Oversight Coordinator

- Report Information
 - Ensure that each Goal Owner has submitted and approved the updates.
 - Review updates for completeness and accuracy.
 - Request additional or clarifying information from Goal Owners when appropriate.
 - After the SPOC reviews the BSB, it is submitted to Executive for review.

Step 4

Post Report

The SPOC will post the updates on the intranet.

■ A) SPOC

- Post Report
 - Review report for completeness and accuracy.
 - Post on the common location as Final monthly.
 - Notify Executive that the review is complete and inquire if corrections are required.
 - Notify participants that the monthly progress updates are posted.

■ B) Goal Owners

- Review report to determine if any errors and/or discrepancies have been addressed.
- Communicate with SPOC as necessary.

Step 5

Executive Monthly Review

Executive will review the report and meet with Strategic Plan participants on each goal as appropriate.

■ A) Executive

- BSB Review and GIP Action
 - Identify underperformers.
 - Identify course corrections.
 - Communicate with owners and SPOC.

■ B) SPOC

- BSB Review
 - Document corrections and direct as necessary.
 - Communicate with Goal Owners to implement and document corrections.

■ C) Goal Owners

- BSB Review and GIP Action
 - Initiate changes to address performance as necessary.
 - Initiate changes to address course corrections.
 - Make corrections as required.
 - Communicate with SPOC as necessary.

Step
6

Step
7

Step
8

Quarterly Executive Review

Conduct a presentation to the Executive on progress towards goals.

■ A) Executive

- BSB Review and GIP Action
 - Identify Course corrections.
 - Identify underperformers.
 - Communicate with owners and SPOC.
- Executive Presentation
 - Review quarterly progress towards Goals

■ B) SPOC

- BSB Review
 - Document corrections and direct as necessary.
 - Communicate with Goal Owners to implement and document corrections.

■ C) Goal Owners

- BSB Review and GIP Action
 - Initiate changes to address performance.
 - Initiate changes to address course corrections.
 - Communicate with SPOC as necessary.
 - Make corrections as required.

Scorecard

A scorecard offers an accurate assessment of the progress you've made translating strategy into action. It can monitor key leading and lagging indicators — allowing you to assess quickly and accurately which strategies are yielding the desired results.

2008 calendar

 Weekends/Holidays

 Work Plan Task Status
Support Division

 Monthly Balanced Score Board
Goal Owners

 Review BSB/Strategic Plan Overview
Coordinator (SPOC)

 Post Monthly BSB SPOC

 Review Monthly BSB Executive

 Review Quarterly BSB Executive

	S	M	T	W	T	F	S		S	M	T	W	T	F	S
JANUARY			1	2	3	4	5				1	2	3	4	5
	6	7	8	9	10	11	12		6	7	8	9	10	11	12
	13	14	15	16	17	18	19		13	14	15	16	17	18	19
	20	21	22	23	24	25	26		20	21	22	23	24	25	26
	27	28	29	30	31				27	28	29	30	31		
FEBRUARY						1	2							1	2
	3	4	5	6	7	8	9		3	4	5	6	7	8	9
	10	11	12	13	14	15	16		10	11	12	13	14	15	16
	17	18	19	20	21	22	23		17	18	19	20	21	22	23
	24	25	26	27	28	29			24/31	25	26	27	28	29	30
MARCH							1							1	2
	2	3	4	5	6	7	8		7	8	9	10	11	12	13
	9	10	11	12	13	14	15		14	15	16	17	18	19	20
	16	17	18	19	20	21	22		21	22	23	24	25	26	27
	23/30	24/31	25	26	27	28	29		28	29	30				
APRIL			1	2	3	4	5					1	2	3	4
	6	7	8	9	10	11	12		5	6	7	8	9	10	11
	13	14	15	16	17	18	19		12	13	14	15	16	17	18
	20	21	22	23	24	25	26		19	20	21	22	23	24	25
	27	28	29	30					26	27	28	29	30	31	
MAY					1	2	3								1
	4	5	6	7	8	9	10		2	3	4	5	6	7	8
	11	12	13	14	15	16	17		9	10	11	12	13	14	15
	18	19	20	21	22	23	24		16	17	18	19	20	21	22
	25	26	27	28	29	30	31		23/30	24	25	26	27	28	29
JUNE	1	2	3	4	5	6	7							1	2
	8	9	10	11	12	13	14		7	8	9	10	11	12	13
	15	16	17	18	19	20	21		14	15	16	17	18	19	20
	22	23	24	25	26	27	28		21	22	23	24	25	26	27
	29	30							28	29	30	31			
JULY															
	6	7	8	9	10	11	12		6	7	8	9	10	11	12
	13	14	15	16	17	18	19		13	14	15	16	17	18	19
	20	21	22	23	24	25	26		20	21	22	23	24	25	26
	27	28	29	30	31				27	28	29	30	31		
AUGUST														1	2
	3	4	5	6	7	8	9		3	4	5	6	7	8	9
	10	11	12	13	14	15	16		10	11	12	13	14	15	16
	17	18	19	20	21	22	23		17	18	19	20	21	22	23
	24/31	25	26	27	28	29	30		24/31	25	26	27	28	29	30
SEPTEMBER							1							1	2
	7	8	9	10	11	12	13		7	8	9	10	11	12	13
	14	15	16	17	18	19	20		14	15	16	17	18	19	20
	21	22	23	24	25	26	27		21	22	23	24	25	26	27
	28	29	30						28	29	30				
OCTOBER												1	2	3	4
	5	6	7	8	9	10	11		5	6	7	8	9	10	11
	12	13	14	15	16	17	18		12	13	14	15	16	17	18
	19	20	21	22	23	24	25		19	20	21	22	23	24	25
	26	27	28	29	30	31			26	27	28	29	30	31	
NOVEMBER					1	2	3								1
	2	3	4	5	6	7	8		2	3	4	5	6	7	8
	9	10	11	12	13	14	15		9	10	11	12	13	14	15
	16	17	18	19	20	21	22		16	17	18	19	20	21	22
	23/30	24	25	26	27	28	29		23/30	24	25	26	27	28	29
DECEMBER															
	7	8	9	10	11	12	13		7	8	9	10	11	12	13
	14	15	16	17	18	19	20		14	15	16	17	18	19	20
	21	22	23	24	25	26	27		21	22	23	24	25	26	27
	28	29	30	31					28	29	30	31			

Excerpt from **South Los Angeles Initiatives A FIVE YEAR STRATEGIC PLAN**
Fiscal Years 2008 – 2012 Issued January 2008.

YEARLY SCHEDULE

To ensure that our five-year vision is realized, we need to continually review and assess our plan on a yearly cycle (planning cycle). Throughout the year, each goal is monitored and progress is assessed (execution and review cycle). The following shows the Strategic Planning and Execution cycle yearly schedule.

STRATEGIC PLANNING CYCLE

September 2008

Departmental leads gather and revise implementation plans associated with year 2 of the plan (2009). A reality check is done with the stakeholder group.

October 2008

Implementation plans are drafted, reviewed by GMs and finalized.

November 2008

The Strategic Plan is compiled and finalized.

December 2008

The 2008-2012 Strategic Plan is issued to all with a letter from the Mayor and 4 Councilmembers.

Strategic Execution and Review Cycle

Strategic execution involves implementing strategies set forth in the Strategic Plan, monitoring progress towards their achievement, and adjusting as necessary. To ensure that our 5-year vision is realized, we are committed to follow through on every deliverable listed within each initiative with the use of Balanced Score Boards (BSB). The Strategic Planning Oversight Coordinator (SPOC) coordinates progress status and posts the BSB on the Intranet, which makes the progress transparent to everyone. In addition, the General Managers meet the Mayor, 4 Councilmembers, and the Steering Committee on a quarterly basis to assess progress. We anticipate following this timeline in the review of our strategic goals.

April 16, 2008

1st assessment of the 2008 Strategic Plan – Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

July 16, 2008

2nd assessment of the 2008 Strategic Plan – Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

October 15, 2008

3rd assessment of the 2008 Strategic Plan – Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

January 14, 2009

4th assessment of the 2008 Strategic Plan – Lead Department Heads will personally report progress on initiatives for which he or she is responsible and accountable for delivery. SPOC distributes a summarized progress report.

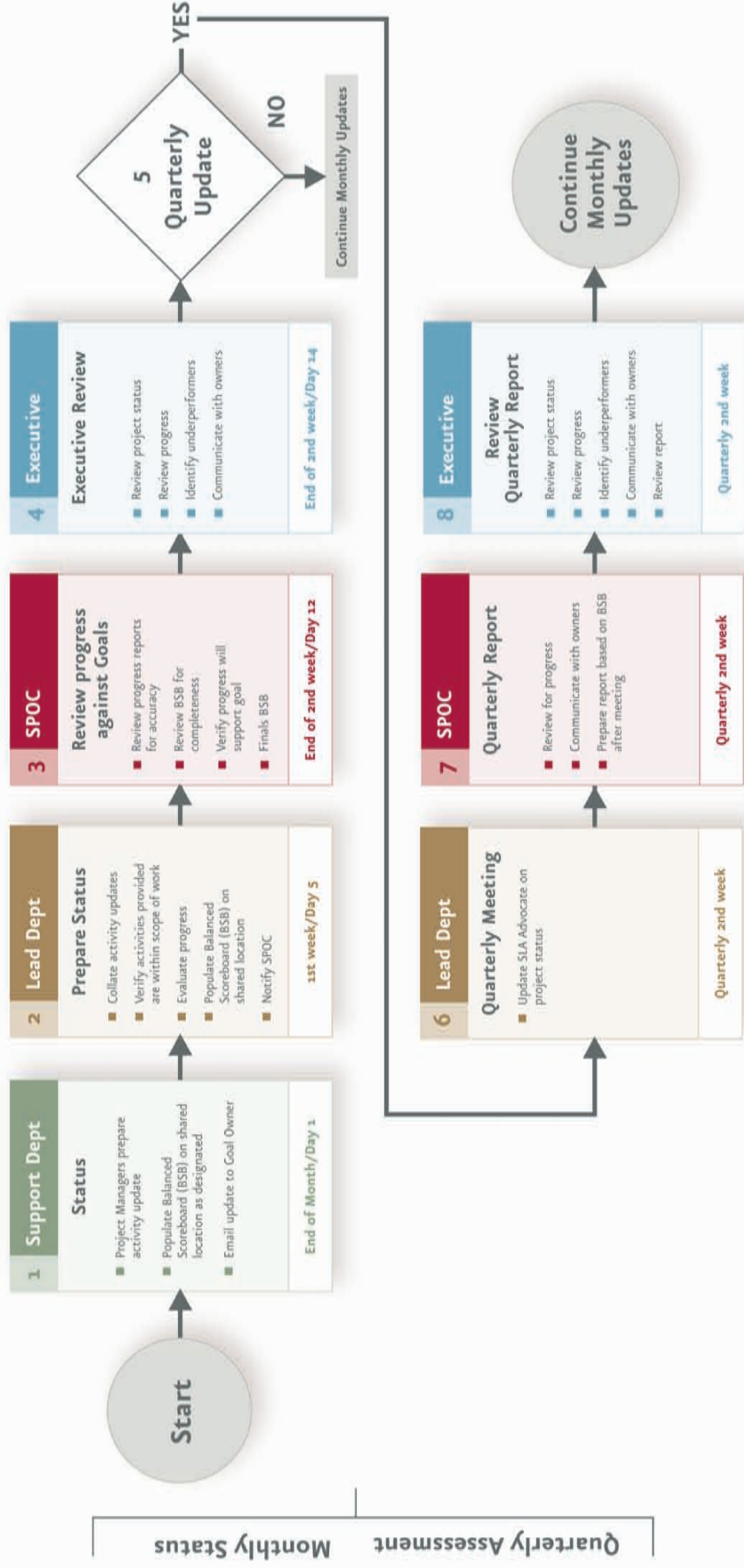
SPOC coordinates preparation of the 2008-2012 “Year at a Glance” document.
(By December 31, 2008)

Performance Reviews

The progress of the South Los Angeles Initiatives will be established through regular performance reviews. These reviews are designed to promote effective communication and alignment on progress, successful troubleshooting and resolution of issues, and reinforcement of individual performance goals at all levels.

Additionally, the General Managers of the City departments or entities with significant responsibilities under this effort will prepare a monthly dashboard report with the current performance versus plan's target performance. These reports will be forwarded to the SLA Advocate and SLA Steering Committee for the purpose of discussion and when applicable, course correction.

Flow Chart ~ Program Assessment Process



- SUPPORT DEPARTMENTS (Goal Partners)
- LEAD DEPARTMENT (Goal Owner)
- STRATEGIC PLAN OVERSIGHT COORDINATOR (SPOC)
- EXECUTIVE

STRATEGIC PLAN - BALANCED SCORE BOARD - As of February 1, 2008

IA / Goal / Deliverables & Measures	Lead Dep.	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Target Date	Projected Date	% Completion	Color	GPA	Grade	Year 1 Measure	Date of Last Update	Comments	
		1/08	2/08	3/08	4/08	5/08	6/08	7/08	8/08	9/08	10/08	11/08	12/08		
IA 1 - AUGMENT THE HOUSING STOCK															
Goal 1 - Increase the supply of housing in South Los Angeles. This housing supply will be comprised of an appropriate mix of rental and home-ownership opportunities.	LAHD														
1.1 Home Ownership Program - Forward Commitment Program	LAHD												1/14/2008		
1.1.1 Provide loans to assist 15 moderate-income homebuyers to purchase new homes at the Santa Ana Pines residential development in South Los Angeles	LAHD George Gullin						X	12/31/2008	0%	GREEN		15 Loans	1/23/2008		
1.2 Homeownership - CRA's Developing Sites for Housing Program	CRA												1/9/2008		
1.2.1 The Agency plans to issue an RFP for the Manchester Avenue Corridor, which will include the Manchester Library Site. The Agency has identified target opportunity sites along the Corridor and is currently working with a consultant to develop a comprehensive feasibility and market analysis for the subject area.	CRA Carolyn Hull						X	12/31/2008	0%	GREEN		RFP Selected	1/23/2008		
1.2.2 West Angeles Estates (94th/Broadway) New construction of 50 market-rate, single-family, detached townhomes.	CRA Jina Yoon	X						2/29/2008	0%	GREEN		Acquisition Terms Finalized, DDA Amended and Construction Began	1/23/2008		
1.2.3 Construction of Adams Montclair project consisting of two buildings is to begin.	CRA Michelle Banks- Ordone			X				8/30/2008	0%	GREEN		Loan Agreement Executed and Owner Participation Agreement Presented	1/23/2008		
1.3 Affordable Housing- Handyworker/Home Secure Program	LAHD												1/9/2008		
1.3.1 Provide Grants for minor home repairs to assist 350 low-income senior and disabled residents of South Los Angeles in 2008.	LAHD Augustine Thompson						X	12/31/2008	0%	GREEN		350 Grants	1/23/2008		
1.4 Affordable Housing Trust Fund Program	Housing CRA														
1.4.1 Provide financial assistance to leverage tax-credit and other sources of financing to develop 250 affordable rental housing units in South Los Angeles in 2008	LAHD Tim Elliot						X	12/31/2008	0%	GREEN		Financial Assistance for 250 Rental Units	1/23/2008		
1.5 Affordable Housing Bond Program	LAHD														

SAMPLE

