



A Five-Year Strategic Plan (2008~2012)

South Los Angeles Initiatives

Goal Implementation Plans for Year 5 (2012)

January 2012

Goal Implementation

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 2011, new implementation plans have been developed that focus on outcomes associated with year five (2012) 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:

Lead:	LAHD	Doug Swoger	213-808-8948
Support:	HACLA	John King	213-252-5464
		Larry Goins	213-252-2680
	CRA	Carolyn Hull	323-290-2820
		Josh Rohmer	213-922-7837
		Michelle Banks-Ordone	213-368-0611
		Billy Chun	323-290-2803
		Jason Neville	213-922-7841
		Aaron Ledet	323-290-2827
		Augustine Thompson	213-808-8677
	LAHD	Yaneli Ruiz	213-808-8586
		Timothy Elliot	213-808-8597
		Paul Dolansky	213-808-8993
	LADOT	Rene Sagles	213-972-8464
	Mayor’s Office	Chris Pearson	213-978-0743
	Council District Offices 8, 9, 10 and 15		

Programs (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
		Paul Dolansky	213-808-8993

1.1.1 Provide loans to assist 11 low income , first-time homebuyers to purchase new homes at scattered sites developed by Enterprise Home Ownership Partners (EHOP). (By December 2012, Paul Dolansky)

1.2 Home Ownership - 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 323-290-2803

1.2.1 Manchester Library Site. The Feasibility and Market analysis completed in Year 2 indicates that the area may support commercial development. This is no longer a Housing project and has moved to IA 2 (see 2.26)

1.2.2 Broadway Villas (94th/Broadway). New construction of a mixed-use project consisting of 48 units of rental senior housing and a 25,000 square foot supermarket.

1.2.2.1 Board approval of new Disposition and Development Agreement (DDA) (By March 2012, Billy Chun)

1.2.3 Crenshaw Library Site. Agency-owned site to be developed for five unit units of affordable homeownership. ON HOLD.

1.3 Grants - Handyworker/Home Secure Program

The Handyworker Program provides grants up to \$5,000 to low-income senior and disabled 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 low-income 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. Funding for this program is expected to end as of March 31, 2012, service will be merged with the Handyworker Program.

Persons Responsible:

Lead: LAHD Augustine Thompson 213-808-8667

1.3.1 Provide Grants for minor home repairs to assist 350 low-income senior and disabled residents of South Los Angeles. (By December 2012, Augustine Thompson)

1.4 Rental Units - Affordable Housing Trust Fund Program

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.

Persons Responsible:

Lead:	LAHD	Timothy Elliott	213-808-8597
Support:	CRA	Nadine Janisse	213-977-1929
	HACLA	John King	213-252-5464
	LADOT	Rene Sagles	213-972-8464

- 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 2012, Timothy Elliot)

1.5 Rental Units - Affordable Housing 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	Yaneli Ruiz	213-808-8586
-------	------	-------------	--------------

- 1.5.1 Provide tax-exempt bond financing to preserve an estimated 33 affordable rental housing units in South Los Angeles. These Affordable Housing Bond Program projects do not use funds from the Affordable Housing Trust fund. Projects that are jointly funded are not tracked here (By December 2012, Yaneli Ruiz)

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 20 foreclosed dwelling units in South Los Angeles. (By December 2012, Doug Swoger)

Projects (Outcomes or Deliverables):

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:

Lead:	HACLA	John King	213-252-5464
Support:	CRA	Carolyn Hull	323-290-2820
	HACLA	Ramin Kianfar	213-252-4291
	LAHD	Tim Elliot	213-808-8936
	Planning	Faisel Roble	213 978 1168
	Public Works	Ronald Olive	213-847-3333
	Mayor’s Office	Jasper Williams	213-978-6397
		Christopher Pearson	213-978-7043

- 1.7.1 Work with Planning Department to finalize the Specific Plan for Jordan Downs. The Specific Plan will be the entitlement document that will define the Jordan Downs land use and zoning ordinances for the project site. The plan includes architectural and design guidelines, density standards and other land use regulations. (By June 2012, 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 December 2012, John King)
- 1.7.3 Work with the Bureau of Engineering (BoE) to develop an infrastructure plan (underground utilities) and street designs. The plan will identify existing and future infrastructure needs for the project. (By December 2012, John King and Larry Goins)
- 1.7.3 The City of Los Angeles and LAFCO are in annexation of the Factory Site that is adjacent to Jordan Downs to bring under jurisdiction. (By December 2012, John King and Larry Goins)

1.8 Adams Montclair – Mid-City 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:

Lead:	CRA	Michelle Banks-Ordone	213-368-0611
-------	-----	-----------------------	--------------

1.8 Release Request for Proposals/Request for Qualifications is currently being drafted for the development of the property. The RFP/RFQ is scheduled for release. (By February 2012, Michelle Banks-Ordone).

1.9 Jefferson Wellington

The 3900 Jefferson Boulevard site was acquired with Land Acquisition Funds for a mixed use project located near the Crenshaw Station of the Exposition Light Rail Line. Resulting from a recent settlement agreement with CRA/LA and due to the area land uses the site is now proposed for light industrial use. Negotiations for an Exclusive Negotiating Agreement (ENA) are currently in process.

Persons Responsible:

Lead: CRA Michelle Banks-Ordone 213-368-0611

1.9.1 Enter into ENA. (By March 2012, Michelle Banks-Ordone)

1.9.2 OPA begins. (By August 2012, Michelle Banks-Ordone)

1.10 Amcal Sunrise Apartments.

A 46-unit senior affordable housing project with community room and courtyard.

Person Responsible:

Lead: CRA Jason Neville 213-922-7841

1.10.1 Monitor Continuing Construction. (By March 2012, Jason Neville)

1.11 Vermont Avenue Apartments.

A development of 49 units of multi-family affordable housing, targeting "kinship care" families (grandparents as the guardians/primary caregivers for grandchildren)

Person Responsible:

Lead: CRA Josh Rohmer 213-922-7837

1.11.1 Monitor Continuing Construction. (By January 2012, Josh Rohmer)

1.12 Mercy Jefferson Park.

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.

Person Responsible:

Lead: CRA Billy Chun 323-290-2803

1.12.1 Identify available funding sources to fill financial gap. (By May 2012, Billy Chun)

1.13. Casa de Rosas Women’s Emergency/Transitional Shelter.

Will have 18 beds and 32 SROs and is formerly known as the Sunshine Mission.

Person Responsible:

Lead: CRA Billy Chun 323-290-2803

1.13.2 Execute DDA with winning respondent. (By December 2012, Billy Chun)

Five-year plan 2012 targets for this Initiative:

Augment the Housing Stock.

Home Ownership.

1.1 Forward Commitment Program.

Will have 45 units completed. (By 2012)

Year	2010	2011	2012	Total
Loans	24/25	4/5	15	28/45

1.2 Homeownership Program.

Will build on three sites. (By 2012)

Manchester Avenue Corridor

Completed in Year 2 - The Feasibility and Market analysis indicates that this Corridor will support commercial development and will not support housing. Manchester Avenue Library site project moved to IA 2.

Broadway Villas. (Complete construction by December 2012)

Broadway Villas (94th/Broadway) New construction of 48-unit or rental senior housing. Completed in Year 3 - Identify alternative funding source to plug gap

Crenshaw Branch Library site housing project (Hyde Park Library)

Agency-owned site to be developed for five unit units of affordable homeownership. . The prospective developer withdrew from the project due to the housing market downturn. RFPs to housing developers were sent in March 2009, and no responses were received. No deliverables for 2011. ON HOLD.

Affordable Housing

1.3 Handyworker/Home Secure Program

Will have 1,870 units completed. (By 2012)

Year	2008	2009	2010	2011	2012	Total
Grants	877/350	633/370	718/390	410	350	2228/1,870

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	227/250	373/250		250	1209/1,250

1.5 Affordable Housing Bond Program

Will have 221 units financed. (By 2012)

Year	2008	2009	2010*	2011*	2012	Total
Units	109/96	46/125	0/125	0/33	33	155/412

* On balance the Trust Fund program in conjunction with the Bond Program will provide the affordable rental units.

1.6 Neighborhood Stabilization Program

1.6.1 Provide financing for the acquisition, rehabilitation and re-occupancy of 200 foreclosed dwelling units in South Los Angeles. (By 2012 LAHD) Actual / Commitment

Year	2008	2009	2010	2011	2012	Total
Financing		4/40	199/40	172/80	20	375/200

Numbers are based on units that have been purchased/acquired with NSP1 and NSP2 funds

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

Completed in Year 2 - Acquisition of the 21 Acre Parcel adjacent to Jordan Downs.

Completed in Year 3 - Draft Specific Plan for Jordan Downs.

Completed in Year 3 - Summer Night Lights MOU and One Economy for a Digital Connectors Program at Jordan Downs

1.8 Adams Montclair A mixed-use project

Completed in Year 1 - Escrow for acquisition of the property

Completed in Year 3 - Install perimeter fencing to secure the site

Completed in Year 4 - (ON HOLD due to market conditions)

1.9 Jefferson Wellington.

Completed in Year 2 - Properties acquired

Completed in Year 3 – the Commercial Relocation

Completed in Year 4 – ENA negotiations; CRA/LA Board and City Council approval of agreement; and Loan Agreement was executed.

1.10 Amcal Sunrise Apartments

A 46-unit senior affordable housing project with community room and courtyard. Project added in YEAR 3 (By 2012)

Completed In Year 3 – Verify all project financing is secured to commence project

Completed In Year 3 – Break ground on construction

Completed In Year 4 – Monitoring Construction

1.11 Vermont Avenue Apartments.

Is 49 units of multi-family affordable housing, targeting "kinship care" families. Project added in YEAR 3 (By 2012)

Completed In Year 3 – Obtain construction & permanent financing.

Completed In Year 3 – Complete construction drawings and entitlement process.

1.12 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. Project added in YEAR 3 (By 2012)

Completed In Year 3 – Review and finalize proforma for proposed housing project.

Completed In Year 3 – Execute DDA with developer.

1.13 Casa de Rosas Women’s Emergency/Transitional Shelter

Project is an 18 bed and 32 SROs shelter. Project added in YEAR 3 (By 2012)

Completed In Year 3 – Stabilize property by completing emergency repairs.

Completed In Year 3 – Issue RFP to identify permanent owner/operator.

Completed In Year 4 – Convene Review Panel to select most qualified proposal. ENA with Clifford Beers Housing, Inc. was approved by the CRA/LA Board in October 2011.

Initiative Area 2 IMPROVE AND EXPAND RETAIL OPPORTUNITIES

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

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

Persons Responsible:

Lead:	CRA	Isabel Rivero	213-977-1681
		Carolyn Hull	323-290-2820
		Alex Paxton	213-922-7840
		Michelle Banks-Ordone	213-368-0611
		Josh Rohmer	213-922-7837
		Nick Saponara	213-9922-7813
		Billy Chun	323-290-2803
		Margie Francia	323-290-2806
		Jason Neville	213-922-7841
		Curt Gibbs	213-922-7811
		Aaron Ledet	323-249-1499
Support:	Mayor's Office	Christopher Pearson	213-978-0743
	CDD	Ninoos Benjamin	213-744-7392
		Sergio Samayoa	213-744-9049
		Raed Elaraj	213-744-9377
	Planning	Faisal Roble	213-978-1168
	CD 8, 9, 10 and 15		

Programs (Outcomes or Deliverables):

2.1 Healthy Food Retailing

Persons Responsible:

Lead:	CRA	Jason Neville	213-922-7841
Support:	Mayor's Office	Christopher Pearson	213-978-0743

- 2.1.1 Bring 1 new convenience store into program for rehabilitation to improve ability to sell healthy foods. (By January 2012, Jason Neville)
- 2.1.2 Launch Foodies Guide website. (By April 2012, Jason Neville)
- 2.1.3 Launch food basket program. (ON HOLD due to State budget)

Projects (Outcomes or Deliverables)

2.2. Midtown Crossing

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

Persons Responsible:

Lead:	CRA	Michelle Banks-Ordone	213-368-0611
Support:	CDD	Ninoos Benjamin	213-744-7392

2.2.1 Provide loan funding. (By March 2012, Sergio Samayoa)

2.2.2 Secure second anchor tenant. (By September 2012, Michelle Banks-Ordone)

2.3 Crenshaw Gateway

Proposed mixed-use project at Adams and Crenshaw Boulevard.

Persons Responsible:

Lead:	CRA	Michelle Banks-Ordone	213-368-0611
-------	-----	-----------------------	--------------

2.3.1 Issue an RFP for additional phases (By October 2012, Michelle Banks-Ordone)

2.4 Wattstar Theatre

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

Persons Responsible:

Lead:	CRA	Aaron Ledet	323-290-2827
Support:	CDD	Ninoos Benjamin	213-744-7392

2.4.1 Review and approve financing plan (By January 2012, Carolyn Hull)

2.4.2 Commence construction (By June 2012, Carolyn Hull)

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	Aaron Ledet	323-290-2827
-------	-----	-------------	--------------

2.5.1 Identify existing conditions. (By March 2012, Aaron Ledet)

2.5.2 Finalize scope of development. (By June 2012, Aaron Ledet)

2.5.3 Begin schematic design drawings. (By August 2012, Aaron Ledet)

2.6 Broadway/Manchester

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

Project is not feasible. The project cannot move forward as no developer can assemble the site. One property owner is not willing to sell his property.

2.7 Santa Barbara Plaza (aka Marlton Square)

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

Persons Responsible:

Lead:	CRA	Margie Francia	323-290-2806
Support:	CDD	Ninoos Benjamin	213-744-7392

- 2.7.1 Close Escrow on Belgrave Property. (By January 2012, Margie Francia)
- 2.7.2 Select development team. (By February 2012, Margie Francia)
- 2.7.3 Execute OPA, ENA or other agreement with new development entity. (By March 2012, Margie Francia)

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	323-290-2802
-------	-----	------------------	--------------

Project is on hold: Still in litigation. Pending legal outcome, potential deliverables would be: 1) issue RFP and 2) select developer.

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	323-290-2803
-------	-----	------------	--------------

- 2.9.2 Monitor construction of mall renovations. (By June 2012, Billy Chun)

2.10 Figueroa Corridor

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

Persons Responsible:

Lead:	CRA	Nick Saponara	213-922-7813
-------	-----	---------------	--------------

- 2.10.1 Complete initial concept plan. (By January 2012, Nick Saponara)
- 2.10.2 Complete streetscape design guide. (By September 2012, Nick Saponara)

2.11 Vermont Corridor

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

Persons Responsible:

Lead:	CRA	Jennifer Barrera	323-290-2802
-------	-----	------------------	--------------

Project completed in Year 1

2.12 Washington Boulevard

Redevelop the south side of Washington Boulevard from Los Angeles Street to Maple Avenue. The proposed project is a multi-phased mixed-use development with at least 120 units of affordable housing and 9,000 sq ft of commercial retail space on the ground floor. Phase 1 involves development of CRA/LA-owned property located at 1901 Santee Street.

Persons Responsible:

Lead: CRA Stephen Anderson 213-922-7822

2.12.1 Complete DDA with Mercy Housing. (January 2012, Stephen Anderson)

2.12.3 Start construction on Phase 1. (By July 2012, Stephen Anderson)

2.13 Central Village

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

Project completed in Year 3.

2.14 Adams and Central Mixed Use

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

Persons Responsible:

Lead: CRA Jason Neville 213-922-7841

2.14.1 Lease up of remaining retail sites. (By December 2012, Jason Neville)

2.15 Slauson Central Retail Plaza

80,000-square foot retail center.

Persons Responsible:

Lead: CRA Josh Rohmer 213-922-7837

2.15.1 Complete entitlements and permitting. (By January 2012, Josh Rohmer)

2.15.2 Complete environmental cleanup. (By April 2012, Josh Rohmer)

2.15.4 Start construction. (By June 2012, Josh Rohmer)

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 sq. ft and there are 246 residential units projected for the entire project.

Persons Responsible:

Lead: CRA Billy Chun 323-290-2803

Project is on hold due to economic conditions Project will not be released for 2011. If financing becomes available in 2012 Start Site F Commercial Office/Retail construction at Manchester Aver/Hoover N.W. corner.

2.17 54th/Crenshaw Commercial Retail

New construction of commercial retail center project of approximately 18,000 square feet.

Persons Responsible:

Lead: CRA Billy Chun 323-290-2803

Project is not feasible. The project cannot move forward as no developer is selling and not pursuing redevelopment.

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 (3570-3670 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: CDD Ninoos Benjamin 213-744-7392
Support: CRA Michelle Banks-Ordone 213-368-0611

2.18.1 Provide \$22.674M Section 108 Loan for a retail complex at Crenshaw & Rodeo. (By Dec 2012, Sergio Samayoa)

2.18.2 Construction start. (Once all financing is secured, Michelle Banks-Ordone)

2.19 Fresh & Easy at 52nd and Crenshaw

Stand-alone Fresh & Easy grocery store to go on former Ford dealership. Project added in Year 3.

Persons Responsible:

Lead: CRA Billy Chun 323-290-2803

2.19.1 ON HOLD. CEQA document is under litigation and thereby delaying construction of project, (By June 2012, Billy Chun)

2.20 Maverick Flats

Acquisition and rehabilitation of an existing nightclub and restaurant, and acquisition of a separate adjacent parking lot at 4225 South Crenshaw Blvd project added in Year 3.

Project is not feasible. CRA/LA is no longer acting as conduit for Community Development Block Grant funds for this project. Remove from South LA Initiative.

2.21 Bethune Library site

Also known as the Exposition Park Library Site. The site is located at the northwest corner of 37th and Vermont (3671 South Vermont Avenue), adjacent to the USC campus. The site is a redevelopment opportunity for a commercial or mixed use project. Project was added in Year 3.

2.21.2 Execute ENA with selected consultant. (By December 2012, Billy Chun)

2.22 Mercado La Paloma

Rehabilitation of commercial and office space with seventeen retail tenant spaces and six nonprofits at 3655 South Grand Avenue. Project was added in Year 3. Project was completed in YEAR 4

2.23 Crenshaw Vision Plan

10-Point plan to improve commercial and pedestrian environment along Crenshaw Boulevard. Project was added in Year 3.

2.23.4 Issue RFP for Parking District Plan. (By December 2012, Michelle Banks-Ordone)

2.24 Washington Boulevard Streetscape.

Is a pedestrian streetscape improvements between Figueroa Street and Alameda Street. Project was added in Year 3.

2.24.1 Issue RFP for design and engineering of project. (By March 2012, Jason Neville)

2.24.3 Hire design firm and commence design and engineering phase. (By October 2012, Jason Neville)

2.25 Safe Routes to School (Richard Lizarraga ES)

School pedestrian streetscape improvement project at 401 East 40th Place. Project was added in Year 3.

2.25.1 Issue RFP for design and engineering of project. (By April 2012, Jason Neville)

2.25.2 Hire design firm and commence design and engineering phase. (By June 2012, Jason Neville)

2.25.3 Complete design and engineering phase. (By December 2012, Jason Neville)

2.26 Manchester Library Site.

The Feasibility and Market analysis completed in Year 2 indicates that the area may support commercial development.

2.26.1 Assist developer with identifying tenant/user for site. (By April 2012, Billy Chun)

2.26.2 Finalize term sheet for proposed project. (By October 2012, Billy Chun)

Five-year plan 2012 targets for this Initiative:

2.1 Healthy Food Retailing - Completion Date: 2012

Completed in Year 1 - Contact 12 retailers within retail development community and 10 in Year 2.

Completed In Year 3 – Create a list of regional grocers in South Los Angeles.

Completed In Year 3 – Meet with three regional grocers in 2010 regarding expansion, rehabilitation, or relocation of facilities in South Los Angeles for a total of 25.

Year	2008	2009	2010	Total
2.1.1 Identify and present development site opportunities	12/2	10/2	3/3	25/10

2.2 Midtown Crossing - Completion Date: 2012

Completed Year 1 – Phase I: Acquire 177,000-square foot MTA station and small retail tenants.

Phase II: Secure a Larger Anchor Tenant - execute a revised development agreement. Total project cost is \$114 million. CRA contributed \$4.3 million in bond proceeds. CDD contributed \$8.8 million Section 108 loan.

Completed In Year 3 – Secure Anchor Tenant.

Completed in Year 3 – Start Phase II construction.

Completed in Year 3 – Provide an additional \$8.3 million in Section 108 financing.

Completed in Year 3 – Provide an additional \$2 million in Mid-City tax increment for the construction of public improvements

Completed in Year 4 – Construction of public improvements and anchor tenant, Lowes Home and Garden Center

2.3 Crenshaw Gateway - Completion Date: 2012

Phase I of Rosa Parks Villas includes 59 affordable housing units and one manager's unit, for a total of 60 housing units.

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

Completed in Year 3 – Construction of Phase 1 of Rosa Parks Villas. Received a Certificate of Occupancy.

2.4 Wattstar Theater - Completion Date: 2012

Completed in Year 3 – Resolve EIR issues related to converting Graham Avenue into one-way street from 103rd Street to 104th Street.

Completed in Year 3 – Present DDA to CRA/LA Board.

Completed in Year 3 – Authorization to Enter a Lease Agreement and Execution of Lease Agreement.

2.5 Martin Luther King Jr. Shopping Center - Completion Date: 2012

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

2.6 Broadway/Manchester - Completion Date: Project is not feasible.

The project cannot move forward as no developer can assemble the site. One property owner is not willing to sell his property.

2.7 (Marlton Square) Santa Barbara Plaza - Completion Date: 2012

Completed in Year 2 - Released over \$10M to finance the acquisition of the parcels.

Completed in Year 3 - Issue RFQ for retail development proposals.

2.8 Vermont/Manchester Shopping Center - Completion Date: ON HOLD.

Still in litigation. Pending legal outcome, potential deliverables would be: 1) issue RFP and 2) select developer

2.9 Baldwin Hills/Crenshaw Mall - Completion Date: 2012

Due to market conditions.

Completed in Year 1 - Receive retail expansion plan from developer. (Billy Chun)

Completed in Year 4 – Review and approve permit/design applications for theater and exterior renovations. (Billy Chun)

- 2.10 Figueroa Corridor** - Completion Date: Ongoing 10-15 year build out.
Completed in Year 1 - Groundbreaking at University Gateway on July 10, 2008.
Completed in Year 1- Fabrication and installation of synthetic turf and portable cover for soccer fields at Expo Park
Completed in Year 2 - Soccer fields at Expo Park.
Completed in Year 3 - Streetscape Funding and Design; Contract with architect and with the State and held community meetings.
Complete construction drawings. (By December 2013, Nick Saponara)
- 2.11 Vermont Corridor** - Streetscape project
Project Completed in Year 1 -. Streetscape improvements included the planting of 31 24-inch box Jacarandas and 71 palm trees, the installation of approximately 17,000 sq ft of new sidewalk, and the installation of 558 shrubs around the palms along with a fully automated irrigation system (which is maintained by USC).
- 2.12 Washington Boulevard** (Washington from Flower to San Pedro) - Completion Date: 2012
Completed in Year 2 - the acquisition of the "La Opinion" site in 2009.
- 2.13 Central Village** - Completion Date: 2010
The project is a mixed-use affordable housing project with rental housing and ground floor retail space
Project completed in Year 3 - The Central Village project was completed in 2010. Superior Grocery occupies 33,000 sq ft of retail space and contains a bakery, tortilleria, fresh seafood counter, and carniceria. The market opened in January 2010. Project is completed.
- 2.14 Adams and Central Mixed Use** - Completion Date: 2012
Completed in YEAR 3 - occupancy by Fresh n' Easy.
- 2.15 Slauson Central Retail Plaza** - Completion Date: 2012 Complete construction est. June 2014
Completed in Year 4 – Applied to DTSC for sign-off.
- 2.16 Hoover/Manchester Mixed-use** - (Bethany Square)
(On-hold due to market conditions)
Site E construction of 46 “For Sale” work force condominiums that are 2,150 sq ft of commercial/retail at Hoover between 85th and Manchester west side of Hoover.

Completed in Year 2 - Loan to acquire parcels C & D. Parcel A was sold and is no longer part of the project.
Completed In Year 3 - Disperse acquisition loan for Phase I (sites C and D); construction of 80 low income rentals for seniors and 13,973 sq. Ft. of commercial/retail construction at Hoover between 83rd and 85th Westside of Hoover.

2.17 54th/Crenshaw Commercial retail – Project is ON HOLD. New construction of commercial retail center project of approximately 18,000 square feet.

Year 3 - This project will not move forward. Developer is selling the property and not pursuing redevelopment. Property owner no longer interested. The housing market cannot sustain the project.

Year 4 - West Angeles CDC is interested in developing affordable housing project on this site. Developer is currently performing their due diligence.

2.18 District Square - Construction Start Date (2012 (at which time all financing is in place))

Completed in Year 2 - Community benefits negotiations which include 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.

Completed in Year 3 - Present OPA to Board.

Completed in Year 3 - Determination of Remediation.

Completed in Year 4 – Execute the OPA

Completed in Year 4 – Secure relocation consultant contracts

Completed in Year 4 – Begin relocation process

2.19 Fresh & Easy at 52nd and Crenshaw - Completion Date:

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

Completed in Year 3 - Project received entitlement approval from Planning Commission for construction.

2.20 Maverick Flats - Completion Date: Project is not feasible.

Acquisition and rehabilitation of an existing nightclub and restaurant, and acquisition of a separate adjacent parking lot at 4225 South Crenshaw Blvd project added in Year 3.

CRA/LA is no longer acting as conduit for Community Development Block Grant funds for this project. Remove from South LA Initiative.

Completed in Year 3 - Receipt of CDBG funds.

2.21 Bethune Library Site - Completion Date (2012)

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

Completed in Year 3 - Demolish vacant library.

Completed in Year 4 – Convene Review Panel to select most qualified proposal.

2.22 Mercado La Paloma - Completion Date (2012)

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

Completed in Year 4 – Held grand re-opening in October 2011.

- 2.23 Crenshaw Vision Plan** - Completion Date (2016)
10-Point plan to improve commercial and pedestrian environment along Crenshaw Boulevard.
- Completed in Year 4 - Execute contract from HCD
Completed in Year 4 - Execute work order with BSS for design and construction of public improvements in Zone A; Completed Schematic Designs for the public improvements; and Issue RFP for Wayfinding and Marketing Consultant.
- 2.24 Washington Boulevard** - Completion Date (2012)
Streetscape is a pedestrian streetscape improvements between Figueroa Street and Alameda Street.
- Completed in Year 3 - Field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase.
- Complete design and engineering phase. (By 2014, Jason Neville)
- 2.25 Safe Routes to School** (Richard Lizarraga ES) - Completion Date (2012)
School pedestrian streetscape improvement project. This project was added Year 3.
- Completed in Year 3 - Field review and environmental documentation to obtain Caltrans' authorization to proceed with design and engineering phase.
- 2.26 Manchester Library Site.** Completion Date (2012)
The Feasibility and Market analysis completed in Year 2 indicates that the area may support commercial development.

Initiative Area 3 REPOSITION INDUSTRIAL LANDS

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

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

Persons Responsible:

Lead:	CRA	Isabel Rivero	213-977-1681
		Jennifer Barrera	323-290-2802
		Margie Francia	323-290-2806
		Josh Rohmer	213-922-7837
		David Conrad	213-922-7836
		Christine Kalamoros	213-922-7815
		Jason Neville	213-922-7841
Support:	CDD	Joanne Lu	213-744-9346
		Sergio Samayoa	213-744-9049
		May Smith	213-744-9360
		Raed Elaraj	213-744-9377
	BOE	Julia Moye	213-978-2074
	CD 15	Gordon Teuber	310-732-4515
	CD 8,9,10, Mayor’s Office		

Programs (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., Calko Steel) that includes the issuance of loans from CDD will identify the loan agreement as a milestone in its respective goal.

Persons Responsible:

Lead:	CDD	Sergio Samayoa	213-744-9049
-------	-----	----------------	--------------

3.1.1 Issue a total of \$20 million in loans and bonds to South LA industrial projects via the Section 108 Loan Guaranty program and Recovery Zone Facility Bond programs to complete the projects below. (By December 2012, Sergio Samayoa)

3.2 Attract Manufacturing Industries to the Goodyear Tract

Attract, create and/or rehabilitate industries within the Goodyear Tract to revitalize the industrial area. The Goodyear Tract is the largest contiguous, self contained industrial area in the City of L.A. Goals 3.7, 3.8, 3.9 and 3.10, listed below, are projects within the Goodyear Tract.

Persons Responsible:

Lead:	CRA	Jason Neville	213-922-7837
-------	-----	---------------	--------------

Support: CDD Sergio Samayoa 213-744-9049

3.2.1 Complete South Los Angeles Industrial Tract (SLAIT) Strategic Plan. (By January 2012, Jason Neville)

3.2.2 Begin outreach based on results of SLAIT. (By March 2012, Jason Neville)

3.2.4 **Calko Steel Expansion - previously 3.7**

This project involves remediation and redevelopment of a 2-acre vacant lot in the Goodyear Industrial Tract, currently owned by General Electric, into a light manufacturing facility and office space. The site is located on 6900 Stanford Avenue and will be occupied by Calko Steel, which manufactures ornamental tubing, base plates, and other sheet metal projects, allowing them to expand their manufacturing capacity. ON HOLD due to site control issues

3.2.4.1 Provide \$1.5M loan. (By Dec 2012, Sergio Samayoa)

3.2.4.3 Complete environmental clean-up. (By Dec 2012, David Conrad)

3.2.4.4 Begin construction. (By Dec 2012, David Conrad)

3.2.5 **Salsbury Industry Expansion - previously 3.8**

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.

3.2.6 **Avalon - previously 3.9**

The project is located on a 2-acre property at 6800 Avalon Boulevard in the Goodyear Tract and involves the acquisition, rehabilitation, and expansion of an existing industrial property.

3.2.6.1 Complete Relocation. (By March 2012, David Conrad)

3.2.6.2 Start Construction. (By June 2012, David Conrad)

3.2.7 **59th Street Industrial Project - previously 3.10**

The proposed Project involves the remediation and rehabilitation of a 42,100 square foot industrial building at 812 East 59th Street in the Goodyear Tract for reuse as a state of the art manufacturing facility for a cutting and finishing business which will be locating to the City of Los Angeles from Southgate.

3.2.7.1 Begin construction. (By March 2012, Christine Kalamaros)

3.2.7.2 Complete rehabilitation (By November 2012, Christine Kalamaros)

3.2.7.3 Issue Certificate of Completion. (By December 2012, Christine Kalamaros)

Projects (Outcomes or Deliverables):

3.3 Lanzit Industrial Tract

Development of an industrial park at the Lanzit Industrial Tract, which is bounded by 108th Street on the north, Lanzit Avenue on the south, Wadsworth Avenue on the west, and Central Avenue on the east.

Persons Responsible:

Lead:	CDD	Raed Elaraj	213-744-9377
		Sergio Samayoa	213-744-9049
Support:	BOE	Julia Moye	213-978-2074
	CD 15	Gordon Teuber	310-732-4515

3.3.1 Execute Contract. (By February 2012, Raed Elaraj and Sergio Samayoa)

3.3.2 Begin construction. (By May 2012, Raed Elaraj and Sergio Samayoa)

3.4 60th and Western Avenue

Develop a 2.8-acre site at 5975 Western Avenue (northwest corner of Western and 60th Street) for industrial or manufacturing facility.

Persons Responsible:

Lead:	CRA	Margie Francia	323-290-2806
-------	-----	----------------	--------------

3.4.1 Release RFP for developer. (By February 2012, Margie Francia)

3.4.2 Select Development Team (By May 2012, Margie Francia)

3.5 La Cienega - Jefferson

Development of two high rise towers and a four-level parking structure providing a catalytic development that would spur revitalization of the La Cienega/Jefferson TOD surrounding the La Cienega Expo Line light rail station.

Persons Responsible:

Lead:	CDD	Sergio Samayoa	213-744-9049
-------	-----	----------------	--------------

3.5.1 Obtain Construction financing. (By TBD, Sergio Samayoa)

3.5.2 Begin Construction. (By TBD, Sergio Samayoa)

Five-year plan 2012 targets for this Initiative:

3.1 Industrial Capital Investment Program – Completion date: By 2012

Program will provide \$100 million in loans and bonds to South LA industrial projects by 2012.

Year	2008	2009	2010	2011	2012	Total
Projected	20M	20M	20M	20M	20M	100M
Actual	7.55M	28.95M	2.56M	5.35M	0	39.6M

3.2 Attract Manufacturing - Estimated completion date: Continue past 2012

3.2.4 Calko Steel Expansion

Completed in Year 4 – CRA financing for project.

3.2.5 Salsbury Industry Expansion ON HOLD.

Completed in Year 3 - CRA Board approval of \$1.4 million loan.

Completed in Year 3 - Execute DDA.

3.2.7 59th Street Industrial Project

Completed in Year 4 – Construction Drawings for project.

3.3 Lanzit Industrial Tract - Completion Date: By 2012

3.4 60th and Western Avenue - Completion Date: By 2012

3.5 La Cienega - Jefferson - Completion Date: By 2012

Initiative Area 4 NEIGHBORHOODS AND QUALITY OF LIFE

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

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

Persons Responsible:

Lead:	BOE	Julia Moye	213-978-2074
Support:	LADOT	Jay Kim	213-972-8476
	Planning	Faisal Roble	213-978-1168
	Mayor's Office	Christopher Pearson	213-978-0743
	CRA	Carolyn Hull	323-290-2800
	Council District Offices 8, 9, 10 and 15		

Programs (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:

Lead:	CRA	Dalila Sotelo	213-977-1636
	CRA	Billy Chun	213-977-1802
Support:	Mayor's Office	Christopher Pearson	213-978-0743
	BOE	Ted Allen	213-847-0577
	Housing	Claudia Monterrosa	213-808-8650

4.1.1 Project Complete. City agencies to secure Grant funding for two projects has been completed and exceeded. (see 5-yr target for detail)

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:

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

- 4.2.1 Trim 15,000 trees. (By December 2012, Ron Lorenzen)
(On hold - Due to budget cuts in the Urban Forestry Division, no scheduled/programmatic pruning is being performed. Emergencies only.)
- 4.2.2 Repair 8 miles of sidewalk. (By December 2012, Nick Lopez)
(On hold - City's Fiscal Year 09-10 and 10-11 Budgets did not allocate any funding for sidewalk repairs (previously general funded).)
- 4.2.3 Complete approximately 25 miles of street resurfacing in South Los Angeles.
(By December 2012, Keith Mozee)

4.3 Master Transportation Plan

Persons Responsible:

Lead:	LADOT	Michael Davies	213-972-8477
Support:	Planning	Faisal Roble	213-978-1168

- 4.3.1 Completed in Year 2 (see 5yr target for detail).

4.4 Infrastructure Capacity Assessment Program

Persons Responsible:

Lead:	BOS	Mario Dimzon	323-342-6260
		Brent Lorscheider	323-342-6236
Support:	None		

- 4.4.1 Crenshaw Corridor (Five secondary sewer basins):
 - 4.4.1.1 Complete plan for SSBP for Basin No. H06. (By June 2012)
- 4.4.2 Watts Area (One secondary sewer basin)
 - 4.4.2.1 Complete plan for SSBP for Basin No. Z18. (By June 2012)
- 4.4.3 Goodyear Tract (Four secondary sewer basins)
 - 4.4.3.1 Complete plan for SSBP for Basin No. S07. (By June 2012)
 - 4.4.3.2 Complete plan for SSBP for Basin No. S08. (By June 2012)
- 4.4.4 Central Avenue Corridor (Five secondary sewer basins)
 - 4.4.4.1 Complete plan for SSBP for Basin No. S16. (By June 2012)
 - 4.4.4.2 Complete plan for SSBP for Basin No. N03. (By June 2012)
 - 4.4.4.3 Complete plan for SSBP for Basin No. N06. (By June 2012)
- 4.4.5 South LA Area [outside focus area (10 secondary sewer basins)]
 - 4.4.5.1 Complete SSBP Basins No. S13. (By December 2012, Mario Dimzon)
 - 4.4.5.2 Complete SSBP Basins No. S01. (By December 2012, Mario Dimzon)
 - 4.4.5.3 Complete SSBP Basins No. S04. (By December 2012, Mario Dimzon)
 - 4.4.5.4 Complete SSBP Basins No. S10. (By December 2012, Mario Dimzon)
 - 4.4.5.5 Complete SSBP Basins No. S11. (By December 2012, Mario Dimzon)

- 4.4.5.6 Complete SSBP Basins No. S14. (By December 2012, Mario Dimzon)
- 4.4.5.7 Complete SSBP Basins No. S17. (By December 2012, Mario Dimzon)

4.5 Nuisance Abatement Program

Persons Responsible:

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

- 4.5.1 Gain compliance on 140 Citywide Nuisance Abatement Program (CNAP) cases. (By December 2012, Leo Fuller)
- 4.5.2 Complete 1,150 annual inspections Annual Inspection Monitoring (AIM) Program. (By December 2012, Leo Fuller)
- 4.5.3 Gain compliance on 3,500 PACE (Pro-Active Code Enforcement) cases. (By December 2012, Leo Fuller)
- 4.5.4 Gain compliance on 1540 General Code Enforcement cases. (By December 2012, Leo Fuller)
General Enforcement includes: commercial complaints and referrals, the Citation Unit, Sign Enforcement.

4.6 Energy Efficiency Program

- 4.6.1 Energy Saver program.
This program was completed in Year 2
- 4.6.2 Power reliability program.
This program was completed in Year 2

Projects (Outcomes or Deliverables)

4.7 Public Buildings

Persons Responsible:

Lead:	BOE	Julia Moye	213-978-2074
Support:	None		

- 4.7.1 Construct the South Los Angeles Animal Care Center. (By October 2012, Julia Moye)

4.8 Recreational Parks

Persons Responsible:

Lead:	BOE	Julia Moye	213-978-2074
Support:	None		

- 4.8.1 Construct the Harvard Recreation Center – Outdoor Improvements – Phase 1B. (By December 2012, Julia Moye)

- 4.8.2 Construct the St Andrews Rec. Ctr. - Outdoor Sports Development. (By October 2012, Julia Moye)
- 4.8.3 Construct Estelle Van Meter Multipurpose Center Rehab. (By November 2012, Julia Moye)

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

Persons Responsible:

Lead:	BOE	Julia Moye	213-978-2074
	BSL	James Quigley	213-847-1459
	BOS	Adel Hagekhalil	213-485-2210
Support:	None		

- 4.9.1 Construct the ARRA-RSTP Funds-Bike safe Grating Replacement. (By June 2012, Julia Moye)
- 4.9.2 Construct the NOS Maze Rehab. Phase 5. (By June 2012, Julia Moye)
- 4.9.3 Construct the South Los Angeles Wetlands Park. (By June 2012, Julia Moye)
- 4.9.4 Construct the SSRP N13 Cesar Chavez & Alameda St. (By November 2012, Julia Moye)

4.10 Vision Theater

City 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:

Lead:	BOE	Ejike Mbaruguru	213-473-9790
Support:	DCA	Ernest Dillihay	213-202-5524
	B & S	Leo Fuller	323-789-4843
	CRA	Carolyn Hull	323-290-2800

- 4.10.1 Construct the Manchester Jr. Arts /Vision Theater Phase 1A & 1B. (By December 2012, Julia Moye)

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

Persons Responsible:

Lead:	Mayor	Lisa Sarno	(213) 922-9725
	BSS	Nazario Saucedo	213-847-3333
Support:	Urban Forestry	Ron Lorenzen	213-847-3077
	LA Conservation Corp	Magen Shearer	323-664-9196 x 102
	Northeast Trees	Aaron Thomas	323-441-8634
	Hollywood Beautification	Sharyn Romano	323-962-2163

- 4.11.1 Plant 2,000 trees. (By December 2012, Lisa Sarno (213) 922-9725)

4.12 Rehabilitate Swimming Pools in South Los Angeles

Persons Responsible:

Lead:	R & P	Regina Adams	213-928-9033
Support:	BOE	Julia Moye	213-978-2074
	B & S	Leo Fuller	323-789-4843

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

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.

The following projects received Prop 84 funding in 2010:

- Ord & Yale Street Park (\$4,999,705)
- Slauson-Wall Park (\$4,999,933)
- Nevin Avenue Elementary School Park (\$2,898,340)
- New Park - 3670 Wilshire Blvd. (\$5,000,000)
- Lafayette Park Expansion (\$5,000,000)
- New Park - La Mirada (\$1,223,300)

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	11,471/	800/	0	0	12,271/
	15,000	15,000	/15,000		15,000	60,000
Miles of Sidewalk Repair	0	2.35/8	0/8	0	8	2.35/32
Miles of Street Resurfacing	23/50	26/25	35/25	25//25	25	109/125

4.3 The South Los Angeles Transportation Master Plan Study was COMPLETED in Year 2

4.4 Infrastructure Capacity Assessment Program:

Completed in Year 1 - the South Los Angeles Primary Sewer Master Plan. (Sewers larger than 15")

Completed in Year 1 - Assessment and planning of all 30 miles of primary sewers as part of the South Los Angeles Primary Sewer Master Plan.

Completed in Year 1 - Three South LA Area plans SSBP for Basins Nos. S05, S06, and S09.

4.4.1 Crenshaw Corridor (Five secondary sewer basins):

Completed in Year 2 - Three Crenshaw Corridor SSBP for Basins Nos. A02, S02, and S03.

Completed in Year 4 - One plan for SSBP for basin No.H16.

4.4.2 Watts Area (one secondary sewer basin)

4.4.3 Goodyear Tract (four secondary sewer basins)

Completed in Year 2 - one Goodyear Tract plan for SSBP for Basin No. S15.

Completed In Year 3 - one plan for SSBP for basin No. S12.

4.4.4 Central Avenue Corridor (5 secondary sewer basins)

Completed in Year 3 - one Central Avenue Corridor plan for SSBP for Basin No. N02.and N07.

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

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	3/1	1	7	9/9
Assess Secondary Sewer Miles	157/157	67/67	22/22	18/18	125	264/389

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	0	2	3/5
Assess Secondary Sewer Miles	102/102	0/0	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	173/140	nr/140		543/690
Annual Inspection Monitoring (AIM) cases	1,400/1,500	737/1,500	2657/1,150	nr/1,150		4,794/5,300

Pro-Active Code Enforcement (PACE) cases brought into compliance	5,500/5,500	18,014/5,000	9203/3,500	nr/3,500		32,717/17,500
General Code Enforcement cases brought into compliance	2,500/5,500	2,239/2,200	1557/1,540	nr/1,540		6,296/9,240

4.6 Energy Efficiency Program.

This program was completed in Year 2

Year	2008	2009	2010	2011	2012	Total
Deliver and install 5,000 refrigerators to homes that meet eligibility criteria	0	5,000/5,000				5,000/5000
Deliver and install 750 Compact Fluorescent Lights in homes that meet eligibility criteria	0	750/750				750/750

PROJECTS

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

- Completed in Year 1 - Construct Watts Junior Arts Center.
- Completed in Year 1 - Construct Loren Miller Recreation Center.
- Completed in Year 1 - Construct Pico Union FS 13.
- Completed in Year 1 - Construct SLA FS 21.
- Completed in Year 1 - Construct SLA FS 64
- Completed in Year 3 - Construct Council District 9 Neighborhood City Hall.
- Completed in Year 3 - Construct South Los Angeles Fire Station 21.
- Completed in Year 3 - Construct Crenshaw Fire Station 94.

Year	2008	2009	2010	2011	2012	Total
Public Building	5/5	1/2	3/2	0/0	0	8/6

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	6/6	6/6	0	28/19

- Completed in Year 1 - Mount Carmel Rec. Center Irrigation.
- Completed in Year 1 - South Broadway Pocket Park.
- Completed in Year 1 - Vernon Branch Library – Pocket Park.
- Completed in Year 1 - South LA Sports Activity Center.
- Completed in Year 1 - MLK Therapeutic UAP.
- Completed in Year 1 - Ross Snyder Synthetic Baseball Fields.
- Completed in Year 1 - Algin Sutton Park ADA.
- Completed in Year 2 - Imperial Courts.
- Completed in Year 2 - Benny H. Potter Universal Access Playground.
- Completed in Year 2 - Vermont Square Park Smart Irrigation System.
- Completed in Year 2 - St. James Park Smart Irrigation System.
- Completed in Year 2 - Watts Recreational Youth Center (ADA).

Completed in Year 2 - Construct Bradley Milken Youth FC Parkin & Play Area Project.
 Completed in Year 2 - Slauson Recreation Center – Building Improvements.
 Completed in Year 2 - Gilbert Lindsey Recreation Center - Phase II.
 Completed in Year 2 - Ross Snyder Recreation Center – Parking Lot.
 Completed in Year 3 - Bradley Milken Youth and Family Parking and Play Area.
 Completed in Year 3 - Harvard Recreation Center – Skate Park.
 Completed in Year 3 - Van Ness Recreation Center - Improvements.
 Completed in Year 3 - Fred Roberts Recreation Center – New Building.
 Completed in Year 3 - Loren Miller Park – Smart Irrigation.
 Completed in Year 3 - Norman Houston Park – Outdoor Improvements – Phase 1A.
 Completed in Year 4 - Norman Houston Park – Outdoor Improvements – Phase 1B.
 Completed in Year 4 - Rancho Cienega Soccer Field Replacement.
 Completed in Year 4 - Rancho Cienega Sports Complex – ADA Restrooms.
 Completed in Year 4 - Rancho Cienega Sports Complex – Tennis Courts Renovations.
 Completed in Year 4 - Benny Potter UAP-Restroom.
 Completed in Year 4 - Westside Park Rainwater Irrigation Project.

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	4/7	3/3		27/31

Completed in Year 1 - Slauson/Van Ness/COS External Bypass.
 Completed in Year 1 - Vermont Relief Sewer: Grouting.
 Completed in Year 1 - U371.
 Completed in Year 1 - U372.
 Completed in Year 1 - Washington Bl/Flower to Grand.
 Completed in Year 1 - Seismically retrofit La Cienega Blvd/Ballona Creek.
 Completed in Year 1 - Prepare SSRP S02A Rodeo Rd. & 52nd St
 Completed in Year 1 - Prepare SSRP S02B La Brea Av & Crenshaw Bl.
 Completed in Year 1 - Oxford and Hobart Lighting District, Assessment Project- \$109,000 installation of 11 new streetlights, ornamental and modern on Oxford Avenue between Washington Boulevard and Hobart Boulevard.
 Completed in Year 2 - Blackwelder Diversion Sewer Structure.
 Completed in Year 2 - Secondary Sewer Repair Program(SSRP) A02A Venice Boulevard and Genesee.
 Completed in Year 2 - Secondary Sewer Repair Program A02B Coliseum and La Brea.
 Completed in Year 2 - Secondary Sewer Repair Program S09 Imperial Highway and Figueroa Street.
 Completed in Year 2 - Security Lighting at Bus Stops-Unit 13 - \$420,000 installation of bus stop lighting at four bus stops in CDs 8 and 9. Total of 18 bus stops City-wide in this project.
 Completed in Year 2 - Hyde Park West Sets 1 & 2 (ATSAC) Estimated Cost \$171,000 – 20 Streetlights.
 Completed in Year 2 - Hyde Park East Sets 1 & 2 (ATSAC) Estimated Cost \$86,000 – 10 Streetlights.

Completed in Year 2 - Harbor Gateway Phase I Sets 1, 2 and 3 (ATSAC) Estimated Cost \$285,000 – 30 Streetlights.
 Completed in Year 2 - Vermont Avenue- MLK to Vernon Avenue- \$800,000 replacement of 39 streetlights.
 Completed in Year 3 - East Downtown Truck Access Improvements Phase I.
 Completed in Year 3 - Odor Control – Rodeo and La Cienega.
 Completed in Year 3 - La Cienega Interceptor Sewer Relocation - Rodeo to Jefferson.
 Completed in Year 3 - Construct 8 Air Treatment Units along Jefferson Blvd.
 Completed in Year 3 - Harbor Gateway Phase I Sets 1, 2 and 3 (ATSAC) Estimated Cost \$285,000 – 30 Streetlights.
 Completed in Year 4 - Don Rodolfo Drainage Improvement.
 Completed in Year 4 - SSRP S15 Grand Avenue and 58th Street.
 Completed in Year 4 - Vermont Avenue - Slauson Avenue to 74th Street - \$1,400,000 replacement of 124 streetlights.

4.10 City 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.

Completed in Year 3 - Design of Vision Theater
 Completed in Year 3 - Began construction on Phases 1A and 1B of the Manchester Jr. Arts Center/Vision Theater which will construct the new Manchester Arts Facility.

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	1800/2,000	nr/2,000	2,000	5848/10,000

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:

Lead:	CDD	Richard Benbow	213-744-7300
	Mayor's Office	Christopher Pearson	213-978-0743
Support:	Planning	Michael LoGrande	213 978-1271
		Faisal Roble	213-978-1668
	DPW	Julia Moye	213-978-2074
	CRA	Carolyn Hull	323-290-2800
	CDD	Krista Phipps	213-744-9097
	Council District Offices 8, 9, 10 & 15		

Programs (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:

Lead:	CDD	Richard Benbow	213-744-7300
	Mayor's Office	Chris Pearson	213-978-0743
Support:	DPW	Julia Moye	213-978-2074
	CRA	Carolyn Hull	323-290-2800

5.1.1 Update the matrix of available and underutilized resources made available through LosAngelesWorks.org (By June 2012, 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:

Lead:	Mayor's Office	Christopher Pearson	213-978-0743
	Mayor's Office	Linda Smith	213-978-0665
Support:	CRA	Carolyn Hull	323-290-2800
	Private Sector	Keith Coleman	213-944-7417
	CDD	Krista Phipps	213-744-9097

5.2.1 Meet with South Los Angeles Brokerage Community to identify potential opportunity sites. (By August 2012, Chris Pearson)

5.2.2 Prepare marketing brochure to engage community partners, both public and private. Completed in Year 4

5.2.3 Annually meet with at least 3 financial institutions and 3 non-profit community development groups or foundations with a strong social commitment to invest in low income areas. (By December 2012, Chris Pearson)

5.2.4 Recruit 2 investors utilizing the EB-5 Immigrant Investor Program, to stimulate the local economy through job creation and capital investment by foreign investors.(By December 2012, Linda Smith)

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:

Lead:	Mayor's Office	Christopher Pearson	213-978-1533
Support:	CRA	Carolyn Hull	323-290-2800
	Planning	Michael LoGrande	213-978-1271
	CDD	Krista Phipps	213-744-9097

5.3.1 Prepare a Report on development reform and the potential impacts on South Los Angeles Development for distribution to community groups and business Completed in Year 4.

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:

Lead:	Mayor's Office	Christopher Pearson	213-978-0743
Support:	CDD	Krista Phipps	213-744-9097
	CRA	Carolyn Hull	323-290-2800
	Planning	Faisal Roble	213-978-1668
	Private Sector	Keith Coleman	213-944-7417

5.4.1 Promote and enhance small businesses surrounding the development projects at Lanzit, Slauson/Western, Santa Barbara Plaza, and Marlton Square to ensure job creation opportunities by contacting five top employers and directing other small business owners to the new LosAngelesWorks.org website for business assistance and FirstSource for new hires.

5.4.2 Create a business plan and white paper for the South LA Revitalization Corporation and Foundation focusing on select South LA corridors. (By December 2012, Carolyn Hull)

Five-year plan 2012 targets for this Initiative:

5.1 Channel Public Investment

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 are updated when changes to programs occur.

Completed in Year 3 – update of available and underutilized resources .

Completed in Year 3 – Preparation of a marketing plan and materials to distribute to business community. Launched on the City of Los Angeles Los Angeles Works website. www.losangelesworks.org

Completed in Year 4 – the Annual update on the web location of the opportunities available.

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 in Year 1– South LA received funds through Prop 1C which provided funding for the Crenshaw Transit Project

5.2 Leverage Private Investment

Completed in Year 2 – Creation of three new sustainable opportunities for public/private partnerships which includes Lanzit, Goodyear Tract, Slauson/Western, and the Jordan Downs

Project sites. These sites have the potential for significant economic impact both for the community as a whole and residents individually in providing career opportunities.

Completed in Year 3 – met with at least 3 financial institutions and 3 non-profit community development groups.

Completed in Year 4 – The marketing brochure to engage community partners, both public and private.

5.3 Remove Barriers to Development.

Prepare a report on City efforts to remove barriers to development.

Completed in Year 2 – Three reports prepared by LAEDC have been obtained and summarized in one single document combined with current obstacles to development that did not exist at the point the reports were produced.

Completed in Year 4 – A Report on development reform and the potential impacts on South Los Angeles Development for distribution to community groups and business.

5.4 Stimulate Development

Completed in Year 1 – Sites selection which includes 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.

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:

Lead:	CDD	Richard Benbow	213-744-7300
		Robert Sainz	213-744-7396
		Manny Chavez	213-744-7124
		Lisa Salazar	213-744-7191
		Greg Burks	213-744-7132
		Jaime Pacheco-Orozco	213-744-7124
Support:	WIB	Gregg Irish	213-744-7122
	BCA	John L. Reamer, Jr.	213-847-2688
	Personnel	Maggie Whelan	213-473-3740
	CRA	Alexendra Paxton	213-977-1747
	POLA	Lisa Jordan	310-732-3514
	LAWA	Joyce Sloss	310-646-6971
	Mayor's Office	Larry Frank	213-922-9741
		Teresa Sanchez	213-978-0650
	Council District Offices 8, 9, 10 and 15		

Programs (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.

Lead:	CDD	Robert Sainz	213-744-7396
Support:	BCA	John L. Reamer, Jr.	213-847-2688

6.1.1 Place 10 South LA residents via the First Source Hiring Ordinance (By December 2012, 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.

Lead:	Mayor's Office	Teresa Sanchez	213-978-0650
Support:	LAWA	Joyce Sloss	310-646-6971
	POLA	Lisa Jordan	310-732-3514

6.2.1 Place 100 South Los Angeles residents into living wage jobs at the Airport¹. (By December 2012, Joyce Sloss)

6.2.2 Design and begin implementation of the Port's First Source Hiring Program². (By December 2012, Lisa Jordan) Completed

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.

Lead: Mayor's Office Teresa Sanchez 213-978-0650

6.3.1 Place 10 South LA residents in City of Los Angeles City Works Program, throughout the City Departments and Proprietaries. (By December 2012, Teresa Sanchez)

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.

Lead:	Mayor's Office	Teresa Sanchez	213-978-0650
Support:	BCA	John L. Reamer, Jr.	213-847-2688
	LAWA	Joyce Sloss	310-646-6971
	POLA	Lisa Jordan	310-732-3514
	CRA	Alexendra Paxton	213-977-1747

6.4.1 The BCA will partner with stakeholders to achieve a 30% local hire participation rate on all projects covered by the DPW Project Labor Agreement (DPW-PLA) and Public Works Infrastructure Stabilization Policy (Policy). The BCA will administer and enforce local hiring as outlined in the DPW-PLA and Policy. (By December 2012, John Reamer)

6.4.1.1 BCA will monitor, evaluate and assist contractors, Unions and Job Coordinators in developing local hiring processes that will primarily utilize residents living in Tier 1 zip codes areas and then Tier 2 zip code areas.

6.4.2 Secure 25% local hire rates on covered new construction projects in CRA. (By December 2012, Alexendra Paxton)

6.4.3 Secure 15% local hire rates on covered new construction projects in Port of LA. (By December 2012, Lisa Jordan)

6.4.4 Secure 18% local hire rates on covered new construction projects in LAWA. (By December 2012, Joyce Sloss)

¹ LAWA to report placements

² POLA to report placements

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.

Lead:	CDD	Greg Burks	213-744-7132
Support:	Mayor's Office	Teresa Sanchez	213-978-0650

6.5.1 Place 20 South LA residents in the Health Care Industry. (By December 2012, Greg Burks)

6.5.2 Add 25 South LA residents to the Apprenticeship roles. (By December 2012, Greg Burks)

6.5.3 Place 10 South LA residents in the DWP Climbing School based at the Maxine Waters Skills Center. (Completed, Teresa Sanchez)

6.5.4 Place 10 South LA residents in the Financial Services industry. (By December 2012, Greg Burks)

6.5.5 Place 40 South LA residents in the Logistics Sector. (By December 2012, Greg Burks)

6.5.6 Place 15 South LA residents in the Utilities Industry. (Completed, Teresa Sanchez)

6.5.7 Place 20 South LA residents in the Hospitality Industry. (By December 2012, Greg Burks)

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 community college, and business and labor education and training programs.

Lead:	CDD	Robert Sainz	213-744-7396
-------	-----	--------------	--------------

6.6.1 Place 200 South LA residents into training opportunities. (By December 2012, 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.

Lead:	CDD	Greg Burks	213-744-7132
Support:		Jaime Pacheco-Orozco	213-744-7124

6.7.1 Provide employment-related services to 2,000 individuals residing in South Los Angeles. (By December 2012, Jaime Pacheco-Orozco)

6.7.2 Place 800 South LA residents into employment opportunities. (By December 2012, Jaime Pacheco-Orozco)

6.7.3 Provide workforce development business services to 100 small to moderate businesses in South LA. (By December 2012, 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.

6.9 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.

Lead:	Mayor's Office	Larry Frank	213-922-9741
Support:	CDD	Robert Sainz	213-744-7396
	CDD	Greg Burks	323-971-7645
	CDD	Lisa Salazar	213-744-7191

6.9.1 Achieve 35% participation from South LA residents in the City's Learn and Earn Program. (By December 2012, Lisa Salazar)

6.9.2 Achieve 35% participation from South LA residents in the City's Summer Youth Employment Program. (By December 2012, Lisa Salazar)

6.9.3 Achieve 15% participation from South LA residents in the City's Hire LA 18-24 Private Placement Youth Jobs Program. (By December 2012, Greg Burks)

6.9.4 Achieve 20% participation from South LA residents in LAUSD's Student Worker Summer Program. (Completed, Robert Sainz)

6.9.5 Achieve 25% participation from South LA residents in the LA Scholars Program. (Completed, Lisa Salazar)

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	16/50	0/10	10	61/450

6.2 First Source Hiring Programs at Proprietaries. 500 South LA hires. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
6.2.1 Airport hires	817/50	645/100	803/100			2265/250
6.2.2 Port hires		Adopt Program	Implemented			
6.2.3 DWP hires		Adopt Program	Adopt Program			
6.2.4 CRA hires			Adopt Program			
						2296/500

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	8/30	0/10	10	36/350

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 2008 and is now implemented.

Year	2008	2009	2010	2011	2012	Total
6.4.1 BCA rates	24%/30%	23%/30%	22%/30%	22%/30%	30%	698
6.4.2 CRA rates	34%/25%	23%/25%	22%/25%	22%/25%	25%	1791
6.4.3 POLA rates	10%/15%	16%/15%	15%/15%	15%/15%	15%	115
6.4.4 LAWA rates	21%/20%	20%/20%	18%/20%	17/18%	18%	263
6.4.5 DWP rates	nr/20%	nr/20%	0/20%	nr/20%		
SLA Local Hires						2867/1,500
LA Resident Hires						13,757

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	42/60	28/60	8/60	306/60	20	384/260
6.5.2 Apprenticeship Placements	502/300	355/100	224/100	155/100	25	1236/625
6.5.3 DWP Climbing School	0/10	0/10	0/10	0/10	Completed	
6.5.4 Financial Services	26/10	29/10	19/10	14/10	10	88/50
6.5.5 Logistics	30/40	24/40	4/40	170/40	40	228/200
6.5.6 Utility Industry	10/15	14/15	2/15	12/15	Completed	38/60
6.5.7 Hospitality Industry	27/40	16/40	50/20	26/40	20	119/160
SLA Local Hires						2093/1,500

6.6 Building a Regional Workforce System - 1,000 placements into training. (By December 2012)

Year	2008	2009	2010	2011	2012	Total
6.6.1 Training Placements	215/200	160/200	1160 /200	677/200	200	2212/1,000

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	11886/6,000	13262/ 6,000	13888/6,000	12478/6000	2,000	51884/26000
6.7.2 Employment Opportunities Placements	756/800	811/800	822/800	464/800	800	2853/4,000
6.7.3 Business Services	600/100	600/100	122/100	137/100	100	1459/500

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%	51%/35%	nr/35%	35%	
	376/1252	530/1001	408/800			1314/3053
6.9.2 Summer Youth Employment Program	38%/35%	42%/35%	39%/35%	35%/35%	35%	
	513/1350	546/1301	1677/4300	786/2276		3522/9227
6.9.3 Hire LA 18-24 Private Placement Youth Jobs Program						
	38%/25%	42%/25%	15%/25%	nr//18%	15%	
	192/506	669/1592	96/639	nr		957/2737
6.9.4 LAUSD's Student Worker Summer Program						
	0%/25%	25%	NR/25%	Completed		
6.9.5 LA Scholars Program						
	25%	25%	NR/25%	Completed		
6.9.6 Infrastructure academy, the DWP-initiated Utilities training						
	25%	25%/25%	NR/25%	Completed		

6.9.7 Develop at least one high school academy in a South LA partnership high school.(By June 2011, Larry Frank) Project Completed.

Year	2008	2009	2010	2011	2012	Total
6.9.7 Develop High School Academy			1/1			

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:

Lead:	CDD	Richard Benbow	213-744-7300
		Joe Rouzan	213-744-7188
		Miguel Acuna	213-744-9334
Support:	CRA	Carolyn Hull	323-290-2820
		Jennifer Barrera	323-290-2802
	Mayor's Office	Christopher Pearson	213-978-0743
	Council District Offices 8, 9, 10 and 15		

Programs/ (Outcomes or Deliverables):

7.1 Facade Improvement Program

Lead:	CRA	Jennifer Barrera	323-290-2802
--------------	-----	------------------	--------------

7.1.1 Vermont Commercial Façade Improvement Program: Complete 13 facades

7.1.1.1 Start Construction (By March 2012, Jennifer Barrera)

7.1.1.1 Complete Construction (By December 2012, Jennifer Barrera)

7.1.2 Crenshaw/Slauson Commercial Façade Improvement Program: Complete 10 façades (ON HOLD)

7.1.2.1 Start Construction (By December 2012, Carolyn Hull)

7.1.2.2 Complete Construction (By December 2012, Carolyn Hull)

7.1.3 Florence Avenue Façade Improvement Program between Van Ness and Arlington:

7.1.3.1 Select contractor to begin Phase V of façade improvements (ON HOLD)

7.1.4 Normandie Facade Improvement Program: Complete 5 facades

7.1.4.1 Start construction. (By March 2012, Jennifer Barrera)

7.1.4.2 Complete principal construction. (By December 2012, 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 CDD Incentive Program Marketing

Make site visits, mass mailings, presentations and seminars, one-on-one meetings with businesses to discuss CDD products and services in detail. (By December 2012, Joe Rouzan)

7.2.1.1 100 site cold call visits;

7.2.1.2 550 mass mailings;

7.2.1.3 11 seminars/workshops;

7.2.1.4 55 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 Discount Rate Applications for Electrical service

Make 30 of the Department of Water and Power (DWP) discount rate applications available to businesses, approves and submits them to DWP for approval. (By December 2012, Joe Rouzan)

7.2.3 Tax credits for hiring local, qualified employees.

Encourage 55 businesses to utilize the voucher process for qualified employees so the business can get tax credits for hiring local, qualified employees. (By December 2012, Joe Rouzan)

7.3 Los Angeles Business Source (formerly 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 CDBG funding. Prepare and submit required application and supporting documentation to ensure continued CDBG funding for the 38th Program Year Consolidated Plan allocation, and for future years. (By October 2012, Miguel Acuna)

7.3.2 Extend South LA agency contract for next program year and for subsequent years. (By April 2012, Miguel Acuna)

- 7.3.3 Business plans. Assist 66 entrepreneurs to complete a business plan. (By October 2012, Miguel Acuna)
- 7.3.4 Assist 22 micro-enterprise owners complete coursework. (By October 2012, Miguel Acuna)
- 7.3.5 Create 11 new jobs. (By October 2012, Miguel Acuna)

Five-year plan 2012 targets for this Initiative:

7.1 Façade Improvement Program – Complete 45 Facades. (By 2012)

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

COMPLETED In Year 3 - Met with three property owners.

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	82/200	55/100	200	358/900
7.2.1.2 Mailings			520/550	nr/550		520/1100
7.2.1.3 Seminars	19/8	30/15	9/15	16/11	15	74/64
7.2.1.4 Events	86/75	103/75	42/75	151/55	75	382/355
7.2.1.5 Responses Calls	369/240	291/240	240/240	275/240	240	1175/1,200
7.2.1.6 Responses E-mail	450/240	240/240	240/240	220/240	240	1150/1,200
7.2.2 Discount Rate Applications	0/100	276/100	100/100	nr/66	30	376/396
7.2.3 Tax vouchers for local hires	0/100	276/100	5050	nr/55	55	500

7.3 Los Angeles Business Source - 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	37th		
7.3.2 Extend SLA Contract	Extend Contract	Extend Contract	Extend Contract	Extend Contract		
7.3.3 Business Plans Developed	15/50	58/50	23/50	116/66	66	212/150
7.3.4 Micro Business Training	45/70	82/70	16/70	24/22	22	167/200
7.3.5 New Jobs	21/31	38/31	11/31	26/11	11	96/115

Initiative Area 8 IMPROVE THE EDUCATIONAL 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)

This project had been completed.

Persons Responsible:

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

Program (Outcomes or Deliverables):

This project had been completed.

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

8.2 Higher Education high school participants. 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	2/2 85/105	4 140	5 175	9/17 445/685
8.2 Higher Education high school participants	161/200	100/85	85/85	85	85	346/540

Completed in Year 3 - a total of nine on-campus sites allowing 445 students to participate in the program and the matriculation of 346 young people into higher education.

**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:

Lead:	Planning	Michael LoGrande	
		Faisal Roble	213-978-1168
Support:	CRA	Isabel Rivero	213-977-1681
		Julia Steward	323-290-2813
		Michelle Banks-Ordone	213-368-0611
	CDD	Ninoos Benjamin	213-744-7392
	LADOT	Jay Kim	213-972-8476
	LAHD	Yolanda Chavez	213-808-8405
	DPW	Edmond Yew	213-977-7095
	Mayor's Office		
	Council District Offices 8, 9, 10 and 15		

Programs/ 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. The City will conduct public hearings to vet and vote on these Plans.

Lead:	Planning	Faisal Roble	213-978-1168
Support:	CDD	Ninoos Benjamin	213-744-7392

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 2012)

9.1.1.1 West Adams Baldwin Hills-Leimert Community Plan

- 9.1.1.1.3 Complete the Incorporation of the Transportation Improvement Management Plan (TIMP) into the Final EIR. (By October 2012, Faisal Roble)
- 9.1.1.1.4 Hold public hearings on the Plan and the Final draft Environmental Impact Report (EIR). (By October 2012, Faisal Roble)
- 9.1.1.1.5 Present a complete plan to CPC. (By October, 2012, Faisal Roble)
- 9.1.1.1.6 Present a complete plan to Council. (By December 2012, Faisal Roble)

9.1.1.2 South and Southeast Community Plans

- 9.1.1.2.3 Incorporate the Final Transportation Improvement Management Plan into the EIR (TIMP). (By September 2012, Faisal Roble)
- 9.1.1.2.4 Hold public hearings on the plan and the Final Environmental Impact Report (EIR) (By September 2012, Faisal Roble)
- 9.1.1.2.5 Present a complete plan to CPC. (By December 2012, 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 2012, Faisal Roble)

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.

Lead:	Planning	Faisal Roble	213-978-1168
Support:	CDD	Ninoos Benjamin	213-744-7392
	CRA	Michelle Banks-Ordone	213-368-0611

9.2.1 Adopt a TOD plan, design and development guidelines for La Cienega and Jefferson into the Community Plans. (By December 2012, Faisal Roble)

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 the identified TODs (By June 2012, 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 Construction drawings of public improvements and infrastructure improvements for Crenshaw/Exposition in the West Adams Baldwin Hills-Leimert Community Plan. Completed.

Five-year plan 2012 targets for this Initiative:

9.1 Update and revise community plans in:

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

9.1.2 New Southeast Community Plan adopted. (By 2012)

Completed in Year 1 – The market study for La Cienega and Jefferson.

COMPLETED in Year 4 – Incorporate the Urban Design Guidelines into the Community Plan Text for the West Adams Baldwin Hills-Leimert Community Plan & South and Southeast Community Plans.

COMPLETED in Year 4 – the draft Ordinance maps with Zone Changes and Plan Amendments GIS and mapping for West Adams Baldwin Hills-Leimert Community Plan & South and Southeast Community Plans.

COMPLETED in Year 4 – the Implementation tools 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 2011, Faisal Roble)

9.2 TOD Plans

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

Year	2008	2009	2010	2011	2012	Total
TOD Plans				4		4

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. ON HOLD due to funding constraints these activities are not part of the work plan.

COMPLETED In Year 2 – the evaluation of development opportunities at Expo Line stops. West Adams, Baldwin Hills-Leimert,

COMPLETED in Year 3 – Secure additional funding to design recommended public improvements at La Brea and Crenshaw TOD.

COMPLETED in Year 4 – the Construction drawings of public improvements and infrastructure improvements for Crenshaw/Exposition in the West Adams Baldwin Hills-Leimert Community Plan.

COMPLETED in Year 4 – the Plans, market studies, design and development guidelines for Western, Vermont, and Flower/23rd Street and Jefferson

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
Support: Council Offices, CRA, LAHD, DWP, Mayor WIB

Programs (Outcomes or Deliverables):

All program and project outcomes or deliverables will be delivered by December 31, 2012.

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 and 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 encourages 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.

10.5.1 Publicize job or career opportunities three times 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 sixteen articles in community newsletters.

Completed In Year 3 – our Weekly Newspaper featured a bi-monthly guest column authored by Commissioner Valerie Shaw highlighting programs and services within the Department of Public Works. In addition the Public Affairs Office has developed a bi-monthly newsletter titled “City Works South LA” covering issues and topics in the South LA community. Four articles for 2010.

Completed in Year 4 – The Public Affairs Office promoted Public Works programs and services to South Los Angeles community newspapers, bloggers, neighborhood association newsletter editors and others. The Los Angeles Sentinel published information on the City’s housing partnership with West Angeles CDC.

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.

Completed In Year 3 – City representatives have met four times with various neighborhood associations and community groups to discuss services and programs including the West Adams Neighborhood Council, Central Avenue CAC, and Park Mesa Heights Neighborhood Council.

Completed in Year 4 – City representative have met over six times with various neighborhood associations and community groups to discuss services and programs including the Central Avenue CAC, Park Mesa Heights Community Council, Expo Community Advisory Committee, Western/Slauson Community Advisory Committee, Joint Vermont/Manchester & Manchester/Broadway Community Advisory Committee, Crenshaw Slauson Community Advisory Committee and others.

10.1.3 Issue eleven news releases to mark project milestones.

Completed In Year 3 – the Public Affairs Office regularly issues news releases detailing the functions of the Department of Public Works’ bureaus of Sanitation, Engineering, Contract Administration, Street Services and Street Lighting. More than 25 such releases have been issued during 2010. In addition, Public Works services are communicated utilizing partnerships with Neighborhood Councils, Council Office electronic newsletters, local bloggers and various social media.

Completed in Year 4 – The Public Affairs Office regularly issues news releases detailing the functions of the Department of Public Works and our City partners. Over 35 such releases have been issued during 2011.

Year	2008	2009	2010	2011	2012	Total
10.1.1 Articles in News Publications	4/5	5/5	4/2	2/2	2	15/16
10.1.2 Speakers' Bureau presentations	5/5	6/5	4/2	6/2	2	21/12

10.1.3 Issue news releases to mark project milestones 0/4 3/3 25/ 2 35/2 2 63/11

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.

Completed In Year 3 – a presentation given to the Consolidated Realty Board and the Baldwin Hills Renters Association. Topics focus on education and preparation for residents to purchase homes amidst this tumultuous housing market.

Completed in Year 4 – The Department of Housing joined the West Angeles CDC at a homebuyer education seminar on October 22, 2011 to discuss housing programs for South Los Angeles residents. Another session is planned.

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

Completed In Year 3 – the Public Affairs Office issued two news releases covering Department of Housing programs including the “Senior Handy Man” program and “Affordable Housing Opportunities.” Current focus is the Department of Housing’s “First-time Home Buyer” program which has undergone significant changes in recent years. The Public Affairs Office will help to communicate new criteria for this program.

Completed in Year 4 – An article detailing the Housing Department’s partnership with the West Angeles CDC was published in the Los Angeles Sentinel on October 20. More articles are planned.

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

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.

Completed In Year 3 – City partnered with Baldwin Hills Crenshaw Plaza to host retail-related events and have attended two “Summer Concert Series” events to distribute DPW fact sheets. Plaza representatives to host a 2010 holiday event to highlight local retail vendors.

Completed in Year 4 – continued partnership with the Baldwin Hills Crenshaw Plaza and participated in their numerous community events, including the “Summer Concert Series.”

Year	2008	2009	2010	2011	2012	Total
10.3.1 Special events on retailers	2/2	2/1	2/2	2/2	1	8/5

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.

Completed In Year 3 – The Public Affairs Office published news releases monthly outlining services such as graffiti removal, bulky-item collection, recycling, Green Street Los Angeles projects, pot hole repair initiatives, Street Lighting LED initiatives and others to the South LA constituency.

Completed in Year 4 – the Public Affairs Office issued these releases: City of Los Angeles to Host Future of South Los Angeles Conference, Bureau of Sanitation Open House held in Exposition Park, and Department of Housing Partners with West Angeles CDC in Homebuyer Education seminar.

10.4.2 Partner with the Office of Community Beautification and Council Offices to conduct 20 neighborhood clean-ups.

Completed In Year 3 – the Office of Community Beautification sponsored over 35 clean-ups in South Los Angeles in 2010 representing council districts Eight, Nine, Ten and Fifteen.

Completed in Year 4 – The Office of Community Beautification has partnered in numerous clean-up events in South Los Angeles.

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

Completed In Year 3 – Fact sheets were distributed at various community events.

Completed in Year 4 – Fact sheets in both English and Spanish are available for dissemination South Los Angeles. The Fact sheet outlines public works services and provide website information as well as service telephone numbers.

Year	2008	2009	2010	2011	2012	Total
10.4.1 Bi-monthly news releases	4/6	6/6	6/6	6/6	6	22/30
10.4.2 Conduct neighborhood clean-ups	3/4	4/4	35/4	4/4	3	46/20
10.4.3 Fact sheets on community/City improvements	1/4	4/4	4/3	3/3	4	12/12

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.

Completed In Year 3 – the Public Affairs Office publicized job opportunities available with the Department of Water and Power and the Department of Housing utilizing the CD 8 E-newsletter that reaches approximately 12, 000.

Completed in Year 4 – Public Affairs to partner with the Department of Water and Power to promote job openings to South Los Angeles residents. In addition, The Future of SLA Conference hosted a panel devoted to Jobs in South LA giving attendees the opportunity to learn about career opportunities

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

Completed In Year 3 – the Public Affairs Office published in local newspapers career opportunities for South LA residents detailing the Department of Water and Power’s Utility Worker exam and qualifying criteria for consideration.

Completed in Year 4 – KPCC covered Future of South LA Conference and the editor attended the conference. In addition, the Future of SLA Conference was featured in a USC community news blog and other community blogs.

Year	2008	2009	2010	2011	2012	Total
10.5.1 Publicize job or career opportunities	1/2	2/2	1/2	3/3	2	7/9
10.5.2 Write articles that highlight job opportunities	2/2	2/2	1/2	2/2	1	7/8

10.6 Program Measurements

10.6.1 20 speaking engagements.

Completed In Year 3 – City representatives met five times with community groups for speaking engagements with local Neighborhood Councils, Community Advisory Committee, Neighborhood Watch groups, church organizations and schools.

Completed in Year 4 – Over six speaking engagements were attended with the presenter providing information on how to access City services as well as budget impacts to those services.

10.6.2 25 presentations.

Completed In Year 3 – City representatives met eight times with community groups to provide an overview on City services and how to navigate the service request system utilizing 3-1-1 and the Department of Public Works’ Public Affairs Office.

Completed in Year 4 – Over five presentations

10.6.3 Four retail partnerships attained.

Completed In Year 3 – Baldwin Hills Crenshaw Plaza is current retail partner. Plaza representatives work closely with SLA staff to publicize City activities.

Completed in Year 4 – Baldwin Hills Crenshaw Plaza.

10.6.4 5,000 people reached.

Completed In Year 3 – over 1,000 people reached.

Completed in Year 4 – Close to 2,000 people have been reached.

Year	2008	2009	2010	2011	2012	Total
10.6.1 Speaking engagements	4/4	4/4	5/4	6/4	4	19/20
10.6.2 Presentations	6/5	5/5	6/5	5/5	5	22/25
10.6.3 Retail partnerships	2/2	1/1	1/1	1/1	0	5/4
10.6.4 Contacts	1,000/1,000	1,000/1,000	1000/1,000	2000/1000	1000	5000/5,000