

**YEAR  
3**

# 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:**

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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 92). 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- outdated land use planning;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 15-22)***

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 23-40)***

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 41-94)***

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 five-year vision, the implementation plans focus on outcomes or deliverables within the current year of the plan.

4

### ***Performance Management (pages 95-112)***

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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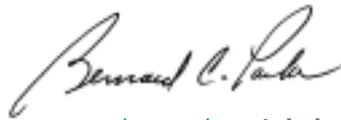
## Acknowledgements

The preparation of the **South Los Angeles Initiatives five-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 Julie Moye.

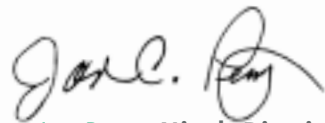
The City is sincerely grateful for the valuable contributions of all the individuals that generously participated in the advice and design of this important document to provide the framework for the City's delivery of services.



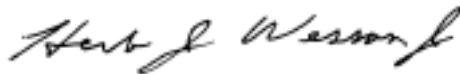
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## Leaders of the City of Los Angeles

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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### **Port of Los Angeles (Port/POLA)**

### **Housing Authority City of Los Angeles (HACLA)**

### **Los Angeles Department of Transportation (LADOT)**

### **Los Angeles Housing Department (LAHD)**

### **Los Angeles World Airports (LAWA)**

### **Personnel Department (Personnel)**

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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.

**Common Agenda:** 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.

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

**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 ”***

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## 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 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 15-22



## 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 create 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 **INFRASTRUCTURE 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 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.

**PLANNING TASKS WITHIN THE NEW COMMUNITY PLAN PROGRAM** includes transit oriented development (TOD) which 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 has been established that provides clear communication between the residents of South Los Angeles and the City, including the progress on these initiatives, and solicits their input. Residents of South Los Angeles have a sense of empowerment, feel that their voices are being heard by City government, and are engaged in their 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 97). 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 15 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 10 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.

## Adhoc Working Groups

During the execution of Year-One of the Plan, it was identified early-on that adhoc working groups were needed to provide a forum to address the integrated nature of 15 agencies working together to complete activities identified in the Plan. The Working groups and the area of focus are described below.

## South Los Angeles Initiatives Infrastructure Working Group

The SLA Initiatives Infrastructure Working Group is led by Commissioner Valerie Shaw and is comprised of key staff from the Department of Public Works' (DPW's) Board of Public Works, Bureaus of Engineering, Sanitation, Street Lighting, and Street Services, the Department of Transportation (LADOT), and the Department of Water and Power (DPW) which are responsible for the City's infrastructure.

Currently, the SLA Initiatives Infrastructure Working Group is working on improving infrastructure elements such as street paving, sidewalk reconstruction, street lighting, traffic enhancement and safety, traffic congestion relief, and public facilities projects. It is analyzing the five-year Capital Improvement Plans (CIPs) of the departments responsible for infrastructure and then will focus on three to five projects to maximize the synergy of these projects. The analysis will prepare SLA for development by doing improvements in sequence; subsurface (sewer and power), then surface (streets, curbs, and gutters), and then above ground (street lighting, parks, facilities, and tree canopy). This analysis will also assist in connecting disparate projects by concentrating work in a common area on a common timeline and serve as a communication tool to policy makers and stakeholders of improvements to steer investors in areas that are ready for development.

Maximizing the synergy of infrastructure elements such as streets, sidewalks, and streetlights provides the means by which neighborhoods can establish order and offer vitality. Municipal and community facilities provide gathering places for a community to flourish as well as provide social capital which improves opportunities for economic development and community building.

## **South Los Angeles Initiatives Community Building Working Group**

The SLA Initiatives Community Building Working Group is led by Commissioner Valerie Shaw and is comprised of community leaders from the private, public, and non-profit sectors. The SLA Initiatives Community Building Working Group will be focusing on developing and enhancing a community-driven process aimed at strengthening the capacity of neighborhood residents, associations, and organizations to work individually and collectively to foster and sustain positive neighborhood change.

Currently, the SLA Initiatives Community Building Working Group is working to develop public-private partnerships with an emphasis on continuing to expand the range of job opportunities for SLA young people, map the civic infrastructure to bring community resources together, develop leadership workshops and encourage leadership roles for community members, and provide information regarding these and other initiatives through the SLA Community Building Resource Exchange website. The SLA Community Building Resource Exchange website will include resources from a variety of fields such as children and family services, community development, education, recreation, and public policy that will be readily accessible to SLA residents.

## **South Los Angeles Community Redevelopment Agency Expediting Team**

The CRA Expediting Team is led by Commissioner Valerie Lynn Shaw and is comprised of representatives from the City departments that have a role in the development, planning, and implementation phases of CRA projects. The departments that constitute the SLA CRA Expediting Team are CRA, Community Development Department, Department of Building and Safety, Planning Department, Department of Water and Power, Department of Transportation, and the Department of Public Works.

The members of the SLA CRA Expediting Team possess expert knowledge in diverse technical areas and will assist the CRA in resolving problems that may hinder the delivery of CRA projects.

### **South Los Angeles Initiatives Marketing Plan**

The SLA Initiatives Marketing Group will focus on two components which are partnership and education. The SLA Initiatives Marketing Group will partner with other City agencies such as the Department of Water and Power to pool resources and avoid duplication of services. It will provide outreach to SLA residents regarding City services and programs and will seek out opportunities to provide full-scale presentations to target groups designed to raise awareness of the SLA plan and provide resources related to jobs, housing, retail development, infrastructure, and other areas of interest to the community.

The SLA Initiatives Marketing Group will seek to raise the awareness of the community by highlighting the value of neighborhood improvement projects and combating the “Not in my backyard” (NIMBY) outlook.

### **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
- Cultural Affairs
- Personnel Department

2

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areas**

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## Our Initiative Areas (IAs)

The work items in the 10 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 Infrastructure Academies at the high school level that prepare high school students for careers in the skilled trades and engineering.

**9. Planning Tasks within the New Community Plan Program** - 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 Loans - 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 Grants - Handyworker/Home Secure Program**

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

##### **1.4 Rental - 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 Housing Units - Bond Program**

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

#### **Projects:**

### **1.6 Neighborhood Stabilization Program**

The Neighborhood Stabilization Program will provide financing for the purchase, rehabilitation and re-occupancy of foreclosed upon residential properties in areas of the City most impacted by the foreclosure crisis. These properties will be occupied by eligible renters and/or homebuyers.

### **1.7 Jordan Downs Housing Development**

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.

### **1.8 Adams Montclair - MidCity Redevelopment Project Area**

The project site is located east of the intersection of Adams and Crenshaw, on the south side of Adams, across from the Rosa Parks Villas Project.

**1.9 Jefferson Wellington** is a mixed use project located near the Crenshaw Expo Line Station. It consists of three-stories of live work spaces above 27,000 sq. ft. ground floor retail commercial for local artists/entertainment industry employees.

**1.10 New for YEAR 3** Amcal Sunrise Apartments is a 46-unit senior affordable housing project with community room and courtyard (By 2012)

**1.11 New for YEAR 3** Vermont Avenue Apartments 49 units of multi-family affordable housing, targeting "kinship care" families (By 2012)

**1.12 New for YEAR 3** Mercy Jefferson Park is a multi-phased mixed-use development with at least 120 units of affordable family housing and 9,000 sq ft of commercial retail space (By 2012)

**1.13. New for YEAR 3** Casa de Rosas is a Women's Emergency/Transitional Shelter (18 beds, 32 SROs). (By 2012)

**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 Boulevard Request for Proposal (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.

### **2.18 District Square A**

Proposed retail-commercial project located near the proposed MTA Exposition/Crenshaw rail line Station on a 6.5 acre site at the intersection of Rodeo Road and Crenshaw Boulevard.

**2.19 New for YEAR 3** Fresh & Easy at 52nd and Crenshaw

Stand-alone Fresh & Easy grocery store to go on former Ford dealership.

2.19.1 Submit construction drawings to CAC for approval. (By March 2010, Al Jenkins)

2.19.2 Sign off on building permits. (By June 2010, Al Jenkins)

**2.20 New for YEAR 3** Maverick Flats

Acquisition and rehabilitation of an existing nightclub and restaurant, and acquisition of a separate adjacent parking lot.

2.20.1 Receipt of CDBG funds. (By March 2010, Al Jenkins)

2.20.2 Walk through to confirm completion of project in accordance with building permit. (By June 2010, Al Jenkins)

**2.21 New for YEAR 3** Bethune Library site

Will be replaced with residential, commercial or mixed-use development on 34,000SF CRA/LA-owned site on Vermont Avenue across from USC.

2.21.1 Demolish vacant library. (By February 2010, Billy Chun)

2.21.2 Convene Review Panel to select most qualified proposal. (By May 2010, Billy Chun)

2.21.3 Execute ENA with selected consultant. (By December 2010, Billy Chun)

**2.22. New for YEAR 3** Mercado La Paloma

Rehabilitation of commercial and office space with seventeen retail tenant spaces and six nonprofits.

2.22.1 Complete rehabilitation of building. (By July 2010, Jenny Scanlin)

2.22.2 Hold grand re-opening. (By September 2010, Jenny Scanlin)

**2.23 New for YEAR 3** Crenshaw Vision Plan

10-Point plan to improve commercial and pedestrian environment along Crenshaw Boulevard

2.23.1 Secure executed grant agreement from the State (By July 2010, Michelle Banks-Ordone).

2.23.2 Business Improvement District Expansion - Issue RFP for BID Consultant. (By April 2010, Michelle Banks-Ordone)

2.23.3 Public Improvements - Issue RFP for a consultant for Construction Drawings and Required Permits. (By October 2010, Michelle Banks-Ordone)

2.23.4 Issue RFP for Parking District Plan. (By October 2010, Michelle Banks-Ordone)

2.23.5 Issue RFP for Wayfinding and Marketing Consultant. (By September 2010, Michelle Banks-Ordone)

2.23.6 Identify partnership & provide fiduciary assistance for local hire and permanent job placement. (By August 2010, Michelle Banks-Ordone)

**2.24 New for YEAR 3** Washington Boulevard Streetscape is a pedestrian streetscape improvements between Figueroa Street and Alameda Street.

2.24.1 Complete field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase. (By March 2010, Oscar Ixco)

2.24.2 Issue RFP for design and engineering of project. (By May 2010, Oscar Ixco)

2.24.3 Hire design firm and commence design and engineering phase. (By June 2010, Oscar Ixco)

2.24.4 Complete design and engineering phase. (By December 2010, Oscar Ixco)

**2.25 New for YEAR 3** Safe Routes to School (Richard Lizarraga ES)

School pedestrian streetscape improvement project

2.25.1 Complete field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase. (By March 2010, Oscar Ixco)

2.25.2 Issue RFP for design and engineering of project. (By May 2010, Oscar Ixco)

2.25.3 Hire design firm and commence design and engineering phase. (By June 2010, Oscar Ixco)

2.25.4 Complete design and engineering phase. (By December 2010, Oscar Ixco)

**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 Salisbury Industries Expansion**

**On hold:** The project did not move forward because Salisbury was not able to come to agreement on land value with the seller.

**3.9 Avalon**

2-acre property and 59,000 square feet of building industrial.

**3.10 59th Street Industrial Project**

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

## 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 Avenue on the south, Hooper Avenue on the east, and Griffith Avenue on the west.

#### Major Focus: Pedestrian-oriented urban village

Build 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 Avenue.

**Crenshaw Corridor** - bound by the 10 Freeway to the north, King Boulevard to the south. For additional proposed development activities along the Crenshaw Corridor see Crenshaw Gateway and District Square under Initiative Area 2, Improve and Expand Retail Opportunities.

#### 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.

**4.6 Energy Efficiency Program**

The installation of energy saving devices such as refrigerators, compact fluorescent lighting and outside business facade lighting and assistance to businesses in power rate reductions and renewable energy production.

**Projects:**

**4.7 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.

**4.8 Recreational Parks**

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

**4.9 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.

**4.10 Vision Theater**

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

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

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

**4.12 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 three to 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.

## **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 of Los Angeles (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, Port, LAWA, and Department of Water and Power 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 Facade 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 Infrastructure Academies at the high school level.

### **Program:**

#### **8.1 Improve the Education System**

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

**Initiative Area 9****PLANNING TASKS WITHIN THE NEW COMMUNITY PLAN PROGRAM**

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 Boulevard at Crenshaw Boulevard, Exposition Boulevard at La Brea Avenue, and Exposition Boulevard at La Cienega Boulevard. For additional references to Exposition/Crenshaw Station development activities see District Square under Initiative Area 2 Improve and Expand Retail opportunities and Crenshaw Corridor under Initiative Area 4 Neighborhoods and Quality of Life.

**9.2 Transit Oriented Development**

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

## 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.

#### 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 Two. 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
<b>1. Augment The Housing Stock</b>	<b>LAHD</b>	<b>CRA, HACLA, LADOT, Planning</b>
<b>Programs:</b>		
<b>1.1</b> Loans - Forward Commitment Program	LAHD	
<b>1.2</b> Home Ownership - Developing Sites for Housing Program	CRA	
<b>1.3</b> Grants - Handyworker/Home Secure Program	LAHD	
<b>1.4</b> Rental - Trust Fund Program	LAHD	CRA, HACLA, LADOT
<b>1.5</b> Housing Units - Bond Program	LAHD	
<b>Projects:</b>		
<b>1.6</b> Neighborhood Stabilization Program	LAHD	
<b>1.7</b> Jordan Downs Housing Development	HACLA	CRA, LAHD, Planning, Mayor
<b>1.8</b> Adams Montclair	CRA	
<b>1.9</b> Jefferson Wellington	CRA	
<b>1.10</b> Amcal Sunrise Apartments	CRA	
<b>1.11</b> Vermont Avenue Apartments	CRA	
<b>1.12</b> Mercy Jefferson Park	CRA	
<b>1.13</b> Casa de Rosas	CRA	
<b>2. Improve and Expand Retail Opportunities</b>	<b>CRA</b>	<b>CDD, Planning</b>
<b>Program:</b>		
<b>2.1</b> Healthy Foods Retailing	CRA	CDD
<b>Projects:</b>		
<b>2.2</b> Midtown Crossing	CRA	CDD
<b>2.3</b> Crenshaw Gateway	CRA	CDD
<b>2.4</b> Wattstar Theatre	CRA	CDD
<b>2.5</b> Martin Luther King, Jr. Shopping Center	CRA	
<b>2.6</b> Broadway/Manchester	CRA	CDD
<b>2.7</b> Marlton Square	CRA	CDD
<b>2.8</b> Vermont/Manchester Shopping Center	CRA	CDD
<b>2.9</b> Baldwin Hills/Crenshaw Mall	CRA	Planning
<b>2.10</b> Figueroa Corridor (10 Freeway to King Blvd.)	CRA	Planning
<b>2.11</b> Vermont Corridor (10 Freeway to King Blvd.)	CRA	Planning
<b>2.12</b> Washington Blvd RFP	CRA	
<b>2.13</b> Central Village	CRA	

Initiative Areas	Lead	Support
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
2.18 District Square	CRA	
2.19 Fresh & Easy at 52nd and Crenshaw	CRA	
2.20 Maverick Flats	CRA	
2.21 Bethune Library Site	CRA	
2.22 Mercado La Paloma	CRA	
2.23 Crenshaw Vision Plan	CRA	
2.24 Washington Boulevard Streetscape	CRA	
2.25 Safe Routes to School	CRA	
<b>3. Reposition Industrial Lands</b>	<b>CRA</b>	<b>CDD, BOE</b>
<b>Programs:</b>		
3.1 Industrial Capital Investment Program	CDD	
3.2 Attract Manufacturing and Biomedical Industries	CRA	
<b>Projects:</b>		
3.3 Goodyear Tract	CRA	CDD
3.4 Lanzit Industrial Tract	CDD	BOE
3.5 60th and Western Avenue	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	
<b>4. Neighborhoods and Quality of Life</b>	<b>BOE</b>	<b>LADOT, Planning, Mayor's Office, CRA, LAHD, CLA, BSS, BSL, B&amp;S, R&amp;P</b>
<b>Programs:</b>		
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	Program is out of money and is no longer accepting applications.
4.4 Infrastructure Capacity Assessment Program	BOS	
4.5 Nuisance Abatement Program	B&S	Planning
4.6 Energy Efficiency Program	DWP	DWP
<b>Projects:</b>		
4.7 Public Buildings	BOE	
4.8 Recreational Parks	BOE	
4.9 Infrastructure (Streets, Stormwater, Sewer, Street Lighting, etc.)	BOE	BSL, BOS
4.10 Vision Theater	CRA	BOE, B&S
4.11 Strategically Plant and Maintain 10,000 trees in South Los Angeles	BSS	Urban Forestry, Non-Profit Groups, Mayor's Office
4.12 Rehabilitate Swimming Pools in South Los Angeles	R&P	BOE, B&S

Initiative Areas	Lead	Support
<b>5. Remove Barriers to Stimulate Development</b>	<b>Mayor</b>	<b>Planning, CRA, CDD, Paul Hudson, Broadway Federal Bank</b>
<b>Programs:</b>		
<b>5.1</b> Channel Public Investment	Mayor	CDD
<b>5.2</b> Leverage Private Investment	Mayor	CRA, Planning
<b>5.3</b> Remove Barriers to Development	Mayor	CRA, Planning
<b>5.4</b> Stimulate Development	Mayor	Planning
<b>6. Jobs and Workforce Development</b>	<b>CDD</b>	<b>Mayor, CRA, POLA, Personnel, BCA, CDD, DWP, LAWA, WIB, R&amp;P</b>
<b>Programs:</b>		
<b>6.1</b> First Source Hiring Ordinance	CDD	BCA, Personnel
<b>6.2</b> First Source Hiring Programs at Proprietaries	Mayor	POLA, LAWA, CRA
<b>6.3</b> L.A. City Works	Personnel	All Departments
<b>6.4</b> Local Hire Efforts in Construction	CDD	BCA, CRA, LAWA, POLA, DWP, Mayor
<b>6.5</b> Workforce Development Sector Initiatives	WIB	CDD
<b>6.6</b> Building a Regional Workforce System	Mayor	CRA/LA completed this milestone in 2008
<b>6.7</b> City of Los Angeles Workforce Development System (WDS)	WIB	CDD
<b>6.8</b> Port and Airport-Related Job and Training Opportunities	Mayor	POLA, LAWA, CDD
<b>6.9</b> Connect Young People in South LA to Jobs	CDD	WIB, R&P, DPW, DWP, Mayor, etc.
<b>7. Business Development</b>	<b>CDD</b>	<b>CRA</b>
<b>Programs:</b>		
<b>7.1</b> Façade Improvement Program	CRA	
<b>7.2</b> State Enterprise Zones	CDD	
<b>7.3</b> L.A. Business Assistance Program (LABAP)	CDD	
<b>8. Improve the Educational System</b>	<b>Mayor</b>	<b>DWP</b>
<b>Program:</b>		
<b>8.1</b> Improve the Education System	Mayor	DWP
<b>9. Planning Tasks within the New Community Plan Program</b>	<b>Planning</b>	<b>CRA, DOT, LAHD, DPW</b>
<b>Programs:</b>		
<b>9.1</b> Update and Revise Community Plans	Planning	CRA, DOT, LAHD, DPW
<b>9.2</b> Transit Oriented Development	Planning	CRA, DOT, LAHD, DPW
<b>10. Public Information</b>	<b>PAO</b>	
<b>Programs:</b>		
<b>10.1</b> General Strategies	PAO	Council Offices
<b>10.2</b> Housing Strategies	PAO	CRA, LAHD
<b>10.3</b> Retail Strategies	PAO	CRA
<b>10.4</b> Quality of Life Strategies	PAO	CRA, DWP
<b>10.5</b> Job Development Strategies	PAO	Mayor WIB
<b>10.6</b> 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 five-year vision in mind, these implementation plans are focusing on the outcomes or deliverables within the upcoming year of the plan. Upon reassessment of the plan at the end of calendar year 2009, new implementation plans will be developed that will focus on outcomes associated with year three (2010) of this five-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:**

<b>Lead:</b>	LAHD	<b>Doug Swoger</b>	213-808-8948
<b>Support:</b>	LACLA	<b>John King</b>	213-252-5464
		<b>Larry Goins</b>	213-252-2680
	CRA	<b>Carolyn Hull</b>	213-977-2642
		<b>Billy Chun</b>	213-977-1927
		<b>Michelle Banks Ordone</b>	213-977-2616
		<b>Al Jenkins</b>	323-977-2640
		<b>Ginger Keith</b>	213-977-1751
	LAHD	<b>Augustine Thompson</b>	213-808-8991
		<b>Vasken Djansezian</b>	213-808-8951
		<b>Timothy Elliot</b>	213-808-8597
	LADOT	<b>Rene Sagles</b>	213-972-8464
	Mayor's Office	<b>Krista Williams-Phipps</b>	213-978-0600
	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.

**Persons Responsible:**

Lead: LAHD **Doug Swoger** 213-808-8948  
**George Guillen** 213-808-8985

**1.1.1** Provide loans to assist 15 low and moderate-income homebuyers to purchase new homes at the Santa Ana Pines residential development in South Los Angeles. (By December 2010, George Guillen)

**Milestone Completion Years and Quantities**

Year	2008	2009	2012	Total
Loans	15	15	15	45

**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.

**Persons Responsible:**

Lead: CRA **Billy Chun** 213-977-1927

**1.2.1** The Agency plans to issue a 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. The Feasibility and Market analysis completed in Year 2 indicates that the area may support commercial development. Manchester Avenue Corridor projects may return in IA 2.

**1.2.2** Broadway Villas (94th/Broadway) New construction of 48-unit or rental senior housing. Second phase is a possible for-sale development.

- 1.2.2.2** Identify alternative funding source to plug gap. (By May 2010, Billy Chun)
- 1.2.2.3** Board approval of acquisition terms and amended Developer Disposition Agreement. (By December 2010, Billy Chun)

**1.2.3** Crenshaw Library Site. Agency-owned site to be developed for five unit units of affordable homeownership **On Hold**. The prospective developer withdrew from the project due to the housing market downturn. RFPs to housing developers were sent in March, and no responses were received. CRA/LA staff is analyzing alternate uses for the site.

- 1.2.3.1** Execute a DDA with selected developer. (On hold)
- 1.2.3.2** CRA approves construction drawings. (On hold)
- 1.2.3.3** Begin construction. (On hold)

**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.

**Persons Responsible:**

**Lead:** LAHD **Augustine Thompson** 213-808-8991

**1.3.1** Provide Grants for minor home repairs to assist 390 low-income senior and disabled residents of South Los Angeles. (By December 2010, Augustine Thompson).

**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:** LAHD **Timothy Elliott** 213-808-8597  
**Support:** CRA **Ginger Keith** 213-977-1751  
 HACLA **John King** 213-252-5464  
 LADOT **Rene Sagles** 213-972-8464

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. (By December 2010, 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.

#### Persons Responsible:

Lead: LAHD Vasken Djansezian 213-808-8951

1.5.1 Provide tax-exempt bond financing to preserve an estimated 125 affordable rental housing units in South Los Angeles. (By December 2010, Vasken Djansezian)

### Milestone Completion Years and Quantities

Year	2008	2009	2010	Total
Housing Units	96	125	125	346

#### 1.6 Neighborhood Stabilization Program

The Neighborhood Stabilization Program will provide financing for the purchase, rehabilitation and re-occupancy of foreclosed upon residential properties in areas of the City most impacted by the foreclosure crisis. These properties will be occupied by eligible renters and/or homebuyers.

#### Persons Responsible:

Lead: LAHD Doug Swoger 213-808-8948

1.6.1 Provide financing for the acquisition, rehabilitation and re-occupancy of 40 foreclosed dwelling units in South Los Angeles. (By December 2010, Doug Swoger).

#### 1.7 Jordan Downs Housing Development

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. This will include a one to one replacement of existing public housing units, new workforce housing units and market rate rental units with affordable and workforce housing units for sale.

**Persons Responsible:**

<b>Lead:</b>	HACLA	<b>John King</b>	213-252-5464
<b>Support:</b>	CRA	<b>Carolyn Hull</b>	323-290-2800
	LAHD	<b>Tim Elliot</b>	213 808 8936
	Planning	<b>Luis Rodriguez</b>	213-978-1194
	Public Works	<b>Ronald Olive</b>	213-847-3333
	Mayor's Office	<b>Jasper Williams</b>	213-978-6397
	Mayor's Office	<b>Krista Phipps</b>	213-978-1008

**1.7.1** Work with Planning Department to complete the Specific Plan for Jordan Downs. The Specific Plan is to provide direction to the development from the type, location, and intensity of uses, and identify the resources for public improvements and design guidelines. (By November 2010, Larry Goins and John King)

**1.7.2** In coordination with Mayor's office, engage City departments and non-profit organizations in cooperative resource development to enhance resources or services provided for the Jordan Downs redevelopment. Project commitments from no less than three Cooperative Agreements /Memorandums of Understandings will be implemented. (By August 2010, John King, Jasper Williams, and Krista Phipps)

**1.7.3** Begin the framework for an infrastructure plan with various City departments and other entities including Planning Department, Public Works Department, Los Angeles Department of Water and Power (DWP), and Los Angeles County Metropolitan Transportation Authority (MTA) for the Jordan Downs redevelopment. The plan will identify existing and future infrastructure needs, and identify resources and potential funding sources for the necessary improvements for the project. (By December 2010, John King and Larry Goins)

**1.8 Adams Montclair - MidCity Redevelopment Project Area**

**Adams Montclair is a mixed-use project consisting of two sites. The site will be developed with a residential and commercial mixed-use development.**

**Persons Responsible:**

<b>Lead:</b>	CRA	<b>Michelle Banks Ordone</b>	213-977-2616
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**1.8.1** Install perimeter fencing to secure the site. (April 2010, by Michelle Banks Ordone)

**1.9 Jefferson Wellington**

**This is a mixed use project located near the Crenshaw Expo Line Station. It consists of 3-stories of live work spaces above 27,000 sq ft ground floor retail commercial for local artists/entertainment industry employees.**

### Persons Responsible:

Lead: CRA Michelle Banks Ordone 213-977-2616

**1.9.1** Commercial Relocation. (By March 2010, Michelle Banks-Ordone)

#### **1.10 New for YEAR 3 Amcal Sunrise Apartments is a 46-unit senior affordable housing project with community room and courtyard**

**1.10.1** Verify all project financing is secured to commence project. (By June 2010, Oscar Ixco)

**1.10.2** Break ground on construction. (By October 2010, Oscar Ixco)

**1.10.3** Monitor progress of construction. (By December 2010, Oscar Ixco)

#### **1.11 New for YEAR 3 Vermont Avenue Apartments is a development of 49 units of multi-family affordable housing, targeting "kinship care" families (grandparents as the guardians/primary caregivers for grandchildren)**

**1.11.1** Obtain construction & permanent financing. (By July 2010, Jenny Scanlin)

**1.11.2** Complete construction drawings and entitlement process. (By August 2010, Jenny Scanlin)

**1.11.3** Start Construction. (By November 2010, Jenny Scanlin)

#### **1.12 New for YEAR 3 Mercy Jefferson Park is a multi-phased mixed-use development with at least 120 units of affordable family housing and 9,000 sq ft of commercial retail space on the ground floor.**

**1.12.1** Identify available funding sources to fill financial gap. (By April 2010, Billy Chun)

**1.12.2** Review and finalize proforma for proposed housing project. (By May 2010, Billy Chun)

**1.12.3** Execute DDA with developer. (By December 2010, Billy Chun)

#### **1.13. New for YEAR 3 Casa de Rosas is a Women's Emergency/Transitional Shelter (18 beds, 32 SROs) formerly known as the Sunshine Mission.**

**1.13.1** Stabilize property by completing emergency repairs. (By February 2010, Billy Chun)

**1.13.2** Issue RFP to identify permanent owner/operator. (By February 2010, Billy Chun)

**1.13.3** Convene Review Panel to select most qualified proposal. (By April 2010, Billy Chun)

**1.13.4** Execute DDA with winning respondent. (By July 2010, Billy Chun)

## Five-year plan 2012 targets for this Initiative:

### Home Ownership

#### 1.1 Forward Commitment Program will have 45 units completed. (By 2012)

Year	2008	2009	2010	2011	2012	Total
Loans	35/15	0/15	15	15	15	45

#### 1.2 CRA's Homeownership Program will build on three sites. (By 2012)

Complete construction of housing development at former Manchester Branch Library site. (By December 2012, Billy Chun) The Feasibility and Market analysis completed in Year 2 indicates that area will support commercial development and will not support housing. Manchester Avenue Corridor projects may return in IA 2.

Complete construction of West Angeles Estates. (By December 2011)

Completion of housing project at Crenshaw Branch Library site (Hyde Park Library)  
(By December 2012, Al Jenkins)

### Affordable Housing

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

Year	2008	2009	2010	2011	2012	Total
Grants	877/350	633/370	390	410	430	1,950

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

Year	2008	2009	2010	2011	2012	Total
Rentals	427/250	182/250	250	250	250	1,250

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

Year	2008	2009	2010			Total
Units	109/96	46/125	125			346/221

#### 1.6.1 Provide financing for the acquisition, rehabilitation and re-occupancy of 160 foreclosed dwelling units in South Los Angeles. (By 2012 LAHD)

Year	2008	2009	2010	2011	2012	Total
Financing		4/40	26/40	40	40	160

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

**Completed Year 1:** Acquisition of the 21 Acre Parcel adjacent to Jordan Downs.

**1.8 Adams Montclair is a mixed-use project to be completed. (By 2012) Completed Escrow for acquisition of the property.**

**1.8.2** Release RFP for mixed use development (TBD based on market conditions). (By Michelle Banks Ordone)

**1.8.3** Select developer (TBD based on market conditions). (By Michelle Banks Ordone)

**1.8.4** Enter into an ENA (TBD based on market conditions). (By Michelle Banks Ordone)

**1.9 Jefferson Wellington will be completed. (By 2012)**

Properties were acquired in Year 2.

**1.9.2** Enter into ENA. (TBD based on market conditions, Michelle Banks-Ordone)

**1.9.3** Site Remediation. (TBD based on market conditions, Michelle Banks-Ordone)

**1.9.4** OPA/Construction begins. (TBD based on market conditions, Michelle Banks-Ordone)

**1.10 New for YEAR 3 Amcal Sunrise Apartments is a 46-unit senior affordable housing project with community room and courtyard. (By 2012)**

**1.11 New for YEAR 3 Vermont Avenue Apartments 49 units of multi-family affordable housing, targeting "kinship care" families. (By 2012)**

**1.12 New for YEAR 3 Mercy Jefferson Park is a multi-phased mixed-use development with at least 120 units of affordable family housing and 9,000 sq ft of commercial retail space. (By 2012)**

**1.13. New for YEAR 3 Casa de Rosas is a Women's Emergency/Transitional Shelter (18 beds, 32 SROs). (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:

<b>Lead:</b>	CRA	<b>Don Spivack</b>	213-977-1628
		<b>Jenny Scanlin</b>	213-977-1710
		<b>Carolyn Hull</b>	213-977-2642
		<b>Charlotte Brimmer</b>	213-977-1960
		<b>Jennifer Barrera</b>	213-977-1907
		<b>Al Jenkins</b>	323-290-2800
		<b>Billy Chun</b>	213-977-1927
		<b>Michelle Banks Ordone</b>	213-977-2616
		<b>Oscar Ixco</b>	213-977-1973
		<b>Jenna Gulager</b>	213-977-1711
		<b>Kurt Gibbs</b>	213-977-1182
		<b>Lillian Burkenheim</b>	213-977-2601
		<b>Jenna Gulager</b>	213-977-1711
<b>Support:</b>	Mayor's Office	<b>McKinley Tennyson</b>	213-978-1533
		<b>Sophia Heller</b>	213-978-0660
	CDD	<b>Ninoos Benjamin</b>	213-744-7392
		<b>Clifford Weiss</b>	213-744-9364
		<b>Raed Elaraj</b>	213-744-9377
	Planning	<b>Faisal Roble</b>	213-978-1168
	Council District Offices 8, 9, 10 and 15		

### Program/Projects (Outcomes or Deliverables):

#### 2.1 Healthy Food Retailing

##### Persons Responsible:

<b>Lead:</b>	CRA	<b>Jenny Scanlin</b>	213-977-1710
<b>Support:</b>	CRA	<b>Billy Chun</b>	213-977-1927
	Mayor's Office	<b>Sophia Heller</b>	213-978-0660

**2.1.1** Create a list of regional grocers in South Los Angeles. (By March 2010, Jenna Gulager)

**2.1.2** Meet with three regional grocers in 2010 regarding expansion, rehabilitation, or relocation of facilities in South Los Angeles. (By December 2010, Jenna Gulager)

**2.1.3** Co-host, with 'Emerging Markets' organization, a meeting with food retailer executives to pitch South LA sites. (By March 2010, Jenny Scanlin)

**2.1.4** Develop and distribute a 'Foodies Guide to South LA' (via print and internet) to promote existing businesses and attract new businesses. (By October 2010, Jenny Scanlin)

## **2.2. Midtown Crossing**

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

### **Persons Responsible:**

<b>Lead:</b>	CRA	<b>Michelle Banks Ordone</b>	213-977-2616
<b>Support:</b>	CDD	<b>Ninoos Benjamin</b>	213-744-7392

**2.2.1** Provide an additional \$8.3 million in Section 108 financing. (By September 2010, Ninoos Benjamin)

## **2.3 Crenshaw Gateway**

**Proposed mixed-use project at Adams and Crenshaw Boulevard.**

### **Persons Responsible:**

<b>Lead:</b>	CRA	<b>Michelle Banks Ordone</b>	213-977-2616
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**2.3.1** Complete walkthrough to verify completion of construction. (By October 2010, Michelle Banks-Ordone)

## **2.4 Wattstar Theatre**

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

### **Persons Responsible:**

<b>Lead:</b>	CRA	<b>Charlotte Brimmer</b>	213-977-1960
<b>Support:</b>	CDD	<b>Ninoos Benjamin</b>	213-744-7392

**2.4.1** Enter into license agreement with MTA. (By June 2010, Charlotte Brimmer)

**2.4.2** Get CRA/LA Board and City Council approval. (By June 2010, Charlotte Brimmer)

**2.4.3** Resolve EIR issues related to converting Graham Avenue into one-way street from 103rd Street to 104th Street. (TBD after other land use issues have been addressed and mitigated, December 2010, Charlotte Brimmer)

**2.4.4** Present DDA to CRA/LA Board. (TBD after other land use issues have been addressed and mitigated, December 2010, Charlotte Brimmer)

### 2.5 Martin Luther King, Jr. Shopping Center

Rehabilitation and possible expansion of a 100,000-square foot shopping center at 103rd Street and Grandee Avenue.

#### Persons Responsible:

Lead: CRA Charlotte Brimmer 213-977-1960

2.5.1 Revise and resubmit street vacation application. (By March 2010, Aaron Ledet)

2.5.2 Finalize scope of work for Phase III of rehabilitation. (By March 2010, Aaron Ledet)

2.5.3 Define future phases of development. (By March 2010, Aaron Ledet)

### 2.6 Broadway/Manchester

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

**On hold:** The project did not move forward because of a disagreement regarding land ownership. This has not been resolved.

### 2.7 Marlton Square

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

#### Persons Responsible:

Lead: CRA Al Jenkins 323-290-2800

Support: CDD Ninoos Benjamin 213-744-7392

2.7.1 Issue RFP for retail development proposals. (By March 2010, Al Jenkins)

2.7.2 Select development team. (By May 2010, Al Jenkins)

2.7.3 Enter into ENA with development team. (By July 2010, Al Jenkins)

### 2.8 Vermont/Manchester Shopping Center

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

#### Persons Responsible:

Lead: CRA Jennifer Barrera 213-977-1907

**On hold:** Still in litigation. Moving forward with alternative control.

### 2.9 Baldwin Hills/Crenshaw Mall

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

#### Persons Responsible:

Lead: CRA Billy Chun 213-977-1927

2.9.1 Certify EIR. (By April 2010, Billy Chun)

2.9.2 Review and approve proforma for Phase I. (By July 2010, Billy Chun)

## 2.10 Figueroa Corridor

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

### Persons Responsible:

Lead:	CRA	Jay Shih	213-977-1957
Support:	CRA	Kurt Gibbs	213-977-1182

### 2.10.1 Streetscape Funding and Design

2.10.1.1 Select architect. (By January 2010, Lillian Burkenheim)

2.10.1.2 Enter into contract with selected architect. (By February 2010, Lillian Burkenheim)

2.10.1.3 Enter into contract with State. (By March 2010, Lillian Burkenheim)

2.10.1.4 Hold community meetings. (By June 2010, Lillian Burkenheim)

2.10.1.5 Draft initial concept plan. (By September 2010, Lillian Burkenheim)

2.10.2 Fabrication and installation of synthetic turf and portable cover for soccer fields at Expo Park. (Complete)

## 2.11 Vermont Corridor

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

### Persons Responsible:

Lead:	CRA	Jennifer Barrera	213-977-1907
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2.11.1 Complete Phase III - Santa Monica Freeway to Jefferson Boulevard Completed streetscape project including street trees, street furniture, better lighting and sidewalk improvements. (Year 2)

## 2.12 Washington Boulevard RFP

Washington from Flower to San Pedro.

### Persons Responsible:

Lead:	CRA	Jenny Scanlin	213-977-1710
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2.12.1 Complete DDA with Mercy Housing. (By June 2010, Jenny Scanlin)

2.12.2 Complete DDA with Primestor. (By November 2010, Jenny Scanlin)

### 2.13 Central Village

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

#### Persons Responsible:

Lead: CRA Jenna Gulager 213-977-1711

**2.13.1** Lease up and initiate occupancy of Superior Grocery. (By January 2010, Jenny Scanlin)

### 2.14 Adams and Central Mixed Use

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

#### Persons Responsible:

Lead: CRA Oscar Ixco 213-977-1973

**2.14.1** Verify occupancy by Fresh n' Easy. (By February 2010, Oscar Ixco)

**2.14.2** Lease up of remaining retail sites. (By November 2010, Oscar Ixco)

### 2.15 Slauson Central Retail Plaza

80,000-square foot retail center.

#### Persons Responsible:

Lead: CRA Jenny Scanlin 213-977-1710

**2.15.1** Complete environmental cleanup. (By April 2010, Jenny Scanlin)

**2.15.2** Apply for DTSC sign-off. (By June 2010, Jenny Scanlin)

**2.15.3** Complete entitlements and permitting. (By April 2010, Jenny Scanlin)

**2.15.4** Start construction. (By May 2010, Jenny Scanlin)

**2.15.5** Developer to secure leases with retail spaces and restaurant pad. (By December 2010, Jenny Scanlin)

**2.15.6** Complete construction. (By March 2011, 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.

#### Persons Responsible:

Lead: CRA Jennifer Barrera 213-977-1907

**2.16.1** Disperse acquisition loan for Phase I (sites C and D); construction of 80 low income rentals for seniors and 13,973 square feet of commercial/retail construction at Hoover between 83rd and 85th Westside of Hoover. (By March 2010, Erica Dukes)

**2.16.2** Start Site F Commercial Office/Retail construction at Manchester Ave/Hoover N.W. corner. **On Hold** due to lack of financing.

### 2.17 54th/Crenshaw Mixed-Use

New construction of commercial retail center project of approximately 18,000 square feet. **On hold:** due to property owner change of interest.

#### Persons Responsible:

Lead: CRA **Billy Chun** 213-977-1927

**2.17.1** Acquire LADOT-owned parcel. (Billy Chun)

**2.17.2** Complete negotiations with property owner to determine feasible project scope. (Billy Chun)

### 2.18 District Square

Proposed retail-commercial project located near the proposed MTA Exposition/Crenshaw rail line Station on a 6.5 acre site at the intersection of Rodeo Road and Crenshaw Blvd. Approximately 300,000 SF of retail in a two-story structure with 1 level of subterranean parking; national anchor tenant and ancillary retail.

#### Persons Responsible:

Lead: CRA **Michelle Banks Ordone** 213-977-2616

**2.18.1** Present OPA to Board. (By June 2010, Michelle Banks-Ordone)

**2.18.2** Determination of Remediation. (By September 2010, Michelle Banks-Ordone)

### 2.19 New for YEAR 3 Fresh & Easy at 52nd and Crenshaw

Stand-alone Fresh & Easy grocery store to go on former Ford dealership.

**2.19.1** Submit construction drawings to CAC for approval. (By March 2010, Al Jenkins)

**2.19.2** Sign off on building permits. (By June 2010, Al Jenkins)

### 2.20 New for YEAR 3 Maverick Flats

Acquisition and rehabilitation of an existing nightclub and restaurant, and acquisition of a separate adjacent parking lot.

**2.20.1** Receipt of CDBG funds. (By March 2010, Al Jenkins)

**2.20.2** Walk through to confirm completion of project in accordance with building permit. (By June 2010, Al Jenkins)

### 2.21 New for YEAR 3 Bethune Library site

Will be replaced with residential, commercial or mixed-use development on 34,000SF CRA/LA-owned site on Vermont Avenue across from USC.

**2.21.1** Demolish vacant library. (By February 2010, Billy Chun)

**2.21.2** Convene Review Panel to select most qualified proposal. (By May 2010, Billy Chun)

**2.21.3** Execute ENA with selected consultant. (Billy Chun by December 2010)

**2.22. New for YEAR 3 Mercado La Paloma**

Rehabilitation of commercial and office space with seventeen retail tenant spaces and six nonprofits.

**2.22.1** Complete rehabilitation of building. (By July 2010, Jenny Scanlin)

**2.22.2** Hold grand re-opening. (By September 2010, By Jenny Scanlin)

**2.23. New for YEAR 3 Crenshaw Vision Plan**

**10-Point plan to improve commercial and pedestrian environment along Crenshaw Boulevard**

**2.23.1** Secure executed grant agreement from the State (By July 2010, Michelle Banks-Ordone).

**2.23.2** Business Improvement District Expansion - Issue RFP for BID Consultant. (By April 2010, Michelle Banks-Ordone)

**2.23.3** Public Improvements - Issue RFP for a consultant for Construction Drawings and Required Permits. (By October 2010, Michelle Banks-Ordone)

**2.23.4** Issue RFP for Parking District Plan. (By October 2010, Michelle Banks-Ordone)

**2.23.5** Issue RFP for Wayfinding and Marketing Consultant. (By September 2010, Michelle Banks-Ordone)

**2.23.6** Identify partnership & provide fiduciary assistance for local hire and permanent job placement. (By August 2010, Michelle Banks-Ordone)

**2.24. New for YEAR 3 Washington Boulevard Streetscape is a pedestrian streetscape improvements between Figueroa Street and Alameda Street.**

**2.24.1** Complete field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase. (By March 2010, Oscar Ixco)

**2.24.2** Issue RFP for design and engineering of project. (By May 2010, Oscar Ixco)

**2.24.3** Hire design firm and commence design and engineering phase. (By June 2010, Oscar Ixco)

**2.24.4** Complete design and engineering phase. (By December 2010, Oscar Ixco)

**2.25. New for YEAR 3 Safe Routes to School (Richard Lizarraga ES)**

**School pedestrian streetscape improvement project**

**2.25.1** Complete field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase. (By March 2010, Oscar Ixco)

**2.25.2** Issue RFP for design and engineering of project. (By May 2010, Oscar Ixco)

**2.25.3** Hire design firm and commence design and engineering phase. (By June 2010, Oscar Ixco).

**2.25.4** Complete design and engineering phase. (By December 2010, Oscar Ixco)

**Five-year plan 2012 targets for this Initiative:**

**2.1 Healthy Food Retailing - Estimated Completion Date: Currently in place and will continue until Year 5. (2012)**

**Completed Year 1:** Contact 12 retailers within retail development community and another 12 in Year 2.

	Year	2008	2009	2010	2011	2012	Total
2.1.1	Identify and present development site opportunities	12/2	12/2				10

**2.2 Midtown Crossing - Estimated Completion Date: (2011)**

**Completed Year 1:** Phase I: Acquire 177,000-square foot MTA station and small retail tenants. (Michelle Banks-Ordone)

**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. (Michelle Banks-Ordone, Clifford Weiss and Raed Elaraj, CDD)

**2.2.2** Secure Anchor Tenant. (TBD pending whether funding can be secured, Michelle Banks-Ordone)

**2.2.3** Start Phase II construction. (TBD pending whether funding can be secured, Michelle Banks-Ordone)

**2.3 Crenshaw Gateway - Estimated Completion Date: (2012)**

**Completed Year 1:** Begin construction of Phase 1: Rosa Parks Villas.

**2.3.2** Issue an RFP for additional phases. (TBD depending on market conditions, Michelle Banks-Ordone)

**2.3.3** Enter into exclusive negotiating agreement with selected developer for additional phases. (TBD depending on market conditions, Michelle Banks-Ordone)

**2.4 Wattstar - Estimated Completion Date: (2011)**

**Issuance of Bonds. (By June 2011, Ninoos Benjamin Year 4)**

**2.5 Martin Luther King Jr. Shopping Center - Estimated "Substantial Rehabilitation" Completion Date: (2011)**

**2.6 Broadway/Manchester - Estimated Completion Date: (2012)**

**2.7 Marlton Square - Estimated Completion Date: (2012)**

**Completed:** Ove \$10M released to finance the acquisition of the parcels.

**2.8 Vermont/Manchester Shopping Center - Estimated Completion Date:**

**2.8.1** Finalize scope of development. (TBD After Trial Ends, December 2010, Jennifer Barrera)

**2.9 Baldwin Hills/Crenshaw Mall - Estimated Completion Date: (2012)**

**Completed Year 1:** Receive retail expansion plan from developer. (Billy Chun)

**2.10 Figueroa Corridor (10 Freeway to King Boulevard) - Estimated Completion Date:**

**Ongoing 10-15 year build out.**

**Completed in Year 1:** Groundbreaking at University Gateway on July 10, 2008.

**Completed in Year 2:** Soccer at Expo Park.

**2.11 Vermont Corridor (10 Freeway to King Boulevard) - Estimated Completion Date:**

**Ongoing 10-15 year build out – Streetscape completed in Year 2**

**2.12 Washington Boulevard RFP (Washington from Flower to San Pedro) - Estimated Completion Date: (2012)**

Completed the acquisition of the "La Opinion" site in 2009.

**2.13 Central Village - Estimated Completion Date: (2010)**

**2.14 Adams and Central Mixed Use - Estimated Completion Date: (2010)**

**2.15 Slauson Central Retail Plaza - Estimated Completion Date: (2011)**

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

**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.**

(On-hold due to market conditions) Loan to acquire (not a predevelopment loan) parcels C & D went to the Board and was approved in 2009. City Council approved the acquisition loan in 2009. Parcel A was sold and is no longer part of the project.

**2.17 54th/Crenshaw Commercial retail - New construction of commercial retail center project of approximately 18,000 square feet. Estimated completion date:**

(On-hold) The developer wishes to sell the property not redevelop the site. Additionally, the housing market cannot sustain proposed project.

**2.18 District Square** - Estimated Start Construction Date (2011)

The community benefits negotiations were completed in September 2009 and includes a local hiring rate, prevailing wage jobs, development of an underused lot, remediation of a contaminated site, increasing commercial/retail shopping opportunities in an underserved area, providing neighborhood-serving retail, and participating in and supporting the Greater Crenshaw/Leimert Park Business Improvement District.

**2.18.3** Construction start. (By 2011, Michelle Banks-Ordone)

**2.19 Fresh & Easy at 52nd and Crenshaw** - Estimated completion Date (2012)

Stand-alone Fresh & Easy grocery store to go on former Ford dealership.

**2.20 Maverick Flats** - Estimated completion Date (2012)

Acquisition and rehabilitation of commercial space.

**2.21 Bethune Library site** - Estimated completion Date (2012)

Will be replaced with residential, commercial or mixed-use development on 34,000SF on Vermont Avenue across from USC.

**2.22. Mercado La Paloma** Estimated completion Date (2012)

Rehabilitation of commercial and office space with seventeen retail tenant spaces and six nonprofits.

**2.23 Crenshaw Vision Plan** - Estimated completion Date (2012)

10-Point plan to improve commercial and pedestrian environment along Crenshaw Boulevard.

**2.24 Washington Boulevard** - Estimated completion Date (2012)

Streetscape is a pedestrian streetscape improvements between Figueroa Street and Alameda Street.

**2.25 New for YEAR 3 Safe Routes to School (Richard Lizarraga ES)** - Estimated completion Date (2012)

School pedestrian streetscape improvement project.

### 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:

<b>Lead:</b>	CRA	<b>Don Spivack</b>	213-977-1628
		<b>Carolyn Hull</b>	213-977-2642
		<b>Jenny Scanlin</b>	213-977-1710
		<b>Al Jenkins</b>	213-977-2640
<b>Support:</b>	CDD	<b>Joanne Lu</b>	213-744-9346
		<b>Clifford Weiss</b>	213-744-9364
		<b>May Smith</b>	213-744-9360
		<b>Raed Elaraj</b>	213-744-9377
	BOE	<b>Julia Moye</b>	213-978-2074
	CD 15 Economic Development	<b>Gordon Teuber</b>	310-732-4515
	Mayor's Office		
	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. Each project in this Initiative area (e.g., Calco Steel) that includes the issuance of loans from CDD will identify the loan agreement as a milestone in its respective goal.

#### Persons Responsible:

<b>Lead:</b>	CDD	<b>Clifford Weiss</b>	213-744-9364
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**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 December 2010, Clifford Weiss)

##### 3.2 Attract Manufacturing Industries

#### Persons Responsible:

<b>Lead:</b>	CRA	<b>Jenny Scanlin</b>	213-977-1710
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**3.2.1** Complete South Los Angeles Industrial Tract (SLAIT) Strategic Plan. (By June 2010, Jenny Scanlin)

### 3.3 Goodyear Tract

#### Persons Responsible:

Lead: CRA Jenny Scanlin 213-977-1710

3.3.1 Begin outreach based on results of SLAIT. (by October 2010, Jenny Scanlin)

### 3.4 Lanzit Industrial Tract

#### Persons Responsible:

Lead: CDD Raed Elaraj 213-744-9377

Cliff Weiss 213-744-9364

Support: BOE Julia Moye 213-978-2074

CD 15 Economic Development Gordon Teuber 310-732-4515

3.4.1 Execute Contract. (By April 2010, Raed Elaraj and Cliff Weiss)

3.4.2 Begin construction. (By July 2010, Raed Elaraj and Cliff Weiss)

### 3.5 60th and Western Avenue (industrial complex)

#### Persons Responsible:

Lead: CRA Al Jenkins 213-977-2640

3.5.1 Issue RFP for developer. (By March 2010, Al Jenkins)

### 3.6 La Cienega - Jefferson

#### Persons Responsible:

Lead: CDD Clifford Weiss 213-744-9364

3.6.1 Obtain Construction financing. (By August 2010, Cliff Weiss)

3.6.2 Begin Construction. (By December 2010, Cliff Weiss)

### 3.7 Calko Steel Expansion

48,000-square foot project on Stanford Avenue.

#### Persons Responsible:

Lead: CRA Jenny Scanlin 213-977-1710

3.7.1 Provide \$1.5M loan. (By May 2010, Cliff Weiss)

3.7.2 Complete financing for project. (By June 2010, Jenny Scanlin)

3.7.3 Complete environmental clean up. (By September 2010, Jenny Scanlin)

3.7.4 Begin construction. (By November 2010, Jenny Scanlin)

### 3.8 Salsbury Industry Expansion

**On hold:** The project did not move forward because Salsbury was not able to come to agreement on land value with the seller of the 4-acre site. To date, they have not found another expansion site for their business.

**3.9 Avalon**

2-acre property and 59,000 square feet of building industrial.

**Persons Responsible:**

**Lead:** CRA **Jenny Scanlin** 213-977-1710  
**Support:** CDD **Clifford Weiss** 213-744-9364

**3.9.1** Take to CRA Board for approval of \$1.4 million loan. (By February 2010, Jenny Scanlin)

**3.9.2** Begin Relocation and Construction. (By May 2010, Jenny Scanlin)

**3.10 59th Street Industrial Project**

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

**Persons Responsible:**

**Lead:** CRA **Jenny Scanlin** 213-977-1710

**3.10.1** Execute DDA. (By February 2010, Jenny Scanlin)

**3.10.2** Begin construction. (By April 2010, Jenny Scanlin)

**3.10.3** Complete rehabilitation and initial occupancy. (By December 2010, Jenny Scanlin)

**Five-year plan 2012 targets for this Initiative:**

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

	Year	2008	2009	2010	2011	2012	Total
3.1	Issue loans and bonds to South LA industrial projects	\$7.55/ \$30MM	\$36.5/ \$30MM				\$100MM

**3.2 Attract Manufacturing and Biomedical Industries** - Estimated completion date: (Revise and update lists and continue past 2012)

**3.3 Goodyear Tract** - Estimated completion date: (By 2012)

**3.4 Lanzit Industrial Tract** - Estimated completion date: (By 2012)

**3.5 60th and Western Avenue** - Complete construction. (By 2012)

**3.6 La Cienega - Jefferson** - Estimated completion date: (By 2012)

**3.7 Calko Steel Expansion** - Estimated completion date: (By 2012)

**3.8 Salsbury Industry Expansion:** On Hold

**3.9 Avalon Site** - Estimated completion date: (By 2012)

**3.10 59th Street Site** - Estimated completion date: (By 2010)

## 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:

<b>Lead:</b>	BOE	<b>Kent Welling</b>	213-978-2072
<b>Support:</b>	LADOT	<b>Jay Kim</b>	213-972-8476
	Planning	<b>Faisal Roble</b>	213-978-1168
	DWP	<b>Imudiase Aimiuwu</b>	213-367-1418
		<b>Steve Starks</b>	213-367-4019
		<b>John Dennis</b>	213-367-0881
		<b>Bill Glauz</b>	213-367-0410
	Mayor's Office	<b>Sean Arian</b>	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. Each grant program will open for applications at different times. At the time that each grant program opens for applications, each agency eligible to receive funding would be required to complete the application.

### Persons Responsible:

<b>Lead:</b>	CRA	<b>Dalila Sotelo</b>	213-977-1636
<b>Support:</b>	Mayor's Office	<b>Sean Arian</b>	213-978-1587
		<b>Donna Estacio</b>	213-978-0738
	BOE	<b>Ted Allen</b>	213-847-0577
	Housing	<b>Claudia Monterrosa</b>	213-808-8650

**4.1.1** Monitor application openings for infrastructure related competitive grant programs for which City projects are eligible. Coordinate the application for one or more eligible projects should there be an application opening. (By December 2010, Dalila Sotelo) **On Hold FOR YEAR 3.** Applications for funding will not occur in 2010 because the State program is out of money and is no longer accepting applications. Will continue to monitor.

#### 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 as appropriate.

##### Persons Responsible:

<b>Lead:</b>	BSS	<b>Nazario Saucedo</b>	213-847-3333
		<b>Keith Mozee</b>	213-847-3200
		<b>Nick Lopez</b>	213-847-2973
		<b>Ron Lorenzen</b>	213-847-3077

**4.2.1** Trim 15,000 trees. (By December 2010, Ron Lorenzen)

**4.2.2** Repair 8 miles of sidewalk. (By December 2010, Nick Lopez)

**4.2.3** Complete approximately 25 miles of street resurfacing in South Los Angeles. (By December 2010, Keith Mozee)

#### 4.3 Master Transportation Plan

##### Persons Responsible:

<b>Lead:</b>	LADOT	<b>Michael Davies</b>	213-972-8477
<b>Support:</b>	Planning	<b>Faisal Roble</b>	213-978-1168

Completed in 2009

#### 4.4 Infrastructure Capacity Assessment Program

##### Persons Responsible:

<b>Lead:</b>	BOS	<b>Mario Dimzon</b>	323-342-6260
		<b>Brent Lorscheider</b>	323-342-6236

**Support:** None

**4.4.1** Crenshaw Corridor (Five secondary sewer basins):

**4.4.1.1** H16 activity planned for subsequent years within the 5 yr Plan. (By June 2011, Mario Dimzon)

**4.4.1.2** Ho6 activity planned for subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

**4.4.2** Watts Area (One secondary sewer basin)

**4.4.2.1** Z18 activity planned for subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

#### 4.4.3 Goodyear Tract (Four secondary sewer basins)

- 4.4.3.1 Complete one plan for SSBP for basin No. S12. (By June 2010, Mario Dimzon)
- 4.4.3.2 So7 and So8 activity planned for subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

#### 4.4.4 Central Avenue Corridor (Five secondary sewer basins)

- 4.4.4.1 Complete two plans for SSBP for basin Nos. No2 and No7. (By June 2010, Mario Dimzon)
- 4.4.4.2 S16, No3 and No6 activity planned for subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

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

- 4.4.5.1 S13, So1, So4, S10, S11, S14 and S17 activity planned for subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

4.4.6 Assess remaining 4 plans for SSBP including 165 miles of secondary sewers in four focus areas in subsequent years within the 5 yr Plan. (By June 2012, Mario Dimzon)

4.4.7 Assess remaining 2 plans for SSBP including 37 miles of secondary sewers in South LA outside 4 focus areas. (By June 2012, Mario Dimzon)

### 4.5 Nuisance Abatement Program

#### Persons Responsible:

<b>Lead:</b>	B & S	<b>Leo Fuller</b>	323-789-4843
<b>Support:</b>	Planning	<b>Faisal Roble</b>	213-978-1168

4.5.1 Gain compliance on 140 Citywide Nuisance Abatement Program (CNAP) cases. (By December 2010, Leo Fuller)

4.5.2 Complete 1,150 annual inspections Annual Inspection Monitoring (AIM) Program. (By December 2010, Leo Fuller)

4.5.3 Gain compliance on ,3,500 PACE (Pro-Active Code Enforcement) cases. (By December 2010, Leo Fuller)

4.5.4 Gain compliance on 1540 General Code Enforcement cases. (By December 2010, Leo Fuller)  
General Enforcement includes: commercial complaints and referrals, the Citation Unit, Sign Enforcement.

### 4.6 Energy Efficiency Program

#### Persons Responsible:

<b>Lead:</b>	DWP	<b>Imudiase Aimiuwu</b>	213- 367-1418
<b>Support:</b>	DWP	<b>Steve Starks</b>	213- 367-4019
		<b>John Dennis</b>	213- 367-0881
		<b>Bill Glauz</b>	213- 367-0410

**4.6.1** Energy Saver program.

**4.6.1.1** Deliver and install 5,000 refrigerators to homes that meet eligibility criteria (By December 2010, Steve Starks)

**4.6.1.2** Deliver and install 750 Compact Fluorescent Lights in homes that meet eligibility criteria. (By December 2010, Steve Starks)

**4.6.2** Power reliability program.

**4.6.2.1** Deliver and install transformer upgrades that meet eligibility criteria. (By December 2010, John Dennis)

**4.6.2.2** Provide \$10,000 in incentives to one business that meet eligibility criteria. (By December 2010, Bill Glauz)

**PROJECTS****4.7 Public Buildings****Persons Responsible:**

**Lead:** BOE **Kent Welling** 213-978-2072

**Support:** None

**4.7.1** Construct Council District 9 Neighborhood City Hall. (By June 2010, Kent Welling)

**4.7.2** Begin construction of the South Los Angeles Animal Care Center. (By October 2010, Kent Welling)

**4.7.3** Complete construction of South Los Angeles Fire Station 21. (By May 2010, Kent Welling)

**4.7.4** Complete construction of Crenshaw Fire Station 94. (By August 2010, Kent Welling)

**4.8 Recreational Parks****Persons Responsible:**

**Lead:** BOE **Kent Welling** 213-978-2072

**Support:** None

**4.8.1** Construct the Bradley Milken Youth and Family Parking and Play Area. (By September 2010, Kent Welling)

**4.8.2** Construct the Harvard Recreation Center – Skate Park. (By December 2010, Kent Welling)

**4.8.3** Construct the Van Ness Recreation Center - Improvements. (By December 2010, Kent Welling)

**4.8.4** Construct the Fred Roberts Recreation Center – New Building. (By December 2010, Kent Welling)

**4.8.5** Construct the Loren Miller Park – Smart Irrigation. (By March 2010, Kent Welling)

**4.8.6** Construct the Norman Houston Park – Outdoor Improvements. (By December 2010, Kent Welling)

**4.8.7** Begin construction of the South Los Angeles Wetlands Park. (By September 2010, Kent Welling)

#### 4.9 Infrastructure (Streets, Stormwater, Sewer, Street Lighting, etc.)

##### Persons Responsible:

<b>Lead:</b>	BOE	<b>Kent Welling</b>	213-978-2072
	BSL	<b>James Quigley</b>	213-847-1459
	BOS	<b>Adel Hagekhalil</b>	213-485-2210
<b>Support:</b>	None		

**4.9.1** Construct East Downtown Truck Access Improvements Phase I.

(By December 2010, Kent Welling)

**4.9.2** Construct Odor Control – Rodeo and La Cienega. (By December 2010, Kent Welling)

**4.9.3** Construct La Cienega Interceptor Sewer Relocation - Rodeo to Jefferson.

(By December 2010, Kent Welling)

**4.9.4** Construct 8 Air Treatment Units along Jefferson Blvd. (By December 2010, Julia Moye)

**4.9.5** Vermont Avenue - Slauson Avenue to 74th Street - \$1,400,000 replacement of 124 streetlights. (**On Hold** due to removal of contractor, James Quigley)

**4.9.6** Begin Construction at Intersection Improvement Unit 15 Estimated Cost \$250,000 – 25 Streetlights. (**On Hold** due to lack of Gas Tax funding, James Quigley)

**4.9.7** Construct Harbor Gateway Phase I Sets 1, 2 and 3 (ATSAC) Estimated Cost \$285,000 – 30 Streetlights. (By February 2010, James Quigley)

#### 4.10 Vision Theater

**CRA/LA helping fund the grant consultant for the City of L.A.'s renovation of the former Leimert movie house for an expanded stage, box office, dressing rooms, ADA and Building Code safety compliance, new classrooms, and expanded use capability for performing arts.**

##### Persons Responsible:

<b>Lead:</b>	BOE	<b>Ejike Mbaruguru</b>	213-473-9790
<b>Support:</b>	DCA	<b>Ernest Dillihay</b>	213-202-5524
	B & S	<b>Leo Fuller</b>	323-789-4843
	CRA	<b>Don Spivack</b>	213-977-1682
		<b>Al Jenkins</b>	323-290-2800

**4.10.1** BOE will begin construction on Phases 1A and 1B of the Manchester Jr. Arts Center/Vision Theater which will construct the new Manchester Arts Facility. (By December 2010, Carmelo Sabatella)

**4.10.2** Monitor CBDG funds (approved in December 2009) for availability of funds for Phase 3. (By April 2010, Ejike Mbaruguru)

**4.10.3** Obtain approval from LA for Kids Steering Committee to begin construction document phase for phases 2 and 3 of the project. (By December 2010, Ejike Mbaruguru)

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

##### Persons Responsible:

<b>Lead:</b>	BSS	<b>Nazario Saucedo</b>	213-847-3333
<b>Support:</b>	Urban Forestry	<b>Ron Lorenzen</b>	213-847-3077
	Korean Youth Corps	<b>Irma Garcia</b>	213 743-8750
	LA Conservation Corp	<b>Magen Shearer</b>	323-664-9196 x 102
	Northeast Trees	<b>Aaron Thomas</b>	323-441-8634
	Hollywood Beautification	<b>Sharyn Romano</b>	323-962-2163
	Mayor's Office	<b>Lisa Sarno</b>	213-922-9725

**4.11.1** Plant 2,000 trees. (By December 2010, Ron Lorenzen)

#### 4.12 Rehabilitate Swimming Pools in South Los Angeles

##### Persons Responsible:

<b>Lead:</b>	R & P	<b>Regina Adams</b>	213-928-9033
<b>Support:</b>	BOE	<b>Kent Welling</b>	213-978-2072
	B & S	<b>Leo Fuller</b>	323-789-4843

**4.12.1** Start construction of 109th Street Pool and Bath House. **On Hold** due to budget constraints

**4.12.2** Begin construction of the Harvard Recreation Center - Skate Park Project. (By November 2010, Kent Welling).

**Five-year plan 2012 targets for this Initiative:**

**PROGRAM**

**4.1** City agencies eligible for State bond money wrote proposals to secure funding for two projects addressing infrastructure needs of South LA. A \$30 million Infill Infrastructure Grant application for Central Avenue and a \$16 million Infill Infrastructure grant application for the Crenshaw Corridor. The Crenshaw Corridor Project received \$15 million in Prop 1C funds.

**4.2** Los Angeles City Neighborhood Street Improvement will trim 60,000 trees, repair 32 miles of sidewalk, and complete 125 miles of street resurfacing. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
Trees Trimmed	0 15,000	11,471/ 15,000	15,000	15,000	15,000	11,471/ 60,000
Miles of Sidewalk Repair	0	2.35/8	8	8	8	2.35/32
Miles of Street Resurfacing	23/50	26/25	25	25	25	49/125

**4.3** The South Los Angeles Transportation Master Plan Study has been completed.

**4.4** Infrastructure Capacity Assessment Program:

Completed the South Los Angeles Primary Sewer Master Plan. (Sewers larger than 15”) (By January 2008)

**4.4.1** Crenshaw Corridor (Five secondary sewer basins):

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

**4.4.1.2** Complete 1 plan for SSBP for Basin No. Ho6. (By June 2012) Completed 3 Crenshaw Corridor plans for SSBP for Basins Nos. Ao2, So2, and So3.

**4.4.2** Watts Area (one secondary sewer basin)

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

**4.4.3** Goodyear Tract (four secondary sewer basins)

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

**4.4.3.2** Complete 2 plans for SSBP for Basin Nos. So7 and So8. (By June 2012)  
Completed 1 Goodyear Tract plan for SSBP for Basin No. S15.

**4.4.4** Central Avenue Corridor (5 secondary sewer basins)

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

**4.4.4.2** Complete 3 plans for SSBP for Basin Nos. S16, No3 and No6. (By June 2012)  
Completed 1 Central Avenue Corridor plan for SSBP for Basin No. No2.

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

**4.4.5.1** Complete eight plans for SSBP for Basin Nos. S13, So1, So4, S10, S11, S14 and S17.

(By June 2013)

Completed three South LA Area plans for SSBP for Basins Nos. So5, So6, and So9.

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

**4.4.6** Assess nine plans for SSBP including 389 miles of secondary sewers in four focus areas.

(By June 2012)

Year	2008	2009	2010	2011	2012	Total
Assess Secondary Sewer Plans	5/5	1/1	1	1	1	5/9
Assess Secondary Sewer Miles	157/157	67/67	22	18	125	224/389

**4.4.7** Assess all five plans for SSBP including 139 miles of secondary sewers in South LA outside four focus areas. (By June 2012)

Year	2008	2009	2010	2011	2012	Total
Assess Secondary Sewer Plans	3/3	0/0	0	0	2	3/5
Assess Secondary Sewer Miles	102/102	0/0	0	0	37	102/139

**4.5** Nuisance Abatement Project will have gained compliance on 18,500 cases brought into compliance by the completion date of December 2012.

**4.5.1** Achieve compliance on 400 Citywide Nuisance Abatement Program (CNAP) cases.

(By December 2012)

**4.5.2** Achieve compliance on 2,900 Annual Inspection Monitoring (AIM) cases.

(By December 2012)

**4.5.3** Achieve compliance on 10,500 Pro-Active Code Enforcement (PACE) cases.

(By December 2012)

**4.5.4** Achieve compliance on 4,700 General Code Enforcement cases. General Enforcement includes: commercial complaints and referrals, the Citation Unit, Sign Enforcement. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
Citywide Nuisance Abatement Program (CNAP) cases brought into compliance	200/350	170/200	200			400/400
Annual Inspection Monitoring (AIM) cases	1,400/ 1,500	737/ 1,500	1,500	1,900/ 2,900		
Pro-Active Code Enforcement (PACE) cases brought into compliance	5,500/ 5,500	18,014/ 5,000	8,100/ 5,000			10,500
General Code Enforcement cases brought into compliance	2,500/ 5,500	2,239/ 2,200	2,200			5,500/ 4,700

#### 4.6 Energy Efficiency Program

Year	2008	2009	2010	2011	2012	Total
Deliver and install 5,000 refrigerators to homes that meet eligibility criteria	0	5,000/ 5,000				5,000/ 10,000
Deliver and install 750 Compact Fluorescent Lights in homes that meet eligibility criteria	0	750/750				750/1,500

## PROJECTS

**4.7** A total of 6 Public Building projects will be completed. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
Public Building	5/5	1/1	2	0	0	6/6

**4.8** A total of 19 Recreational Parks projects will be completed. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
Recreational Parks	7/9	9/9	6	0	0	16/19

**4.9** A total of 31 Infrastructure projects will be completed. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
Infrastructure Projects	12/12	8/10	7			31

**4.10** Design of Vision Theater will be completed. (By 2010) Completed

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

Year	2008	2009	2010	2011	2012	Total
Planting of Trees	2,191/ 2,000	1,857/ 2,000	2,000	2,000	2,000	4,048/ 10,000

**4.12** Rehabilitation by design of 2 swimming pools in South Los Angeles will be completed.  
(By 2009)

Year	2008	2009	2010	2011	2012	Total
Rehabilitation of Swimming Pools	0/1	1/1	0	0	0	1/2

## **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; and
- 4) Stimulating development

### **Purpose/Implementation Strategy:**

A Working Group, comprised of members of the private, public and non-profit business sectors, has been created to:

- 1) Identify South LA's Most Critical Needs;
- 2) Build on and Marketing South LA's Strengths;
- 3) Develop South LA's Workforce;
- 4) Optimize South LA's Governing Resources; and
- 5) Promote and streamline Business in South LA.

### **Persons Responsible:**

<b>Lead:</b>	CDD	<b>Richard Benbow</b>	213-744-7300
	Mayor's Office	<b>Mckinley Tennyson</b>	213-978-1533
	Broadway Federal Bank	<b>Paul Hudson</b>	323-634-1700 x222
<b>Support:</b>	Planning	<b>Gail Goldberg</b>	213-978-1271
	Council District Offices 8, 9, 10 & 15		

### **Program/Project (Outcomes or Deliverables):**

#### **5.1 Channel Public Investment**

Identify South LA's most critical needs to create linkages between public resources and the private sector. In addition to funding sources, these resources may include incentives offered by various city departments or private institutions.

### **Persons Responsible:**

<b>Lead:</b>	CDD	<b>Richard Benbow</b>	213-744-7300
<b>Support:</b>	DPW	<b>Julia Moye</b>	213-978-2074
	DWP	<b>Kathy Jones Irish</b>	213-367-1026
	CRA	<b>Don Spivack</b>	213-977-1682
	CDD	<b>Chris Pearson</b>	213-744-9302

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**5.1.1** Update matrix of available and underutilized resources (By June 2010, Chris Pearson)

**5.1.2** Prepare marketing plan and materials to distribute matrix to business community (By December 2010, Chris Pearson)

## **5.2 Leverage Private Investment**

**Implement efforts to engage private entities such as banks, non-profit and philanthropic organizations to invest South Los Angeles Community Investment Programs.**

### **Persons Responsible:**

<b>Lead:</b>	Mayor's Office	<b>McKinley Tennyson</b>	213-978-1533
<b>Support:</b>	Broadway Federal Bank	<b>Paul Hudson</b>	323-634-1700 x222
	CRA	<b>Don Spivack</b>	213-977-1682
	Private Sector	<b>Keith Coleman</b>	213-944-7417
	CDD	<b>Chris Pierson</b>	213-744-9302

**5.2.1** Prepare booklet identifying available sites for development within South LA. (By December 2010, Chris Pearson)

**5.2.2** Prepare marketing brochure to engage community partners, both public and private.

**5.2.3** Meet with at least 3 financial institutions and 3 non-profit community development groups. (By March 2010, Chris Pearson)

## **5.3 Remove Barriers to Development**

**Prepare and implement a methodology to expedite the development and delivery of projects and partnerships in South Los Angeles.**

### **Persons Responsible:**

<b>Lead:</b>	Mayor's Office	<b>McKinley Tennyson</b>	213-978-1533
<b>Support:</b>	Broadway Federal Bank	<b>Paul Hudson</b>	323-634-1700 x222
	CRA	<b>Don Spivack</b>	213-977-1682
	Planning	<b>Gail Goldberg</b>	213-978-1271
	CDD	<b>Ninoos Benjamin</b>	213-744-7392
	CDD	<b>Chris Pearson</b>	213-744-9302

**5.3.1** Organize a community seminar to market the new community plans and teach community members how to navigate the City's new system. (By September 2010, Chris Pearson)

## 5.4 Stimulate Development

Identify projects and development sites that are in a state of readiness to be marketed to potential developers. Expedite these projects through a coordinated effort of the City departments involved in the development process.

Additionally, a strong advocacy group to keep South LA connected to the economic growth will be a catalyst for bringing South LA to the attention of developers who would otherwise be unaware of the many competitive advantages South LA has to offer. This organization may monitor the progress of development activities under this initiative and serve as a clearing house for information to the community.

### Persons Responsible:

<b>Lead:</b>	Mayor's Office	<b>McKinley Tennyson</b>	213-978-1533
<b>Support:</b>	Mayor's Office	<b>Jasper Williams</b>	213-978-6397
		<b>Curtis Owens</b>	323-528-6704
	CDD	<b>Richard Benbow</b>	213-744-7300
	CRA	<b>Carolyn Hull</b>	213-977-1782
	Broadway Federal Bank	<b>Paul Hudson</b>	323-634-1700 x 222
	Planning	<b>Faisal Roble</b>	213-978-1668
	Private Sector	<b>Keith Coleman</b>	213-944-7417

**5.4.1** Promote and enhance small businesses surrounding the development projects at Lanzit, Goodyear Tract, Slauson/Western, and Jordan Downs to ensure job creation opportunities. (By December 2010, Chris Pearson)

**5.4.2** Create a business plan and white paper for the South LA Revitalization Corporation and Foundation. (By December 2010, Chris Pearson)

**Five-year plan 2012 targets for this Initiative:**

**5.1.1** Finalize the matrix of available and underutilized resources which incorporates all updates over five years (December 2012). This matrix developed by the Community Development Department. identifies current resources available through city, county, state, and federal agencies and departments is updated when changes to programs occur.

**5.1.2** Ensure that projects and programs in South LA are funded as a result of the following bonds, Propositions 1B, 1C, 1D, and 1E (December 2012). The six Economic Departments met regarding Propositions 1B, 1C, 1D, and 1E to prepare priority lists and write applications.-these applications came out of the Mayor's Office. Completed South LA received funds through Prop 1C which provided funding for the Crenshaw Transit Project.

**5.2** Create three new sustainable opportunities for public/private partnerships. (Paul Hudson, June 2010) Completed. The projects include Lanizt, Goodyear Tract, Slauson/Western, and the Jordan Downs Project as sites with the most potential for significant economic impact both for the community as a whole and residents individually in providing career opportunities.

**5.3** Prepare a a report on City efforts to remove barriers to development. Three reports prepared by LAEDC have been obtained and summarized in one single document combined with current obstacles that did not exist at the point the reports were produced.

**5.4.1** Stimulate Development The sites selected are Lanizt, Goodyear Tract, Slauson/Western, and the Jordan Downs Project. To jumpstart these projects the master plan for Slauson/Western will used as a model for development updated for the current economy.

**5.4.2** Develop a concept paper that will outline the function and structure of the South LA community-based non-profit entity with an improved marketing strategy that will entice private sector investment to South LA and create a competitive market within the area. (December 2011)

## 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 South LA 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:

<b>Lead:</b>	CDD	<b>Richard Benbow</b>	213-744-7300
		<b>Robert Sainz</b>	213-744-7396
		<b>Manny Chavez</b>	213-744-7124
		<b>Lisa Salazar</b>	213-744-7191
		<b>Greg Burks</b>	213-744-7132
<b>Support:</b>	WIB	<b>Gregg Irish</b>	213-744-7122
	BCA	<b>John L. Reamer, Jr.</b>	213-847-2688
	Personnel	<b>Maggie Whelan</b>	213-473-3740
	CRA	<b>Alexendra Paxton</b>	213-977-1747
	POLA	<b>Ralph Hicks</b>	310-732-7730
	DWP	<b>Kathy Jones Irish</b>	213-367-1026
	LAWA	<b>Joyce Sloss</b>	310-646-6971
	Mayor's Office	<b>Larry Frank</b>	213-922-9741

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### Program/Projects (Outcomes or Deliverables):

#### 6.1 First Source Hiring Ordinance

Utilize the 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** Place 50 South LA residents via the First Source Hiring Ordinance, which was approved and implemented in 2008. (By December 2010, 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 100 South Los Angeles residents into living wage jobs at the Airport. (By December 2010, Joyce Sloss)

**6.2.2** Design and begin implementation of the Port's First Source Hiring Program. (By December 2010, Lisa Jordan)

**6.2.3** Design and Begin Implementation of DWP's First Source Hiring Program. (By December 2010, Kathy Jones Irish)

### **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 December 2010, 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 December, 2010, John L. Reamer, Jr.)

**6.4.2** Secure 25% local hire rates on covered new construction projects in CRA. (By December 2010, Alex Paxton)

**6.4.3** Secure 20% local hire rates on covered new construction projects in Port of LA. (By December 2010, Lisa Jordan)

**6.4.4** Secure 20% local hire rates on covered new construction projects in LAWA. (By December 2010, Joyce Sloss)

**6.4.5** Secure 20% Local Hire rates on covered new construction projects in DWP. (By June 2010, Kathy Jones Irish)

## 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** Place 60 South LA residents in the Health Care Industry. (By December 2010, Greg Burks)
- 6.5.2** Add 100 South LA residents to the Apprenticeship roles. (By December 2010, Greg Burks)
- 6.5.3** Place 10 South LA residents in the DWP Climbing School based at the Maxine Waters Skills Center. (By December 2010)
- 6.5.4** Place 10 South LA residents in the Financial Services industry. (By December 2010, Greg Burks)
- 6.5.5** Place 40 South LA residents in the Logistics Sector. (By December 2010, Greg Burks)
- 6.5.6** Place 15 South LA residents in the Utilities Industry. (By December 2010, Keisha Washington)
- 6.5.7** Place 40 South LA residents in the Hospitality Industry. (By December 2010, 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, and 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 December 2010, 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 December 2010, Jaime Pacheco-Orozco)
- 6.7.2** Place 800 South LA residents into employment opportunities. (By December 2010, Jaime Pacheco-Orozco)
- 6.7.3** Provide workforce development business services to 100 small to moderate businesses in South LA. (By December 2010, Greg Burks)

### **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. The placements and training goals for these efforts are counted above at 6.2, 6.3, 6.4, and 6.5.**

**6.8.1** Start Port-related training programs, with an emphasis on South LA opportunities. (By June 2010, Lisa Jordan)

### **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** Achieve 35% participation from South LA residents in the City's Learn and Earn Program. (By December 2010, Lisa Salazar)

**6.9.2** Achieve 35% participation from South LA residents in the City's Summer Youth Employment Program. (By December 2010, Lisa Salazar)

**6.9.3** Achieve 25% participation from South LA residents in the City's Hire LA 18-24 Private Placement Youth Jobs Program. (By December 2010, Greg Burks)

**6.9.4** Achieve 25% participation from South LA residents in LAUSD's Student Worker Summer Program. (By December 2010, Robert Sainz)

**6.9.5** Achieve 25% participation from South LA residents in LACCD's California High School Exit Exam (CAHSEE) Passage Program similar to Learn and Earn. (By December 2010, Lisa Salazar)

**6.9.6** Achieve 25% participation from South LA residents in Infrastructure academy, the DWP-initiated Utilities training and afterschool program. (By December 2010, Kathy Jones Irish)

**6.9.7** Develop at least one high school academy in a South LA partnership high school. (By June 2010, Larry Frank)

Five-year plan 2012 targets for this Initiative:

**6.1 First Source Hiring Ordinance - 450 South LA hires. (By December 2012)**

	Year	2008	2009	2010	2011	2012	Total
6.1.1	New Hires	45/0	0/50	50			450

**6.2 First Source Hiring Programs at Proprietaries - Pass a First Source Hiring Program at CRA.(By June 2009, Alexandra Paxton) 500 South LA hires. (By December 2012)**

	Year	2008	2009	2010	2011	2012	Total
6.2.1	Airport hires	817/50	645/100	100			
6.2.2	Port hires	31/0	Adopt Program				
6.2.3	DWP hires		Adopt Program				
6.2.4	CRA hires		Completed				500

**6.3 L.A. City Works - 350 South LA hires. (By December 2012)**

	Year	2008	2009	2010	2011	2012	Total
6.3.1	New Hires	28/30	0/30	30			350

**6.4 Local Hire Efforts in Construction - 1500 South LA Local Hires. (By December 2012) For the CRA the intent of this goal was to adopt the Construction Careers Policy, which was successfully passed in late 2008 and is now implemented.**

	Year	2008	2009	2010	2011	2012	Total
6.4.1	BCA rates	24%/30%	23%/30%	30%			640
6.4.2	CRA rates	34%/25%	23%/25%	25%			869
6.4.3	POLA rates	9%/20%	16%/20%	20%			53
6.4.4	LAWA rates	21%/20%	22%/20%	20%			108
6.4.5	DWP rates		20%	20%			
	SLA Local Hires						1,500

### 6.5 Workforce Development Sector Initiatives - 1,500 South LA hires. (By December 2012)

	Year	2008	2009	2010	2011	2012	Total
6.5.1	Health Care Placements	60/60	28/60	60			88
6.5.2	Apprenticeship Placements	300/300	0/100	100			300
6.5.3	DWP Climbing School	0/10	10	10			0
6.5.4	Financial Services	26/10	25/10	10			26
6.5.5	Logistics	40/40	40	40			40
6.5.6	Utility Industry	15	15	15			
6.5.7	Hospitality Industry		26/40	40			
	SLA Local Hires						1,500

### 6.6 Building a Regional Workforce System - 1,000 LAUSD and LACCD training placements. (By December 2012)

	Year	2008	2009	2010	2011	2012	Total
6.6.1	Training Placements	200	103/200				1,000

### 6.7 City of Los Angeles Workforce Development System (WDS) - 12,000 South LA placements. (By December 2012)

	Year	2008	2009	2010	2011	2012	Total
6.7.1	Employment Services	6,000/ 6,000	1,815/ 6,000	6,000			6,000
6.7.2	Employment Opportunities Placements	800/800	800	800			12,000
6.7.3	Business Services	600/100	600/100	100			600

### 6.8 Port and Airport-Related Job and Training Opportunities - 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 - 20,000 summer jobs for South LA youth, and additional after school and school-based training slots for South LA youth. (By December 2012)

	Year	2008	2009	2010	2011	2012	Total
6.9.1	Learn and Earn Program	30%/35%	53%/35%	35%			
6.9.2	Summer Youth Employment Program	38%/35%	42%/35%	35%			
6.9.3	Hire LA 18-24 Private Placement Youth Jobs Program	38%/25%	42%/25%	25%			
6.9.4	LAUSD's Student Worker Summer Program	0%/25%	25%	25%			
6.9.5	LACCD's California High School Exit Exam (CAHSEE) Passage Program	25%	25%	25%			
6.9.6	Infrastructure academy, the DWP-initiated Utilities training	25%	25%/25%	25%			
6.9.7	Develop High School Academy		1				
	SLA Youth Summer Jobs						20,000

## Initiative Area 7 BUSINESS DEVELOPMENT

**Initiative Goal:** The principal goal of business development in South LA is to build relationships in the community and at large 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 the community's long-term fiscal health.

**Purpose:** To improve the quality of life in South LA by creating economic, social, and employment opportunities for individuals, families, and underserved neighborhoods. To 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. To identify and target minority – owned businesses in South Los Angeles already engaged or having the potential to be involved in growth sectors. These targeted minority-owned businesses will be assessed on their need for financial and technical assistance to be competitive in the mainstream of business activities.

### Persons Responsible:

<b>Lead:</b>	CDD	<b>Richard Benbow</b>	213-744-7300
		<b>Joe Rouzan</b>	213-744-7188
		<b>Miguel Acuna</b>	213-744-9334
<b>Support:</b>	CRA	<b>Don Spivack</b>	213 977-1682
		<b>Jennifer Barrera</b>	213 977-1907
		<b>Al Jenkins</b>	213 977-2640
	DWP	<b>Mudia Aimiuwu</b>	213-367-1418
	Mayor's Office	<b>Sean Arian</b>	213-978-1587
	Council District Offices 8, 9, 10 and 15		

### Program/Projects (Outcomes or Deliverables):

#### 7.1 Facade Improvement Program

##### 7.1.1 Complete 25 facades:

- 7.1.1.1** Vermont Commercial. (Complete 5 By June 2010, Jennifer Barrera)
- 7.1.1.2** Crenshaw/Slauson Commercial Façade and Signage. (Complete 20 By March 2010, Al Jenkins)
- 7.1.1.3** Select contractor to begin Phase V of Florence Ave façade improvement program between Van Ness and Arlington. (By June 2010, Al Jenkins)
- 7.1.1.4** Identify buildings eligible to receive high efficiency lighting upgrades. (By June 2010, Mudia Aimiuwu)
- 7.1.1.5** Install 2 building façade projects. (By December 2010, Mudia Aimiuwu)

**7.1.2** Normandie Facade Improvement Program: Completion of 10 facades

**7.1.2.1** Meet with four property owners. (By January 2010, Jennifer Barrera)

**7.1.2.2** Start construction. (By March 2010, Jennifer Barrera)

**7.1.2.3** Complete principal construction. (By December 2010, Jennifer Barrera)

## **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 is responsible to:**

**7.2.1** Markets the CDD incentive programs through site visits, mass mailings, presentations and seminars, one-on-one meetings with businesses to discuss CDD products and services in detail. (By December 2010, Joe Rouzan)

**7.2.1.1** 200 site cold call visits;

**7.2.1.2** 3,300 mass mailings;

**7.2.1.3** 15 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; and

**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 2010, Joe Rouzan)

**7.2.3** Encourage 50 businesses to utilize the voucher process for qualified employees so the business can get tax credits for hiring local, qualified employees. (By December 2010, Joe Rouzan)

## **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.**

Provide Community Development Block Grant funds to South Los Angeles based agency to provide direct assistance to small business owners. Efforts will be made to identify and assist minority owned businesses that have the potential to participate in the economic activity within the growth sectors and to connect these community based small businesses with larger opportunities to help these businesses to grow. Financial and technical assistance will be made available through existing programs.

**7.3.1** Prepare and submit required application and supporting documentation to ensure continued CDBG funding for the 36th Program Year Consolidated Plan allocation, and for future years. (By October 2010, Miguel Acuna)

**7.3.2** Extend South LA agency contract for next program year and for subsequent years. (By April 2010, Miguel Acuna)

**7.3.3** Assist 50 entrepreneurs to complete a business plan. (By October 2010, Miguel Acuna)

**7.3.4** Assist 70 micro-enterprise owners complete coursework. (By October 2010, Miguel Acuna)

**7.3.5** Create 31 new jobs. (By October 2010, Miguel Acuna)

#### Five-year plan 2012 targets for this Initiative:

##### 7.1 Facade Improvement Program - Complete 45 Facades. (By 2012)

	Year	2008	2009	2010	2011	2012	Total
7.1	Facades	0/0	0/0	15	5	15	45

##### 7.2 State Enterprise Zones - Will continue past 2012.

	Year	2008	2009	2010	2011	2012	Total
7.2.1.1	Cold Calls	175/200	46/200	200	200	200	1000
7.2.1.2	Mailings	2,696/3,300	2,160/3,300	3,300	3,300		16,500
7.2.1.3	Seminars	19/8	30/15	15	15	15	68
7.2.1.4	Events	86/75	103/75	75	75	75	375
7.2.1.5	Responses Calls	369/240	291/240	240	240	240	1,200
7.2.1.6	Responses E-mail	450/240	240/240	240	240	240	1,200
7.2.2	Discount Rate Applications	0/100	276/100	100	100	100	500
7.2.3	Tax Credit Voucher	88/50	50	50	50	50	250

##### 7.3 Los Angeles Business Assistance Program - Goals: (By 2012)

	Year	2008	2009	2010	2011	2012	Total
7.3.1	Ensure CDBG Funding for Program Year Consolidation Plan allocation	34th	35th	36th			
7.3.2	Extend SLA Contract	Extend Contract	Extend Contract	Extend Contract			
7.3.3	Business Plans Developed	15/50	58/50	50			150
7.3.4	Micro Business Training	45/70	82/70	70			200
7.3.5	New Jobs	21/31	38/31	31			40

## Initiative Area 8 IMPROVE THE EDUCATION SYSTEM

**Initiative Goal:** The core goal of this initiative is to launch the Infrastructure Academy.

**Purpose:** To enroll, train, and place high school juniors and seniors in an ongoing, intensive, career preparation program to prepare young people for careers in the green economy. We will have enrolled more than 400 students (By December 31, 2010) and placed more than 500 students into careers. (By summer 2012)

### Persons Responsible:

<b>Lead:</b>	Mayor's Office	<b>David Libatique</b>	213-978-0736
<b>Support:</b>	Infrastructure Academy	<b>Marcus Castain</b>	213-687-0781
	DWP	<b>Kathy Jones Irish</b>	213-367-1026
	Council District Offices 8, 9, 10 and 15		

### Program/Projects (Outcomes or Deliverables):

**8.1 Launch at least two additional Infrastructure Academy sites with at least 35 students per site. (By February 2010)**

**8.2 Matriculate at least 85 high school students into Higher Education programs. (By December 2010)**

### Five-year plan 2012 targets for this Initiative:

**8.1 Launch at least 17 Infrastructure Academy sites and enroll a total of 685 students into careers or onto college in a technical field. (By December 2012)**

**8.2 Matriculate 540 high school students into Higher Education programs. (By December 2012)**

	Year	2008	2009	2010	2011	2012	Total
8.1	Infrastructure Academy Sites & Students	2/2 160/200	5/3 200/105	2 105	4 140	5 175	10/17 360/685
8.2	Higher Education high school participants	161/200	100/85	85	85	85	276/540

## Initiative Area 9

### PLANNING TASKS WITHIN THE NEW COMMUNITY PLAN PROGRAM

**Initiative Goal:** Update land use planning guidelines to accommodate density and upgraded basic infrastructure to accommodate growth; and complete the community plan updates and development around transit stations to maximize the potential of the locations and promote walkability and a sense of neighborhood.

#### Persons Responsible:

<b>Lead:</b>	Planning	<b>Faisal Roble</b>	213-978-1168
<b>Support:</b>	CRA	<b>Don Spivack</b>	213-977-1682
		<b>Steve Jones</b>	213-977-1988
	LADOT	<b>Jay Kim</b>	213-972-8476
	LAHD	<b>Yolanda Chavez</b>	213-808-8405
	DPW	<b>Edmond Yew</b>	213-977-7095
	CRA	<b>Michelle Banks-Ordone</b>	213-978-1372
	Mayor's Office		
	Council District Offices 8, 9, 10 and 15		

#### Program/Projects (Outcomes or Deliverables):

##### 9.1 Update and Revise Community Plans

These Plans will encourage balanced development; identify appropriate locations for new development (housing and jobs generating uses); assess public infrastructure; service and facility needs; minimize lengthy discretionary approvals and provide certainty and predictability for all stake holders in the community, city departments and elected offices.

**9.1.1** Present completed plans for the three community Plan Areas: 1) West Adams Baldwin Hills-Leimert, 2) South, 3) Southeast to City Planning Commission (CPC). (Faisal Roble, December 2010)

**9.1.1.1** West Adams Baldwin Hills-Leimert Community Plan

**9.1.1.1.1** Complete Ordinance maps with Zone Changes and Plan Amendments GIS and mapping. (By December 2010, Faisal Roble)

**9.1.1.1.2** Incorporate Urban Design Guidelines into the Community Plan Text. (By December 2010, Faisal Roble)

**9.1.1.1.3** Incorporate the Transportation Improvement Management Plan (TIMP) into the Final EIR. (By December 2010, Faisal Roble)

**9.1.1.1.4** Hold public hearings on the Plan and the Final draft Environmental Impact Report (EIR). (By December 2010, Faisal Roble)

**9.1.1.1.5** Present a complete plan to CPC. (By December 2010, Faisal Roble)

**9.1.1.1.6** Present a complete plan to Council. (By December 2010, Faisal Roble)

#### **9.1.1.2** South and Southeast Community Plans

**9.1.1.2.1** Complete all ordinance maps by GIS. (By December 2010, Faisal Roble)

**9.1.1.2.2** Incorporate Urban Design Guidelines into the Community Plan Text. (By December 2010, Faisal Roble)

**9.1.1.2.3** Incorporate the Final Transportation Improvement Management Plan into the EIR (TIMP). (By December 2010, Faisal Roble)

**9.1.1.2.4** Hold public hearings on the plan and the Final Environmental Impact Report (EIR). (By December 2010, Faisal Roble)

**9.1.1.2.5** Present a complete plan to CPC. (By December 2010, Faisal Roble)

**9.1.2** Incorporate 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)

**9.1.3** Encourage jobs creation by modifying light manufacturing zoning requirements adjacent to residential areas and institute a polluting business tax. (By December 2010, Ninoos Benjamin)

### **9.2 Transit Oriented Developments**

**Evaluate the potential for development opportunities and adopt TOD plans for Exposition Line rail stops: 1) Crenshaw, 2) La Brea, 3) La Cienega 4) Western, 5) Vermont, 6) 23rd Street/Flower and 7) Jefferson/Flower.**

**9.2.1** Adopt a TOD plan, design and development guidelines for La Cienega and Jefferson into the Community Plans. (By December 2010, Faisal Roble)

**9.2.2** Secure additional funding to design recommended public improvements at La Brea and Crenshaw/Jefferson TOD. (By June 2010, Michelle Banks-Ordone (CRA)

**9.2.3** Integrate the completed and finalized market study and recommendations for land use and infrastructure improvements into the Southeast and South LA community plans for (By Spring 2010, Faisal Roble):

**9.2.3.1** Western and Vermont;

**9.2.3.2** Flower/23rd; and

**9.2.3.3** Jefferson stations.

**9.2.4** Complete construction drawings of public improvements and infrastructure improvements for Crenshaw/Exposition in the West Adams Baldwin Hills-Leimert Community Plan. (By December 2010, Michelle Banks-Ordone (CRA)

**9.2.5** Adopt plans, market studies, design and development guidelines for Western, Vermont, and Flower/23rd Street and Jefferson. (By July 2010, Jane Blumenfeld)

**Five-year plan 2012 targets for this Initiative:**

**9.1 Update and revise community plans in:**

Year	2008	2009	2010	2011	2012	Total
TOD Plans				6		6
Community Plans		0/1	2			3

**9.1.1** Integrate the completed and finalized market study and recommendations for land use and infrastructure improvements into the Southeast and South LA community plans for, (By Spring 2010, Faisal Roble). Western and Vermont, Flower/23rd, and Jefferson stations.

**9.1.2** New Southeast Community Plan adopted. (By 2012)

**Completed Year 1:** The market study for La Cienega and Jefferson.

**9.2 TOD Plans**

**To be completed in conjunction with adoption of new community plans.**

**9.2.1** Evaluate the potential for development opportunities at six Expo Line stops. Six (Completed Year 2 for West Adams Baldwin Hills-Leimert, and March, 2010 for South and Southeast LA Community Plans)

**9.2.2** Develop TODs at Green and Blue Line stops at Avalon and Imperial Highway, Wilmington and Imperial Highway, and 103rd Street and Grandee (By 2010). **On Hold** due to funding constraints these activities are not part of the work plan.

## 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 the 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 program and project outcomes or deliverables will be delivered by December 31, 2009. Based on the Year One experience some levels of service have been revised to meet actual need.

#### 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 two articles in community newsletters.

**10.1.2** Meet twice 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 two 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 2009. Promote City programs and services targeted for residents through speaker's bureau.**

**10.2.1** Partner with a renter's association, realty firm, or local bank to deliver two 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. Outreach staff will prepare and distribute news releases to announce status of retail development projects.**

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

### **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** Produce three 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 job or career opportunities twice 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** One retail partnerships attained.

**10.6.4** 1,000 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 twelve articles in community newsletters.

**10.1.2** Meet twelve 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 9 news releases to mark project milestones.

	Year	2008	2009	2010	2011	2012	Total
10.1.1	Articles in News Publications	4/5	5/5	2	1	0	12
10.1.2	Speakers' Bureau presentations	5/5	6/5	2	1	0	12
10.1.3	Issue news releases to mark project milestones	0/4	3/3	1	2	1	9

#### 10.2 Housing Strategies

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

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

	Year	2008	2009	2010	2011	2012	Total
10.2.1	Presentations about home ownership	0/4	2/2	2	1	1	5
10.2.2	Articles on City services	0/2	2/2	2	1	1	7/8

#### 10.3 Retail Strategies

**10.3.1** Partner with area vendors or business owners to produce five events that increase patronage in South Los Angeles.

	Year	2008	2009	2010	2011	2012	Total
10.3.1	Five Special events on retailers that increase patronage	2/2	2/1	2	1	1	5

#### 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 neighborhood clean-ups.

**10.4.3** Produce 12 fact sheets on community/City improvements in English and Spanish.

	Year	2008	2009	2010	2011	2012	Total
10.4.1	Bi-monthly news releases graffiti removal and bulky item pick-up	4/6	6/6	6	6	6	30
10.4.2	Conduct neighborhood clean-ups	3/4	4/4	4	4	3	20
10.4.3	Fact sheets on community/City improvements	1/4	4/4	1	3	4	15

**10.5 Job Development Strategies**

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

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

	Year	2008	2009	2010	2011	2012	Total
10.5.1	Publicize job or career opportunities	1/2	2/2	1	2	1	8
10.5.2	Write articles that highlight job opportunities	2/2	2/2	1	2	0	7

**10.6 Program Measurements**

**10.6.1** 20 speaking engagements.

**10.6.2** 25 presentations.

**10.6.3** Four retail partnerships attained.

**10.6.4** 5,000 people reached.

	Year	2008	2009	2010	2011	2012	Total
10.6.1	Speaking engagements	4/4	4/4	4	4	4	20
10.6.2	Presentations	6/5	5/5	5	5	5	25
10.6.3	Retail partnerships	2/2	1/1	1	0	0	4
10.6.4	Contacts	1,000/ 1,000	1,000/ 1,000	1,000			5,000

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4

performance  
**management**

pages 95-108



## 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 2009

Departmental leads gather and revise implementation plans associated with Year 3 of the plan (2010). A reality check is done with the stakeholder group.

#### October 2009

Implementation plans are drafted, reviewed by GMs and finalized.

#### November 2009

The Strategic Plan is compiled and finalized.

#### December 2009

Year Three of the 2008-2012 Strategic Plan is issued to all with a letter from the Mayor and four 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 five-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 2010

##### First assessment of the 2010 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 2010****Second assessment of the 2010 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 2010****Third assessment of the 2010 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 2011****Fourth assessment of the 2010 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 2010**

SPOC delivers the Year Three “**Year at a Glance**” document.

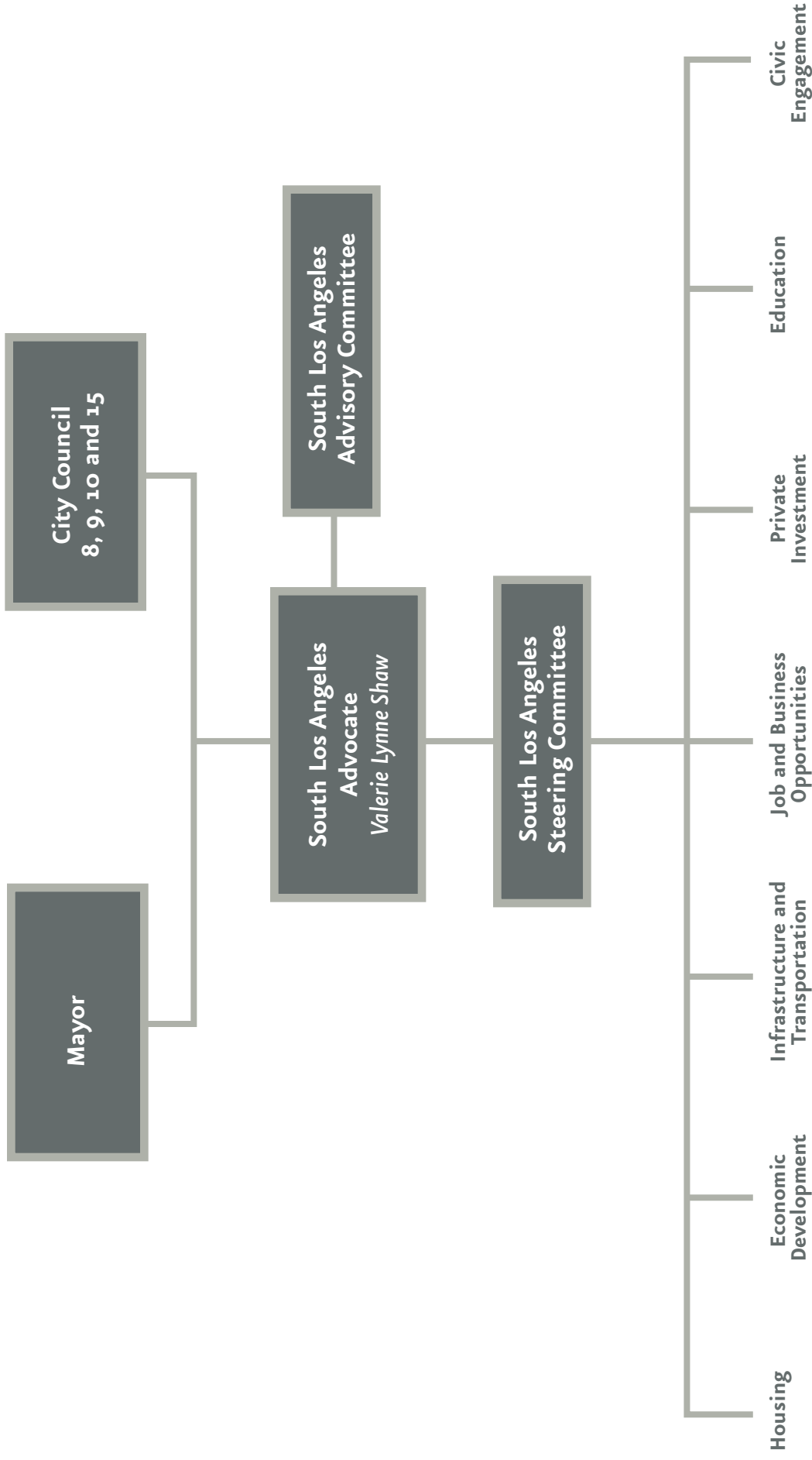
**Performance Reviews**

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.

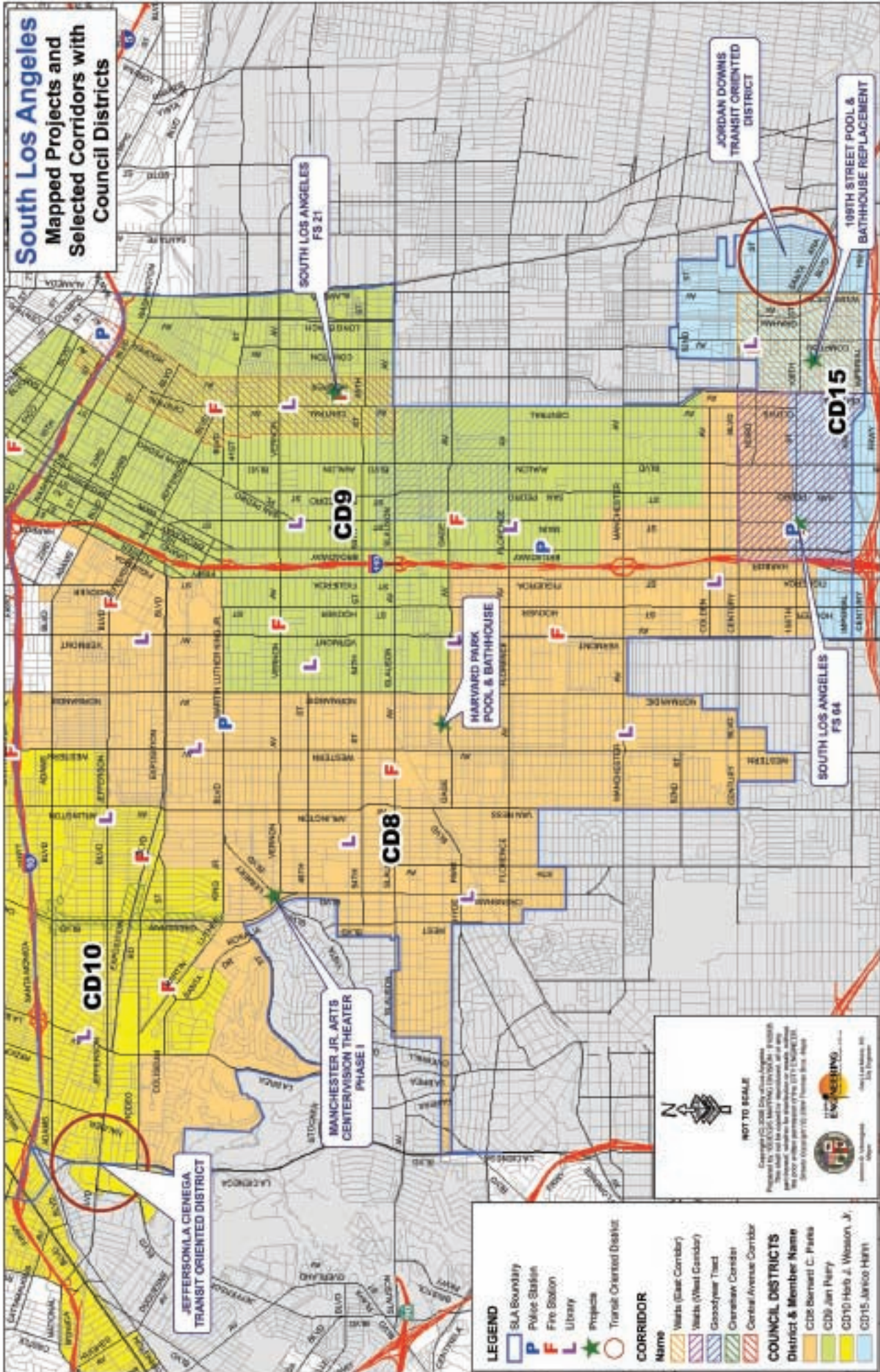
# Organizational Chart

## 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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**LEGEND**

- LA Boundary
- Police Station
- Fire Station
- Library
- Project
- Transit Oriented District

**CORRIDOR**

Name	Color
Wards (East Corridor)	Light Green
Wards (West Corridor)	Light Orange
Goodyear Tract	Yellow
Cherry Hill Corridor	Light Blue
Central Avenue Corridor	Light Purple

**COUNCIL DISTRICTS**

District & Member Name	Color
CD9 Bernard C. Parks	Light Green
CD8 Jan Perry	Light Orange
CD10 Herb J. Wasson, Jr.	Yellow
CD15 Janice Hahn	Light Blue

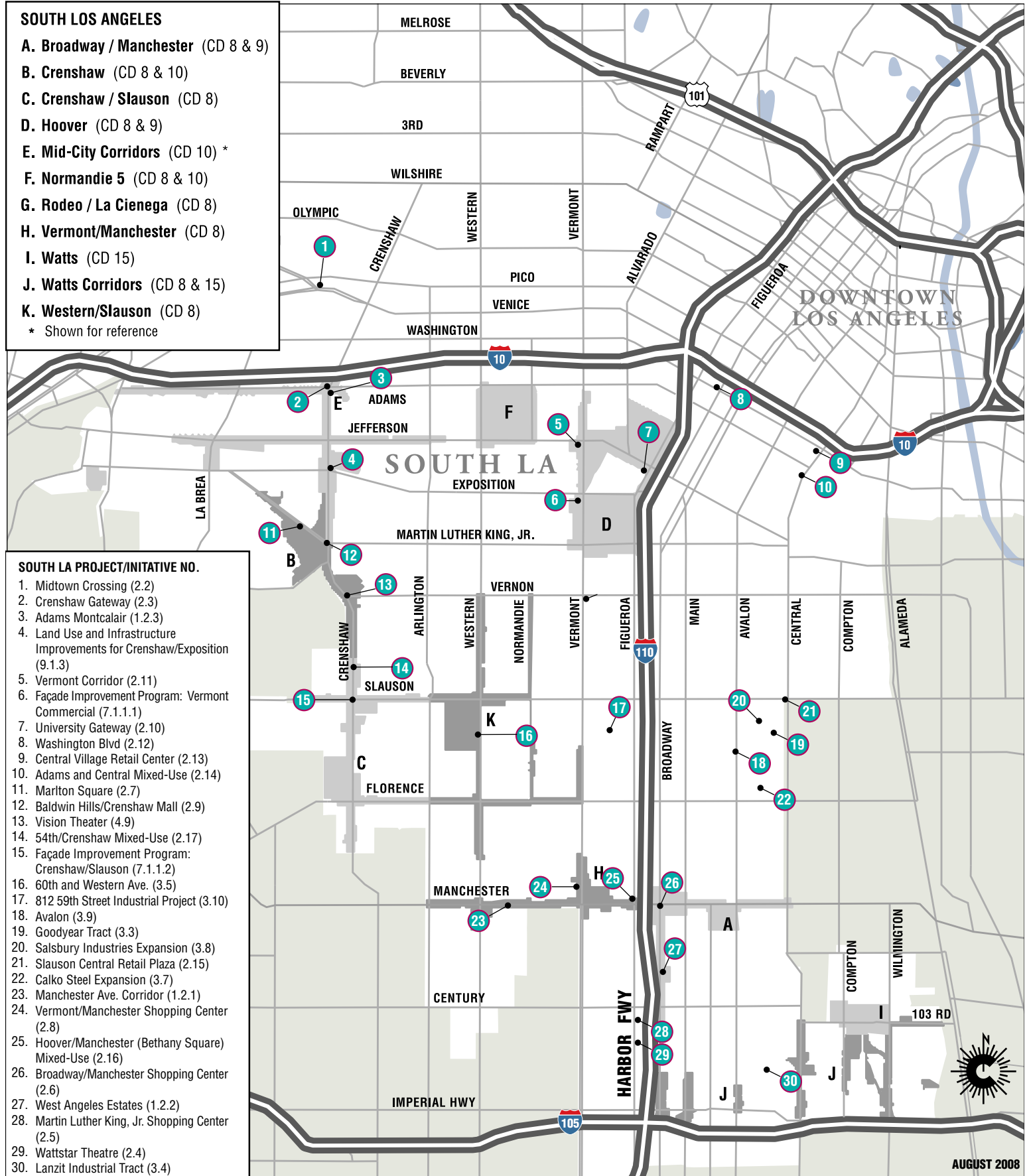


### SOUTH LOS ANGELES

- A. Broadway / Manchester** (CD 8 & 9)
- B. Crenshaw** (CD 8 & 10)
- C. Crenshaw / Slauson** (CD 8)
- D. Hoover** (CD 8 & 9)
- E. Mid-City Corridors** (CD 10) \*
- F. Normandie 5** (CD 8 & 10)
- G. Rodeo / La Cienega** (CD 8)
- H. Vermont/Manchester** (CD 8)
- I. Watts** (CD 15)
- J. Watts Corridors** (CD 8 & 15)
- K. Western/Slauson** (CD 8)
- \* Shown for reference

### SOUTH LA PROJECT/INITIATIVE NO.

1. Midtown Crossing (2.2)
2. Crenshaw Gateway (2.3)
3. Adams Montclair (1.2.3)
4. Land Use and Infrastructure Improvements for Crenshaw/Exposition (9.1.3)
5. Vermont Corridor (2.11)
6. Façade Improvement Program: Vermont Commercial (7.1.1.1)
7. University Gateway (2.10)
8. Washington Blvd (2.12)
9. Central Village Retail Center (2.13)
10. Adams and Central Mixed-Use (2.14)
11. Marlon Square (2.7)
12. Baldwin Hills/Crenshaw Mall (2.9)
13. Vision Theater (4.9)
14. 54th/Crenshaw Mixed-Use (2.17)
15. Façade Improvement Program: Crenshaw/Slauson (7.1.1.2)
16. 60th and Western Ave. (3.5)
17. 812 59th Street Industrial Project (3.10)
18. Avalon (3.9)
19. Goodyear Tract (3.3)
20. Salisbury Industries Expansion (3.8)
21. Slauson Central Retail Plaza (2.15)
22. Calko Steel Expansion (3.7)
23. Manchester Ave. Corridor (1.2.1)
24. Vermont/Manchester Shopping Center (2.8)
25. Hoover/Manchester (Bethany Square) Mixed-Use (2.16)
26. Broadway/Manchester Shopping Center (2.6)
27. West Angeles Estates (1.2.2)
28. Martin Luther King, Jr. Shopping Center (2.5)
29. Wattstar Theatre (2.4)
30. Lanzit Industrial Tract (3.4)



# 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.

## 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 110).

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.



## 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.

# 2010 calendar

 Weekends/Holidays

 Work Plan Task Status  
Support Division

 Monthly Balanced Score Board  
Goal Owners

 Review BSB/Strategic Plan Overview  
Coordinator (SPOC)

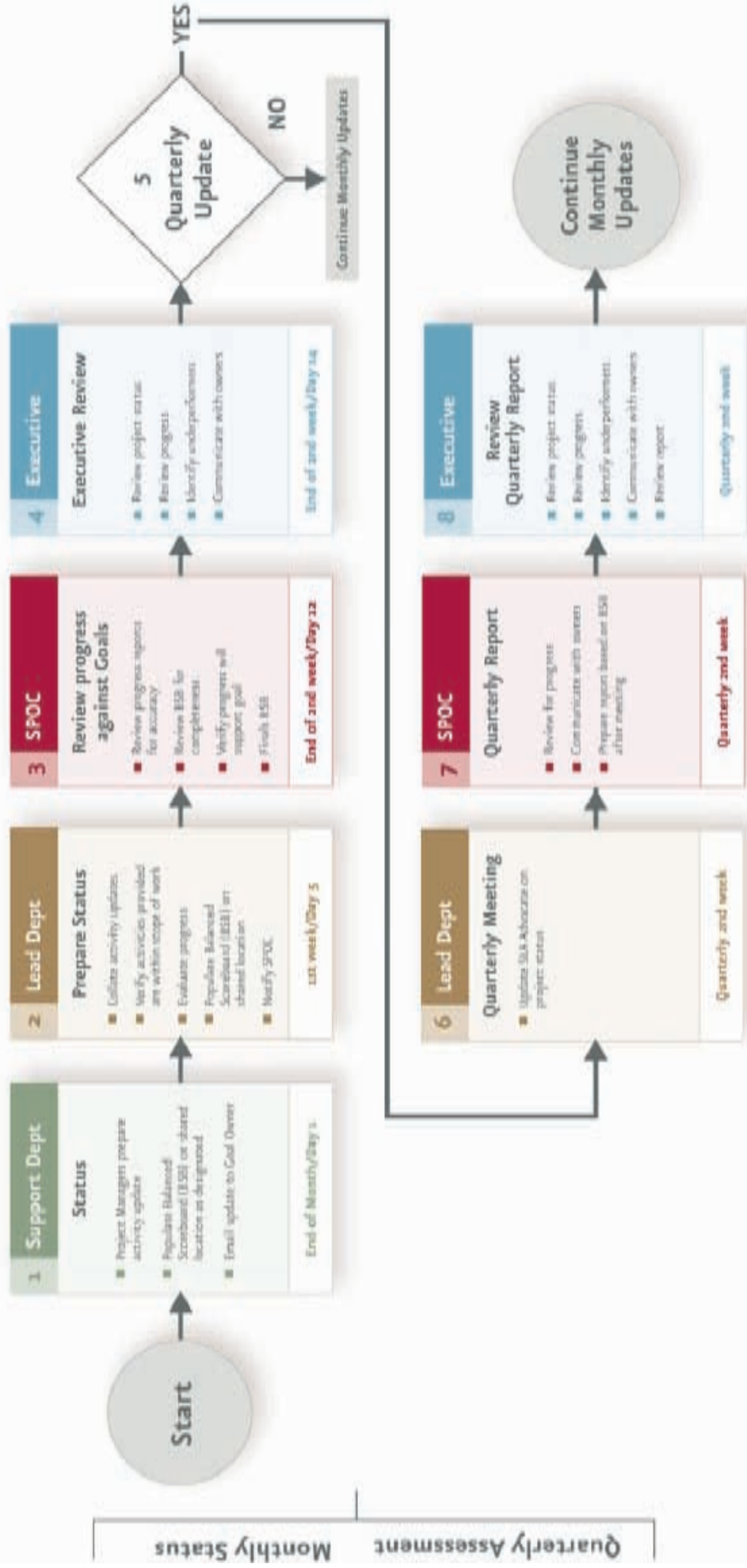
 Post Monthly BSB SPOC

 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	july					1	2	3
	3	4	5	6	7	8	9		4	5	6	7	8	9	10
	10	11	12	13	14	15	16		11	12	13	14	15	16	17
	17	18	19	20	21	22	23		18	19	20	21	22	23	24
	24	25	26	27	28	29	30		25	26	27	28	29	30	31
february		1	2	3	4	5	6	august	1	2	3	4	5	6	7
	7	8	9	10	11	12	13		8	9	10	11	12	13	14
	14	15	16	17	18	19	20		15	16	17	18	19	20	21
	21	22	23	24	25	26	27		22	23	24	25	26	27	28
	28								29	30	31				
march		1	2	3	4	5	6	september				1	2	3	4
	7	8	9	10	11	12	13		5	6	7	8	9	10	11
	14	15	16	17	18	19	20		12	13	14	15	16	17	18
	21	22	23	24	25	26	27		19	20	21	22	23	24	25
	28	29	30	31					26	27	28	29	30		
april					1	2	3	october						1	2
	4	5	6	7	8	9	10		3	4	5	6	7	8	9
	11	12	13	14	15	16	17		10	11	12	13	14	15	16
	18	19	20	21	22	23	24		17	18	19	20	21	22	23
	25	26	27	28	29	30			24/31	25	26	27	28	29	30
may							1	november		1	2	3	4	5	6
	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				
june			1	2	3	4	5	december				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	

# Flow Chart ~ Program Assessment Process



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



