

# *STRAIGHT FROM THE HEART OF LA*

THE VILLARAIGOSA YEARS  
2005-2013



# THE VILLARAIGOSA YEARS 2005-2013



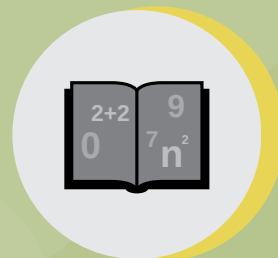
**20%** Renewable Energy  
**75%** Recycling of Solid Waste  
**669** New Acres of Open Space  
**140,000** Street Lights Changed to LED  
 Port Emissions Down More Than **50%**  
**412,000** New Trees  
**68** New Parks



**100%** Signal Synchronization  
**149** Miles of New Bikeways  
 County Rail Network **Doubling**  
 Rail Ridership Up **36%**  
 Launched CicLAVias: **8** events  
 + **700,000** Angelenos  
**\$40 Billion** in New Transit Funds



Violent Crime Down **50%**  
**32** Summer Night Light Parks  
 Gang Crime Down **43%**  
**10,000+** Police Officers  
 Safest Big City in the U.S.



**Doubled** the Number of High-Performing Schools (800 API or More)  
 Low Scoring Schools (650 API or Below) **Reduced** From 1 in 3 to 1 in 10  
 Number of Charter Schools Has **Tripled**  
**Nine-fold** Increase of Charters at 800+ API  
 Graduation Rates From **48% to 64%**



**\$4 Billion** in LAX Improvements  
**200,000+** Living Wage Job Connects  
**76,191** Youth Summer Jobs  
**66%** Increase in Tourism



**2,662** Supportive Housing Units Funded for the Homeless



**215,000** Community Volunteers

Dear Angelenos,

I love this city with all my heart and soul. The opportunity to serve as Mayor has been a privilege of a lifetime. Most gratifying has been the opportunity to work with so many inspiring Angelenos who love their city as much as I do.



**THANK YOU** for the opportunity to serve.

Thank you for daring to dream with me. Thank you for rooting for us when we swung for the fences, and also for not losing faith, even when we missed the ball. Thank you for knowing that at the very least, we tried our very best.

From Boyle Heights to Baldwin Hills, San Pedro to Sylmar, Van Nuys to Venice, this is the best city in the world. We are a leading metropolis, teeming with the magical energy of our diversity of race, place and possibility. We are a hub of innovation and inspiration.

On July 1, 2005, many songs and prayers were offered in the Cathedral of Our Lady of Angels, guiding us in our first steps on our journey from that day to this—the future we dreamed of, worked hard for, fought for, and that we now hold in our hands to give forward. The words of one song were about weaving “one heart from many strands.”

I have always believed in the saying “Dime con quien andas y te dire quien eres”—tell me with whom you walk, and I’ll tell you who you are. I am proud to have walked with you these eight years, and with the team whose story is in these pages. Our story of many accomplishments is one story of how

*we gave our whole hearts, woven of  
the many vibrant strands of L.A.*

Sincerely,

A handwritten signature in black ink, appearing to read 'Antonio R. Villaraigosa'.

Antonio R. Villaraigosa  
June 2013





© Stephen Coleman

# TABLE OF CONTENTS

2		INFOGRAPHIC	34		FOR A GREENER CITY
4		LETTER FROM THE MAYOR	38		FOR HOUSING & COMMUNITY INVESTMENT
8		INTRODUCTION	42		FOR GREATER OPPORTUNITY FOR ALL
10		FOR A SAFER CITY	50		FOR GOVERNANCE IN A NEW ERA
16		FOR A SMARTER CITY	54		BACK TO BASICS
22		FOR A MORE PROSPEROUS CITY	60		LIST OF PPL IN ADMINISTRATION + ACKNOWLEDGMENTS
28		FOR A CITY ON THE MOVE			



Input, research, instinct: key aspects in our strategic approach. We hired experts. With the help of McKinsey & Company, we developed a plan to strategically address the full range of pressing issues: education, economic development, transportation, public safety (including a strong gang reduction effort), energy and environment, and opportunity and inclusion. To ensure accountability—to our vision and to the people of the city—we created a Performance Management Unit to monitor our progress and to alert us when more effort, more resources were needed.

We targeted the areas of greatest need: the toughest schools, the most congested traffic, the worst crime, gang turf, and poverty. We held town halls, workshops, and listening sessions. We created partnerships, collaboratives, and councils to bring new resources to these priority areas.

As a City, we learned how to do more with less. We streamlined, consolidated and reduced.

But we also built. Private support was incorporated into a strategic partnership between the City, key businesses, philanthropists, other agencies, non-profits and, where appropriate, with labor. We built workforce training strategies, systems collaboratives, and all manner of partnerships and supported initiatives that made us national leaders on many of the important issues of this new century.

With the City Council, our departments, and all of our partners, we funded the doubling of our rail system, reduced gang crime by 43 percent, synchronized 100 percent of our traffic signals, and helped reduce the number of low scoring schools (650 API or less) from 1 in 3 to 1 in 10. These are the highlights of some of the work, and we have attempted to capture much more in these pages. We can't possibly say it all or thank everyone who made it come to life—sometimes there are just not enough words, even when much has been said.

On behalf of the City of Los Angeles and the Villaraigosa Administration, we invite you to join us on our collective journey through the past eight years.

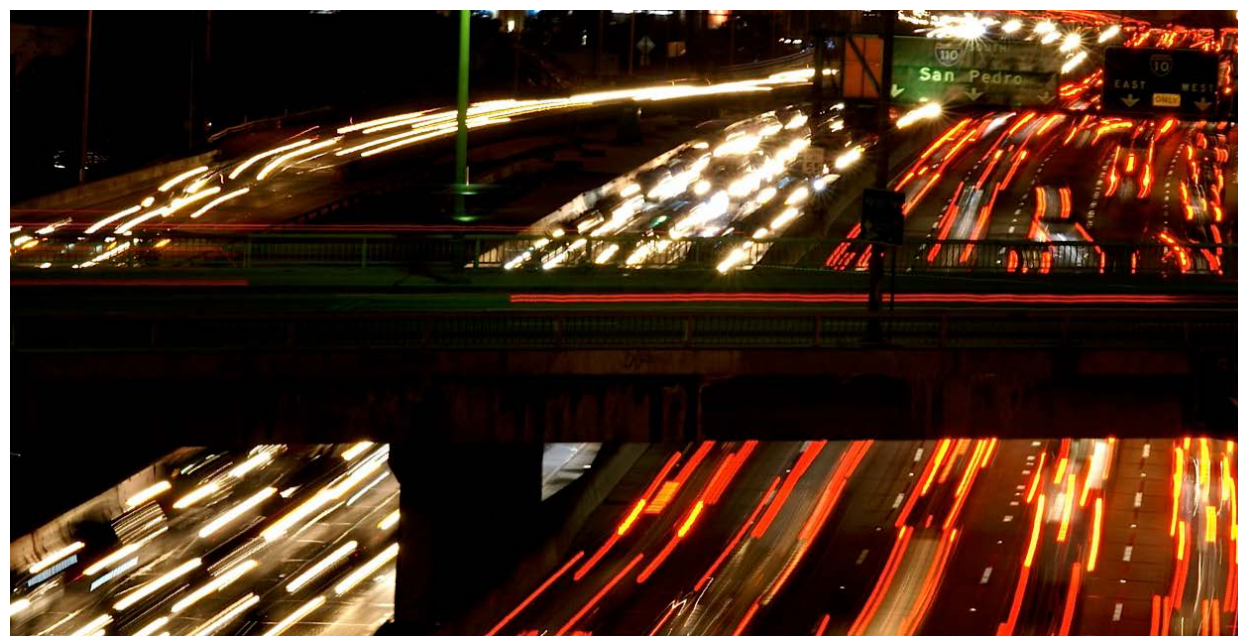
*We started by listening.*

# OVER THE LAST EIGHT YEARS

we have worked to make Los Angeles safer, healthier, smarter, more prosperous, more united. We have been inspired by this City, by its history, by its people and by its limitless possibilities. We set out to ensure that Los Angeles worked for all Angelenos. That goal was foundational to everything we did.

We started by listening. Before our first day, we listened, and many of our goals came from what we heard from people across the city. Governing is dialogue. So we asked our fellow Angelenos: where is the greatest need? Where are the resources and where are they not? How do we create opportunity?

We used existing research and did our own. We used Compstat to identify crime and gang patterns; we looked at API scores and other data to identify our lowest performing schools and graduation rates; we looked at which industry sectors were the best investments for our workforce dollars; we searched neighborhood by neighborhood to find out where poverty was concentrated and where the need was highest.



© Stephen Coleman

© Stephen Coleman



*"I am of the opinion that no other Mayor in Los Angeles history has done more to develop programs, policies and practices to prevent violence than Mayor Antonio Villaraigosa. His legacy of making our families, schools and neighborhoods safer runs deep."*

*- Patti Giggans,  
Executive Director,  
Peace Over Violence*

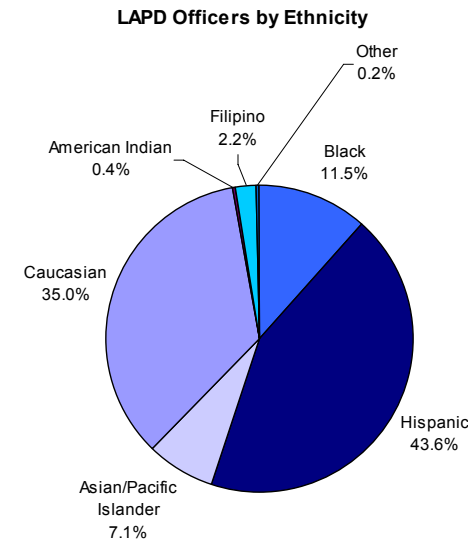
We knew that for our city to succeed, everyone had to feel safe in their homes and neighborhoods. It had to be a place where police and communities respected each other and worked together, where crimes were investigated promptly, where young people learned to make positive decisions rather than act out in violence, and anyone trapped in a violent relationship had help getting out. We knew Los Angeles could be that city. On the day the Mayor took office, our city was experiencing over 30,000 violent crimes, nearly 500 murders, and 112,000 property crimes annually.

Former Los Angeles Police Department Chief William Bratton was already in place and taking the city and the department powerfully in the right direction. His Compstat strategy of putting "cops on the dots"—bringing extra resources to the areas where crime was demonstrably most serious—utilized research to prioritize communities in need. We built on and expanded this work.

Eight years later, crime in our city is at its lowest level in nearly 60 years per capita. The year-end statistics for 2012 show that homicides and violent crime have dropped by nearly 40 percent. "Part 1" crime (serious offenses, such as rape, arson, and assault) is down nearly 30 percent. Since the inception of Gang Reduction and Youth Development (GRYD) gang crime has dropped by 43 percent citywide. Even Watts, one of L.A.'s most violence-impacted neighborhoods, has seen violent crime nearly cut in half as of the end of 2012.

Statistics for 2013 look even more promising. At the end of the first quarter for 2013, homicides were down 50 percent, rapes down 50 percent, aggravated assault down 54 percent, property crime down 30 percent, and total violent crime down 49 percent, as compared to the same period in 2005. Citywide, gang crime dropped 55 percent and gang-related homicides by 67 percent. With these numbers, Los Angeles is on track to break additional public safety records by the end of 2013.

...for a safer city



To get from there to here, we took steps and made efforts on multiple fronts and in ways that stretched across the city. To strengthen protection for all residents, we successfully enlarged our police force to a record 10,000 officers. We drew new officers from all of L.A.'s communities and emphasized community and constitutional policing as bedrock principles. Today, our police department fully reflects the diversity of our city, and officers and community members work together as partners.

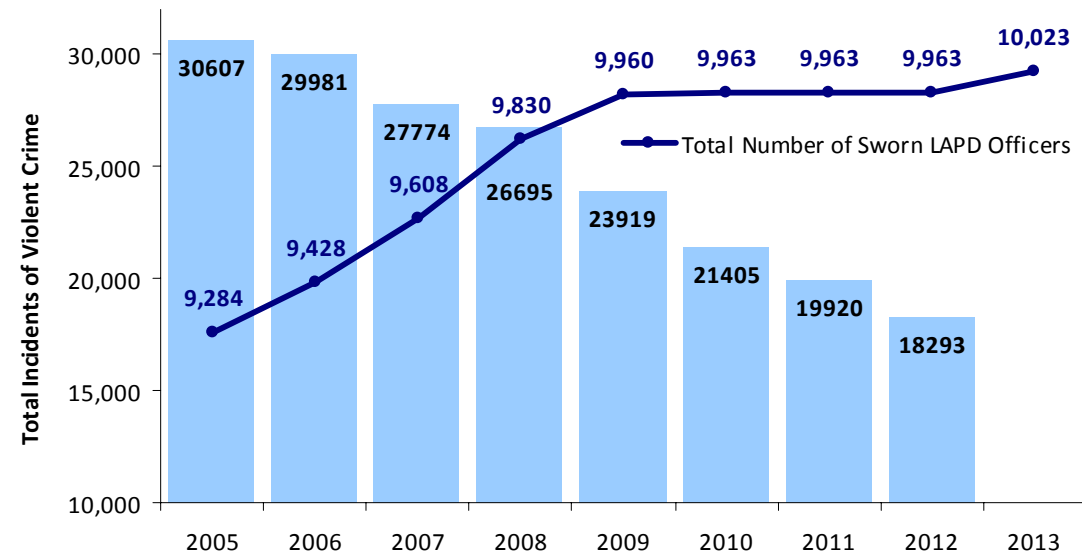
Because victims of crime must be heard—and because those who commit crime must quickly be brought to justice—we took decisive steps and cleared an evidence backlog that left some 7,000 DNA samples taken from rape victims to sometimes languish in storage for years. Today, they are tested in real time.

We tackled difficult, often hidden, problems like domestic violence with technology that made information widely available to isolated victims. We crafted creative solutions that drew on the expertise of advocacy groups, then brought those groups into active partnerships with the LAPD to protect those victims. We instituted officer training, provided outreach for community awareness and established transition paths that allowed victims to leave violent partners for a more secure life.

And because young people are our city's future, we focused our dollars and made groundbreaking efforts to identify those children most at risk of joining gangs and reached out to them. We addressed the issues that put them at risk, and offered alternatives to the street—parks in our toughest neighborhoods that stayed open at night and offered free meals, recreation, and job training. And in partnership with the Advancement Project, we developed LAVITA, the L.A. Violence Intervention Training Academy, to interrupt the cycle of gang violence in impacted communities, work which is embraced by the LAPD. Today, city-wide gang crime has been dramatically reduced, and once violence-plagued neighborhoods are enjoying peace and a new sense of community. Our gang reduction program has become a local and national model.



### Violent Crime and LAPD Officers



#### ENLARGED AND STRENGTHENED THE POLICE FORCE

Public safety has always been the Mayor's number one priority, and building a police force of 10,000 officers was a prime strategy for achieving it. When the Mayor took office in 2005, the LAPD had 9,284 officers. As of today, the department is funded for 10,023. The 2013-2014 budget maintains the strength of the department at that level. In addition, the Mayor's and Chief's commitment to building a police force that reflects Los Angeles has given us one of the most diverse in the nation. (See chart on previous page.)

The Mayor's hiring strategy was enormously successful in reducing crime. The 2005-2012 statistics (see above) show the correlation between the increase in police hiring and crime reduction. Our projected per capita crime for 2012 was below that of similar large cities—New York, Philadelphia, Chicago and Houston—making Los Angeles the safest big city in the country. First quarter 2013 statistics show that we are on track to experience another historic reduction in crime. (Statistics can be found at <http://www.lapdonline.org/>)

#### HIRED CHIEF CHARLIE BECK

In November 2009, Mayor Villaraigosa appointed Police Chief Charlie Beck upon the departure of Chief William Bratton. During his 30-year tenure at the LAPD, Chief Beck rose through the ranks and was active

in making sweeping changes to the force. The Chief is committed to the principles of constitutional policing and transparency. His understanding of the importance of building relations with the many communities of Los Angeles and intention to instill the ideology and benefits of community policing in all officers made him an ideal choice. Under his leadership following the successful tenure of William Bratton, crime in Los Angeles continues to decline. From its peak of almost 1,200 homicides in 1992, we have had less than 300 homicides in each of the past three years.

#### CLEARED THE DNA BACKLOG

When the Mayor took office, the LAPD had a backlog of over 7,000 untested/unanalyzed Sexual Assault Evidence Kits (SAEKs). The Mayor successfully eliminated the backlog by providing additional funding for more staff in the crime lab, and increased capacity for analyzing more rape kits, as well as funding to outsource testing. This process was enhanced by the creation of an advisory panel of community members who regularly met during the process of clearing the backlog and continues to meet with LAPD to discuss the number and status of all SAEKs in LAPD's custody and enhancing all communication with victims.

#### WORKED TO COMBAT DOMESTIC VIOLENCE

In 2010 the Mayor launched the Stop Abuse From Existing (SAFE) campaign, which provided victims, survivors and advocates with a citywide domestic violence resource guide. The SAFE campaign also championed federally funded technology enhancements and law enforcement training as well as the Domestic Abuse Response Team (DART), which pairs civilian advocates with LAPD responding to domestic violence calls. SAFE has established formal partnerships between victim service providers and law enforcement, and it runs a coordinated outreach campaign during Domestic Violence Awareness Month each October. The Mayor's Office also secured \$2 million in grants, which was used for officer training, to enhance case management and tracking; and, for the first time in Los Angeles history, each of the 21 LAPD divisions now has an officer designated as Domestic Violence Coordinator to help victims transition to safety. (See more at [www.safela.org](http://www.safela.org))

#### SUPPORTED FIRE FIGHTING CAPABILITY

Since July 2005, a new fire training facility was constructed in the Valley and over 19 fire stations were built or expanded to meet the overall city's needs. In 2008, the Mayor created the Professional Standards Division and Fire Commission Independent Assessor position to bring greater accountability and transparency to the Fire Department's disciplinary system. To make certain the Department is utilizing cutting-edge technology to reduce response time and become more efficient, the Mayor and Council allocated over \$30 million to technology systems such as Automatic Vehicle Locator, new Dispatch Computer Information Statistical Analysis software, Field Data Capture and Emergency Medical Billing System.

#### IMPROVED EMERGENCY MANAGEMENT

Los Angeles opened its state-of-the-art Emergency Operations Center in 2009, which was used to coordinate responses for many events. From the 2008 Chatsworth Metrolink crash, Sayre fire, "Carmageddon" 405 freeway closure, Japanese Earthquake response, Occupy L.A. protests, Presidential

visits to playoff games, the Oscars and the Grammys—the City was prepared. The Mayor also issued six Executive Directives on emergency management, instructing the City in how it should respond to disasters, and implemented Disaster Service Worker training citywide. We also signed a Memorandum of Understanding with the Red Cross, and established partnerships that brought together private, non-profit, and faith-based organizations to create a comprehensive emergency planning and response strategy.

#### STRENGTHENED HOMELAND SECURITY MANAGEMENT

The Los Angeles region received over \$650 million in homeland security grant funding since 2005. The Mayor's Office served as the administrator for these funds and managed them on behalf of the region. The funding greatly increased the City's ability to respond to and recover from disasters, whether natural or man-made. In addition, the region was awarded a highly sought-after \$30 million Securing the Cities grant to enhance its ability to prevent a radiological or nuclear attack. These efforts culminated in Los Angeles hosting the National Homeland Security Conference in June 2013.





### REDUCED GANG ACTIVITY AND FOSTERED YOUTH DEVELOPMENT

In 2007, Mayor Villaraigosa established the Office of Gang Reduction and Youth Development (GRYD), with a mandate to hold gang-related violence at or below existing levels, while simultaneously reducing the underlying risk factors that lead youth to join gangs. The data-driven GRYD Model was to be implemented in L.A.'s high-need communities (GRYD zones), those with a 40 percent higher level of gang violence than other parts of the city. With this choice, the Mayor, with Council support, set new funding priorities, directing resources to the geographic areas most in need.



Collaborating with researchers from the University of Southern California in 2008, GRYD developed the Youth Services Eligibility Tool (YSET), which identifies youth between 10-15 years old at the highest risk for joining a gang. GRYD then designed its multi-generational family model to address these risks, which has been found to reduce risks below the threshold level for gang-joining in 56 percent of the youth that have been re-tested, according to a recent evaluation by the Urban Institute.

The GRYD program has been an imitable success. From 2007-2012, there has been a reduction in gang crime of 43 percent citywide, and gang-related homicides have been reduced by 34 percent. First quarter data for 2013 shows even more improvement. This achievement has created a model that is now being used internationally. In 2012 the Mayor signed an agreement with the United States Agency for International Development to allow GRYD to provide hands-on technical assistance to service providers combating gang violence in Mexico, Guatemala, Honduras and El Salvador.

Crucial elements of the GRYD program include:

#### INTERVENTION AND PREVENTION CONTRACTING

The GRYD Strategy consists of prevention, intervention, violence interruption, re-entry, and targeted suppression as a collaborative effort that addresses key risk factors at a family, peer, individual, and community level. All GRYD programs are firmly rooted in public health, family systems, and criminal justice theories and practices. GRYD's \$24 million annual budget covers over 40 contracts with community-based organizations, academic institutions, and research entities to provide services that directly address the causes that lead young people to join gangs.



#### SUMMER NIGHT LIGHTS (SNL)

Summer Night Lights, an innovative public-private partnership that keeps parks open and available to families after dark, was implemented in 2008 to address the typical summer months peak in gang crime. Over five years, it expanded from eight parks to 32, in the process creating 5,189 jobs and providing 1,585,784 free meals to the communities surrounding the parks. In 2012, gang-related crime around SNL park locations was down by a stunning 47 percent.

#### THE LOS ANGELES VIOLENCE INTERVENTION TRAINING ACADEMY (LAVITA)

LAVITA was created in 2009 in collaboration with the Advancement Project and serves as an academy for the certification of community/crisis intervention workers, who are peace ambassadors working with both law enforcement and the community. By 2013, 166 intervention workers had graduated from the program. The increase in communication between GRYD staff, community intervention workers, and law enforcement created an efficient on-the-ground "triangular" collaboration which has facilitated the response to over 2,682 gang-related incidents citywide.

#### GUN CONTROL REFORM

One of Mayor Villaraigosa's key priorities in creating safer communities has been gun control reform, which he has supported on a local, state and national level. As part of its gang crime prevention strategy, GRYD, in collaboration with the LAPD, established an annual Gun Buyback Program funded by the private sector. Since 2009, the LAPD has successfully "bought back" or collected over 10,000 firearms. These guns are now permanently off the street.

#### BY THE NUMBERS

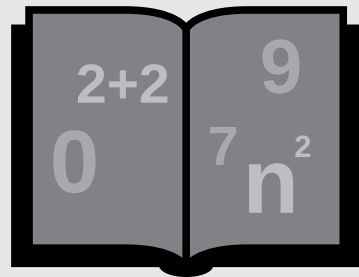
- Violent Crime Down 50%
- 32 Summer Night Light Parks
- Gang Crime Down 43%
- 10,000+ Police Officers
- Safest Big City in the U.S.

*Gang Reduction and Youth Development (GRYD) is one of the best things this city has done in the last 10 years.*

*- Chief Charlie Beck, Los Angeles Police Department*



# ...for a smarter city



We began our work with an ambitious goal: ensure that every child in the city had the kind of quality education that would allow him or her to reach their full potential.

Sometimes the challenges seemed overwhelming. Too many schools in Los Angeles Unified School District (LAUSD) were crowded. Too many struggled with low performance. Parents wanted choices they didn't have. The recession led to endless, grueling budget cuts.

We knew that to meet these challenges we'd have to think smarter.

Our first steps focused on listening and interacting. We met with over 6,000 parents and other stakeholders in seven regional townhall meetings. We held retreats and policy debates. We leveraged our relationships in Sacramento to pass AB 1381, allowing the Mayor to participate in the hiring of the Superintendent and the oversight of three "families of schools." The bill was ultimately overturned by the courts, leading to an effort to elect school board members supportive of reform. With the new reform majority on the School Board, we continued to build new District schools, focused efforts on securing additional revenue and resources, increased the number of high quality district and charter school options, and empowered educators with school-level autonomy while establishing clear systems of accountability.

The loss of AB 1381 also motivated us to be more creative about how we would achieve

our goal to operate some of the schools most in need. An innovative partnership between teachers, parents and the community established a scalable turnaround model, which allowed us to tackle the problems at the city's highest-need schools. When state funding ran low, we raised millions in private donations. We kept a spotlight on the need to improve school quality. We never shied away from trying something new, making hard decisions or using the word "reform."

Are we where we want to be? Not yet, but we're well on the way. More than 160 LAUSD schools have been transformed through aggressive turnaround strategies. Graduation rates have risen from 48% to 64% in four years (66% when using California's graduation formula). The number of LAUSD schools meeting the state standard of 800 on the Academic Performance Index (API) has more than doubled (increasing from 89 to 250 schools). Low scoring schools (650 or below) have been reduced from 1 in 3 to less than 1 in 10. The number of charter schools has tripled, and the number of charter schools scoring above 800 on the API has increased nine-fold. This growth, combined with the proliferation of locally-empowered school models such as teacher-led pilot schools, has resulted in more quality options for parents and their children.

Since its launch, our turnaround model—the Partnership for Los Angeles Schools—has raised overall API scores across 22 schools by 84 points. This past year, the Partnership outpaced every similar size or larger school district in the state in terms of API growth.

## PRIORITIZED EDUCATION IN THE MAYOR'S OFFICE

The Mayor has highlighted the urgency of ensuring that all children receive a quality education, focusing relentlessly on the need to deliver results. He established an Office of Education within the Mayor's Office and appointed strong Deputy Mayors, including Ramon Cortines, who later became Superintendent of LAUSD, to direct the work. The Mayor highlighted progress being made, while challenging LAUSD to accelerate reform, so every student graduates from high school both college and career-ready. He has continually advocated for systemic education reforms at the local, state, and federal level, in addition to being a strong critic and friend to the District.

## ENSURED STRONG LEADERSHIP AT LAUSD

Since taking office, Mayor Villaraigosa focused on creating a dynamic partnership between LAUSD and City Hall. He worked to elect progressive school board members and partnered with them to develop and adopt strategic initiatives to improve instruction. The Mayor championed the hiring of results-oriented superintendents—Ramon Cortines in 2009 and John Deasy in 2011—to lead the transformation of LAUSD. He then worked closely with both to foster a culture of continuous improvement and excellence for all students.

## CULTIVATED AND GALVANIZED GRASSROOTS SUPPORT

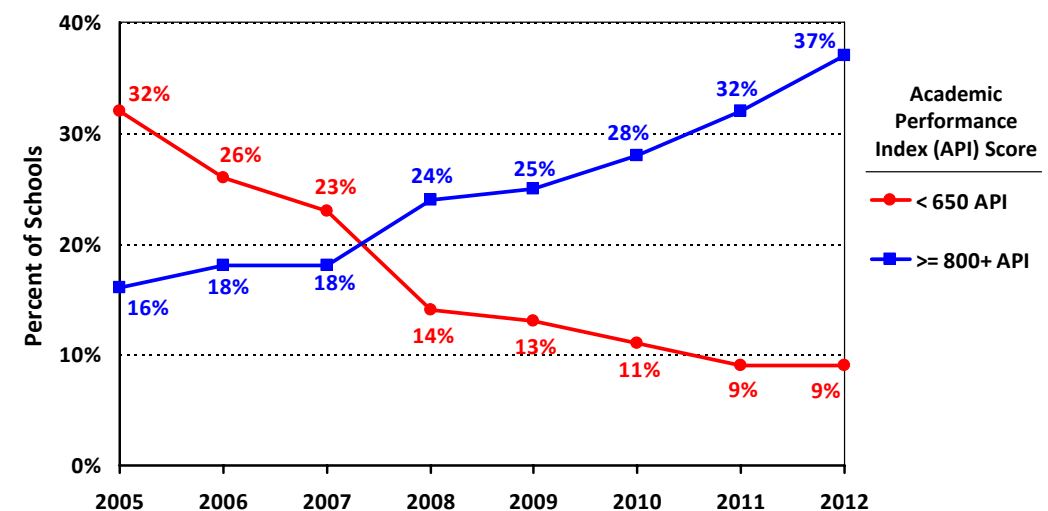
The Mayor's Office of Education forged state and local coalitions to elevate the voices of students, parents, and teachers to influence policy, transform low-performing schools, improve access to quality teaching, and ensure adequate resources for all students. The Reed v. State of California lawsuit has protected 44,000 vulnerable students from disproportionate educator layoffs through the

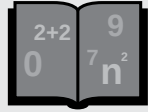
Great Recession. The Mayor championed a 5,000-person rally for expanded parent choice and the formation of Communities for Los Angeles Student Success (CLASS), a coalition of civil rights, parent and community organizations.

## ENGAGED AND EMPOWERED PARENTS

Mayor Villaraigosa continuously advocated for policies and practices that engage parents in school improvement efforts. He supported California's Parent Empowerment Act (Parent Trigger Law), which enables parents to force change at their children's schools. He worked with the Partnership for Los Angeles Schools to create the Parent College, a program that educates parents about their rights and responsibilities in their children's education, along with parent advocacy groups titled Family Action Teams. He also helped establish parent centers on Partnership campuses. Aspects of each of these initiatives were subsequently adopted within LAUSD. The Partnership also designed a "school report card," which provides parents with information on school performance; LAUSD now produces school report cards for every school in the District.

Trends in API Scores for LAUSD Schools: 2005-2012





## ESTABLISHED A NONPROFIT TO TURN AROUND THE CITY'S LOWEST PERFORMING SCHOOLS

### LAUNCHED THE PARTNERSHIP FOR LOS ANGELES SCHOOLS

In 2007, the Mayor helped broker an agreement with LAUSD that established the Partnership for Los Angeles Schools (Partnership). By engaging the support of over 6,000 teachers, parents, and community members, the Partnership won approval to run 10 of LAUSD's highest need schools. The agreement allowed the Partnership to serve as a laboratory for innovative practices that can be scaled district-wide. The Partnership became the largest school turnaround effort in the nation, with 22 schools serving nearly 16,000 students.

### IMPROVED STUDENT ACHIEVEMENT

The Partnership maintained a constant focus on improving academic performance, and its schools made steady gains. Since 2008, the Partnership network increased its score on the state's academic performance measure (API) by 84 points, outpacing gains made by LAUSD and the State. Student proficiency rates on the California Standards Test increased from 17.6 to 27.3 percent in English Language Arts and from 12.1 to 21.8 percent in math. Graduation rates increased from 36 to 50 percent. In 2012, the Partnership was the most improved of any large or medium-sized school district in California.

### FOSTERED AND EXPORTED INNOVATION

Family and community engagement

strategies piloted at the Partnership were implemented across the district, including Parent College, a program educating parents on their rights and responsibilities that is now open to all LAUSD parents and Family Action Teams, an advocacy model adopted by LAUSD local districts. Through the Partnership, the Mayor championed per pupil funding, in other words, flexibility for schools to allocate dollars based on need. Additional Partnership strategies expanded district-wide included: Apex, an online system for classroom credit recovery; early identification of gifted students; and school report cards. The Partnership also led the effort to pilot LAUSD's educator effectiveness program and has been on the forefront of combining technology and traditional teaching to meet every student's needs.

### ENSURED CONTINUITY OF SCHOOL IMPROVEMENT EFFORTS

Mayor Villaraigosa worked to ensure that the Partnership schools continue to thrive after he left office. Since 2008, he helped raise more than \$72 million in private donations and established ongoing partnerships with 85 organizations to provide resources that help maintain programming and social services at these schools. He also helped facilitate the renewal of the Partnership's Memorandum of Understanding in 2012, ensuring that the organization could continue its important work.



*We never shied away from trying something new, making hard decisions or using the word "reform."*

## INCREASED ACCESS TO HIGH QUALITY SCHOOLS

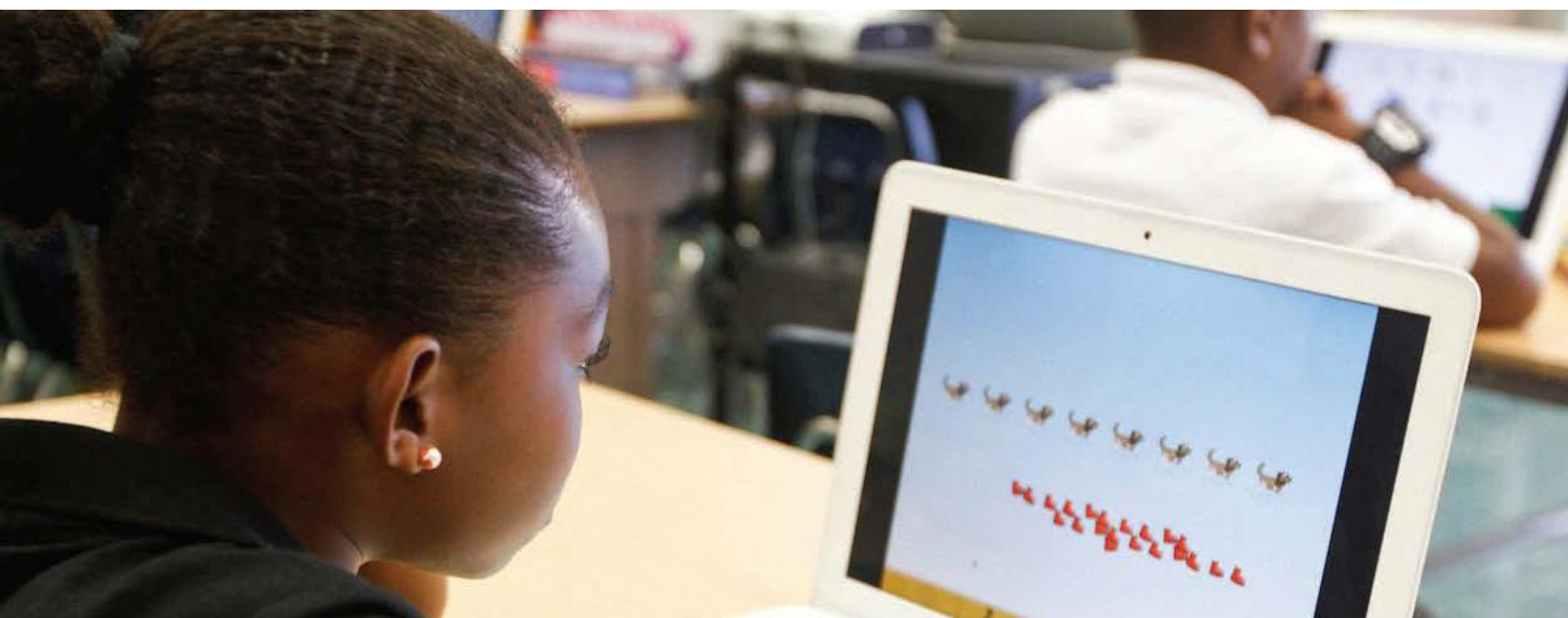
### EXPANDED EDUCATOR AUTONOMY WHILE ALSO RAISING STANDARDS

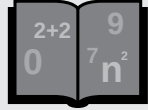
Operating under the conviction that educators must be empowered with the flexibility to innovate while also being held accountable for results, Mayor Villaraigosa championed policies that expanded local autonomy while also raising standards. This includes the 2011 LAUSD-UTLA agreement that permitted unlimited expansion of teacher-designed schools with charter-like flexibilities. He demanded that the LAUSD improve schools and increase choices for parents. The district employed multiple strategies

to transform failing schools over the past five years: 125 schools underwent aggressive improvement efforts through LAUSD's Public School Choice Initiative, nine schools were restructured through No Child Left Behind authority, and most recently, California's Parent Empowerment Act was the catalyst for turnaround efforts at two LAUSD schools. The Mayor also supported the growth of quality charter schools while calling for the closure of low performing schools. Since 2005, the number of charter schools within LAUSD tripled, while the number of high-performing charter schools (800+ API) increased nine-fold.

*"Mayor Villaraigosa's leadership on transforming how local government partners with school districts and non-profits to challenge the status quo has resonated beyond Los Angeles."*

*- Arne Duncan,  
U.S. Secretary of  
Education*





**ELIMINATED OVERCROWDING IN SCHOOLS**

During his time in the State Assembly and the Mayor's Office, Mayor Villaraigosa chaired or co-chaired every facilities bond initiative passed, generating nearly \$20 billion for school construction and modernization projects. Beginning with the leadership of Superintendent Roy Romer, the Mayor supported the construction of 129 new schools in the LAUSD. The additional classroom space provided by the new schools ended involuntary busing and overcrowding and enabled 224 of 227 schools to resume a two-semester schedule, thus gaining up to 17 instruction days. Facilities bonds also provided funding for modernization projects such as upgraded libraries and parent centers, as well as athletic fields and technology infrastructure.

**FOUGHT FOR STATE AND FEDERAL EDUCATION POLICY REFORMS**

At the state level, the Mayor supported bills such as the Parent Empowerment Act, which enables parents to demand change at their children's failing schools, and the Open Enrollment Act, which authorizes parents of students at low-achieving schools to enroll them in schools outside of their home district. Nationally, he advocated for local empowerment by pushing the Department of Education to open Race to the Top and No Child Left Behind to districts. As President of the US Conference of Mayors, he garnered national mayoral support for reforms like educator evaluations that incorporate student growth measures.

*"Mayor Villaraigosa has used every tool at his disposal to do what is right for kids."*

*- Elise Buik, President, United Way of Greater Los Angeles*

**SECURED RESOURCES FOR SCHOOLS**

**LINKING CITY AND COUNTY SERVICES**

The Mayor helped bring City and County resources to schools through myriad agreements and partnerships, including: \$13 million in annual funding for the City's YouthSource centers which colocate and co-fund LAUSD pupil services staff with 13 non-profits all focused on student drop-out recovery; partnering with LAUSD on an annual Student Recovery Day; 22 joint-use agreements with LAUSD that transform public spaces into shared community hubs; and helping to secure the resources for the Boyle Heights Technology Youth Center, which provides career training and after-school programs to students and the community. We forged a partnership with the Los Angeles Chamber of Commerce and other local agencies and non-profits to launch Hire LA, which since 2005 has placed over 76,000 youth in paid summer jobs; helped LA's BEST, an afterschool program established by Mayor Tom Bradley, to increase dramatically in size; and partnered with the MTA to provide students with free transportation for field trips.

**ENCOURAGED INVESTMENT IN L.A. SCHOOLS**

By focusing on results and placing a spotlight on the district's progress, Mayor Villaraigosa helped promote investment in L.A.'s public schools. His advocacy on LAUSD's behalf helped secure more than \$55 million in state funding through efforts such as the Quality Education Improvement Act, and more than \$153 million in federal funding through awards such as the Investment in Innovation, School Improvement, and Teacher Incentive Fund grants. He also secured philanthropic investments through the recently launched Los Angeles Fund for Public Education.

**BY THE NUMBERS**

- Doubled the Number of High-Performing Schools (800 API or More)
- Low Scoring Schools (650 API or Below) Reduced From 1 in 3 to 1 in 10
- Number of Charter Schools Has Tripled
- Nine-fold Increase of Charters at 800+ API Levels
- Graduation Rates From 48% to 64%





© Stephen Coleman



# ...for a more prosperous city

*In 2005, the national economy was expanding, but in Los Angeles we were not yet making the investments that would support continued economic health. It was overly complicated and time consuming to get permits to start new businesses or build new buildings. At the same time, too many hard-working people struggled to find work, to find jobs that paid a living wage, and to acquire skills that would allow them to find a place in an increasingly competitive market.*

*Over the past eight years, we developed innovative, comprehensive strategies that supported both business and workforce development—building L.A. business and its workforce.*

*The Mayor championed the adoption of a three-year exemption from the gross receipts tax for new businesses in L.A., and tackled reform of L.A.'s permitting process for new development. A new Development Services Case Management Office was also established and helps businesses get plans approved sooner, stores and restaurants opened earlier, and goods into customers' hands more quickly.*

*As a result, the number of new businesses that moved to or started up in L.A. (grossing more than \$500,000) has doubled since 2010. A burgeoning "Silicon Beach" of new tech companies flourishes in the city's Venice and Playa Vista neighborhoods. The Clean Tech Incubator has become the heart of a growing green technology sector downtown. And growing annual sales tax revenues—\$16 million in 2011 alone—has increased the money available for basic services like filling potholes, protecting the public and building new parks.*

*At the same time, our creation of a comprehensive workforce development strategy has increased the standard of living for thousands of Angelenos. We've built over twenty workforce training partnerships, used the power of public sector projects to promote local hiring, connected young people to the work force, found jobs for the unemployed and helped move working people into better paying employment. Over eight years, the City's workforce development team, along with its contracted partners, have moved over 200,000 Angelenos into jobs that pay a living wage.*

## CREATED A NEW ECONOMIC DEVELOPMENT DEPARTMENT

In 2013, in the wake of the loss of our Community Redevelopment Agency, the Mayor spearheaded the creation of the City's first Economic Development Department, ensuring that, in the future, the City will maintain a relentless focus on jobs. The Economic Development Department has a clear and simple mission: Use all the tools at the City's disposal to make job creation and retention the first priority. The department will institutionalize economic efforts within city government and streamline economic development activity throughout L.A.

## LAX MODERNIZATION

The Los Angeles International Airport—the sixth busiest airport in the world—had not had a major update since the 1984 Olympics. Under the Mayor's leadership, Los Angeles World Airports undertook a \$4 billion modernization plan at LAX that includes a \$1.7 billion expansion and modernization of the Tom Bradley International Terminal. Travelers will soon enjoy nine new gates, the latest in airport concessions featuring L.A.'s best local restaurants, and stunning architecture that rivals the world's great airports. The new

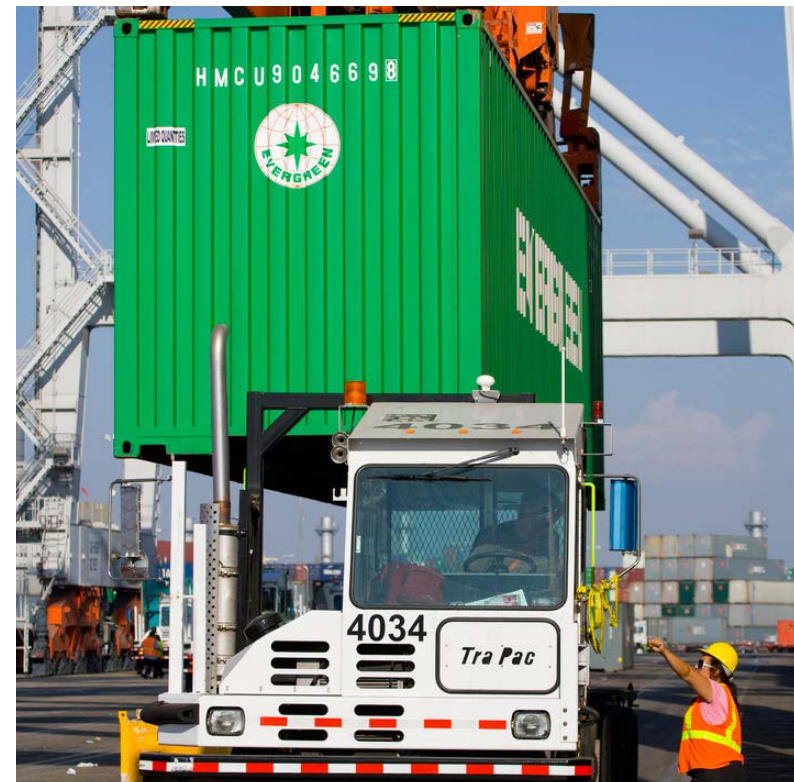
terminal also accommodates the next generation of larger aircraft, ensuring L.A. remains a competitive travel destination for decades to come.

## IMPROVED THE PORT OF LOS ANGELES

The Port of Los Angeles is the busiest container port in the nation and supports thousands of jobs in L.A.'s international trade sector. To ensure that the Port remains number one despite increasing global competition, and the widening of the Panama Canal, the Mayor led a program of capital improvements to enhance its ongoing global competitiveness. He brokered an understanding between environmental and economic interests, with the help of a blue-green alliance, making possible \$1.2 billion in investments that simultaneously grow and green the Port. Over 11 Environmental Impact Reports on Port-related construction projects were thus approved as a result of these efforts. In 2013, the Port completed dredging of the main channel, a major improvement to accommodate the next generation of larger cargo vessels, benefiting the global competitiveness of the Port and the city as a whole.

## REFORMED THE WAY DEVELOPMENT GETS DONE

Through a comprehensive reform initiative, the City's development process became more efficient, predictable and user-friendly. To accomplish this, we launched the first overhaul of the City's zoning code since 1946, which allows for modern development plans and completed five new community plans that encourage livable, sustainable communities. To help facilitate and modernize the permitting process, we developed a web-based platform for real-time project-tracking to facilitate building and lower development costs. The Mayor also created the Development Services Case Management Office to help businesses get their plans approved faster, and led the effort to combine development-related functions from multiple departments into one centralized Department of City Planning and Development to further streamline the process.





### BY THE NUMBERS

- \$4 Billion in LAX Improvements
- 200,000+ Living Wage Job Connects
- 76,191 Youth Summer Jobs
- 66% Increase in Tourism

#### INITIATED BUSINESS TAX REFORM

L.A.'s business taxes rank among the highest in the county, too often driving businesses—and their sales tax revenue—beyond city limits. To bring businesses back into the city and encourage new economic investment, Mayor Villaraigosa led the passage of a three-year “holiday” from the business tax for new businesses. The Mayor also led the push for a tax modification that exempted new car dealers, one of the city's largest single sources of sales tax revenue, from the gross receipts tax. Since the passage of the New-Business Tax Holiday in 2010, the number of new businesses annually grossing \$500,000 has more than doubled.

#### CHANGED OUR PROCUREMENT POLICY TO GROW SMALL BUSINESSES

Los Angeles is a city of small businesses, but prior to Mayor Villaraigosa's administration, the City had not done a good job of putting its own procurement dollars to work growing small business and creating jobs. To help change that, the Mayor created the Business Inclusion Program, giving City departments concrete goals to increase the number of small, women, minority, and disabled veteran-owned businesses that bid successfully on City contracts. In addition, he successfully worked for the passage of the Local Preference Ordinance, which gives an eight percent competitive advantage to L.A. County businesses to help them compete for City contracts.

#### DEVELOPED A CLEAN TECH INCUBATOR

To help spur the development of Los Angeles's green economy, the Mayor led the development of a Clean Tech Incubator through a partnership with Los Angeles-area local universities, economic development organizations, and the Department of Water and Power. The incubator began operating in a temporary space housing 14 clean tech startups, but will soon break ground on a 60,000 square-foot facility that will permanently house the growing number of startups.

*“Mayor Villaraigosa has significantly strengthened the City and the region’s long-term economy and infrastructure—things that will contribute to a stronger economy with more quality jobs and tax revenue for a generation.”*

*– Russell Goldsmith, Chairman and CEO, City National Bank, Chair of the Los Angeles Coalition for the Economy & Jobs*

#### WORKED TO ATTRACT NEW BUSINESS

As part of his commitment to creating jobs in Los Angeles, Mayor Villaraigosa reformulated the Mayor's Business Team within the Office of Economic and Business Policy with a mandate to attract new business and support the expansion of existing business. The Business Team's policy of five “sales calls” per week per team member paid off: during the past eight years, the City attracted Google, Gensler Architecture, YouTube, BYD, Lucky Brand Jeans, and Tom's Shoes to L.A. The Business Team also helped usher numerous game-changing projects through the development process, including L.A. Live and Fig @ 7th.

#### STRENGTHENED THE LOS ANGELES REGIONAL EXPORT COUNCIL

International trade creates one in seven jobs in California and is one of L.A.'s primary economic engines. In 2011, Mayor Villaraigosa and the Brookings Institute developed the first regional export plan in the country, aligning with President Obama's National Export Initiative's goal of doubling exports in five years. The plan determined that international trade provides enormous opportunity for growth in the region—5,400 jobs for every \$1 billion in new exports. The Los Angeles Regional Export Council (LARExC) was created to execute the plan and improve L.A.'s impressive but fragmented export network. LARExC has assisted 2,933 companies, held 1,185 one-on-one matchmaking and business planning meetings, and participated in 21 trade shows/missions in 17 countries. One of LARExC's programs, the Americas Business Forum, generated \$10.5 million in new exports with a \$200,000 investment. L.A. has become a national model for exports, inspiring 11 additional metro areas in the U.S. to develop regional export plans.

Learn more about LARExC or read the export plan at [LARExC.org](http://LARExC.org).



## BROKE NEW GROUND IN WORKFORCE DEVELOPMENT

Over the past eight years, the Mayor's appointed Workforce Investment Board (WIB) identified eight industry sectors and invested Department of Labor Workforce Investment Act funds in over 30 new programs to connect Los Angeles area residents to living-wage and summer jobs. The City's Workforce Development program has become a best practice model and its strategies are being embraced at the state and national levels.\*

## SOME OF THE NEW WORKFORCE EFFORTS

- Advanced Manufacturing Training Institute
- Bank Works
- Green Retrofit and Workforce Program
- Hospitality Training Program
- LAWA First Source
- L.I.T.E. Homeless Portal
- Repower L.A.
- MTA Construction Careers
- Sector Intermediaries
- Transportation Opportunity Program (TOP)

### PLACED 200,000 L.A. RESIDENTS INTO LIVING-WAGE JOBS

Through 18 mostly non-profit WorkSource Centers, the City operates a one-stop employment system, providing preparation, support services, case management, training partnerships and placement services for job seekers. Realizing that it was critical to get Angelenos into jobs paying more than minimum wage, the Mayor's Office, collaborating with the WIB and the Community Development Department (CDD), developed a comprehensive set of strategies to connect city residents to "living wage" jobs. During the last eight years, the City created 25 new programs to train adults and/or leverage hiring and contracting processes to include a local hiring preference. As a result of these efforts, the City has moved over 200,000 Angelenos into living wage jobs.

\*For a complete explanation with full metrics, see: [www.wibclacity.org](http://www.wibclacity.org), and *Building a Stronger Los Angeles Workforce* at: [http://www.wibclacity.org/images/stories/PDF/wib\\_buildingstrongerworkforce\\_april2013.pdf#zoom=75](http://www.wibclacity.org/images/stories/PDF/wib_buildingstrongerworkforce_april2013.pdf#zoom=75)



*"Over the past eight years the City of Los Angeles has been a national leader in implementing innovative regional workforce development strategies...The Los Angeles Area Chamber of Commerce is proud to be a partner and commends the City for its commitment to creating pathways to high-demand, high-growth industries."*

- David Rattray, Senior Vice President,  
Los Angeles Area Chamber of Commerce

### CONNECTED L.A. YOUTH TO 75,000 SUMMER JOBS

When the administration first took office, less than 4,000 summer jobs were available to youth citywide and over half of those were slated for defunding. Through strategic actions and federal assistance, the Mayor led the City and its partners to expand its summer jobs program. The Mayor's Office and the City built partnerships with the Chamber of Commerce (Hire LA's Youth), LAUSD (Learn & Earn), LACCD (L.A. Scholars), L.A. County, and City departments. Over the course of the last eight years, L.A.'s youth were connected to 76,191 summer jobs. While the Great Recession reduced funding and opportunities, the City's 2013-14 Budget redoubled City funding for the Summer Youth Employment Program.

### CREATED THE INNOVATION FUND

After the WIB identified the eight industry sectors, an Innovation Fund was developed by the WIB and CDD to focus on a sector approach to job training and has supported the development of over 20 sector training partnerships. Through these collaborations, over 3,000 were connected to careers in construction apprenticeship, 1,500 L.A. residents were trained and placed in healthcare careers; 650 found work at the Metropolitan Transit Authority, 500 in financial services, and 400 in logistics. More than 250 additional placements were made in each of the following sectors: Hospitality, Security, and

### Advanced Manufacturing. BEGAN THE LOS ANGELES WORKFORCE SYSTEMS COLLABORATIVE

In June 2007, in an effort to build greater integration between partners, expand funding opportunities, and create a support system for employment efforts, the Mayor's Office and the City proposed the Los Angeles Workforce Systems Collaborative: a partnership between the City, the County, WIBs, LAUSD, the Los Angeles Community College District, the Chamber of Commerce, the County Federation of Labor, the Los Angeles Economic Development Corporation, the Employment Development Department, and United Way. Members of the Collaborative meet monthly to build ways to train more workers in growth industries; strengthen the regional system through integration, co-location, joint grants and research; connect young people to jobs and careers; and build cooperative advocacy and promotion. The Workforce Collaborative's efforts directly contributed to job placements related to the Living Wage Jobs initiative and summer jobs programs.

### INSTITUTED LOCAL HIRE REQUIREMENTS ON PUBLIC CONSTRUCTION CONTRACTS

During the City Hall retrofit over a decade ago, only three percent of workers were Los Angeles residents. In an effort to change this, City-related departments and agencies came together and agreed to negotiate Project Labor Agreements (PLAs) requiring a 30 percent local hire minimum on

future publicly-funded contracts. In 2006, the Department of Public Works expanded project-specific PLAs. Agency-wide efforts followed at the Community Redevelopment Agency, followed by Public Works, the Port and the Metropolitan Transit Authority. These efforts resulted in the hiring of 10,033 new local apprentices within the City, and over 2,400 new African-American apprentices. Additionally, Los Angeles World Airports renewed its successful PLA for projects at LAX.

### CONNECTING YOUTH BACK TO SCHOOL AND WORK

Armed with a study commissioned by the WIB showing one in five L.A. youth out of school and out of work and a separate study on the cost of dropping out of school to individuals and government, in 2010 the City redesigned the Workforce Investment Act youth system to focus on a dropout recovery partnership between the City, LAUSD staff, and 13 newly procured non-profit YouthSource Centers. Real-time information on attendance, grades, and reporting allowed staff to determine the best way to get youth back in school and eventually prepared for work. Based on the research and the plan, an additional \$12 million grant was secured from the Department of Labor, on top of the annual \$13 million youth allocation. In its first year, over 800 youth successfully returned to school, with many more attaining a GED, job, or post-secondary education.



### BY THE NUMBERS

- 100% Signal Synchronization
- 149 Miles of New Bikeways
- County Rail Network Doubling
- Rail Ridership Up 36%
- Launched CicLAvia: 8 events + 700,000 Angelenos
- \$40 Billion New Transit Funds



# ...for a city on the move

*“Mayor Antonio Villaraigosa is a tireless advocate for transportation in Los Angeles.”*

*– Ray LaHood,  
U.S. Secretary of Transportation*

*From day one, building a 21st Century transportation system was a top priority. In 2008, with Measure R, we changed the game. With well over \$40 billion in federal, state and local funding, the Mayor’s transportation initiatives are doubling the size of our rail network and will create 410,000 jobs over the next 30 years. Today, a transit landscape stretches across L.A.—rail lines between downtown and Long Beach, Pasadena, Culver City and East L.A. Angelenos take 29 million trips on the Metropolitan Transportation Authority (MTA) Rail system every month. A rapid busway crosses the Valley. Four new lines—the Westside Subway, Expo Line Phase 2, Regional Connector and Crenshaw Line—have broken ground. New carpool lanes will speed traffic on the I-405 through the Sepulveda Pass and the I-5 in the North Valley, and innovative new “Express Lanes” on the I-110 and I-10 will give motorists a way to move more quickly. On surface streets, we’ve finished the massive job of synchronizing 100 percent of our traffic lights.*

*We built 76 miles of bike lanes last fiscal year alone—the highest one-year total in our history—and we’re on track to match or beat that record again this year. We converted buses to clean fuels, and made walking safer.*

*At LAX, we’ve overseen the start of a \$4 billion modernization that includes an expansion and modernization of the \$1.7 billion Tom Bradley International Terminal, plans for new transit options to move passengers to the airport, new gates, the latest in concessions, and stunning architecture that reminds travelers they’ve arrived in a world class city.*

### LED THE WAY ON TRANSIT INVESTMENT

*In November 2008 Los Angeles voters overwhelmingly approved Measure R, a 30-year half-cent countywide transportation sales tax that will generate an estimated \$36 billion. Mayor Villaraigosa used his leadership position at the MTA to ensure that at least 65 percent of these funds will be dedicated to public transit. The city will double its rail network and improve bus rapid transit.*

### CREATED A NATIONAL MODEL TO ACCELERATE PROJECT CONSTRUCTION

Mayor Villaraigosa led a successful campaign to adopt as MTA policy a plan to accelerate completion of 12 major Measure R highway and transit projects in ten years instead of three decades. This approach, dubbed “30/10,” emerged as a model for the nation, through which the acceleration of projects would create jobs, establish sustainable communities and bring transportation benefits faster.

To expand federal support for accelerating local transit projects, the Mayor established a bi-partisan national coalition consisting of the AFL-CIO, the U.S. Chamber of Commerce, a coalition of hundreds of mayors from across the country, and other prominent civic organizations. This new group, known as the America Fast Forward Coalition, successfully lobbied for a two-year, \$1.75 billion federal low-interest loan program called the Transportation Infrastructure Finance & Innovation Act (TIFIA). Mayor Villaraigosa also worked with Congress on legislation for new funding mechanisms related to tax-credit bonding. The America Fast Forward plan was a centerpiece of the latest national transportation bill, MAP-21 in 2012. Outside Los Angeles, America Fast Forward will create one million new jobs nationwide.

### BROUGHT TRANSIT TO MORE L.A. COMMUNITIES

Expanding the public transit system is crucial to transforming Los Angeles into a sustainable and accessible city. The Orange Line busway through the San Fernando Valley, open since 2005, exceeded expectations by carrying over 30,000 riders a day. Opened in 2009, the Eastside Gold Line extension has connected downtown Los Angeles to the east side. In 2012, both the first phase of the Exposition Line and the extension of the Orange Line opened and quickly exceeded ridership projections as well.

### EMPHASIZED USING NEW TECHNOLOGY TO ENHANCE PASSENGER SAFETY

After the tragic 2008 collision between a Metrolink passenger train and a freight locomotive, Mayor Villaraigosa advocated for adoption of the nation’s most advanced collision prevention technology and secured funding for Metrolink to implement this technology. Mayor Villaraigosa took immediate action to spearhead other safety innovations, such as installing inward facing cameras and adding new rail cars that better protect passengers in the event of a crash.





*Mayor Villaraigosa is a true national leader on transportation, and his influence and the influence of Los Angeles have had a real mark on the federal bipartisan transportation bill, MAP-21.*

*- Barbara Boxer, U.S. Senator (D-CA)*

**BEGAN MAJOR CONSTRUCTION ON VITAL PROJECTS**

In addition to the new lines now operating, construction of the second phase of the Exposition Line from Culver City to Santa Monica and the Foothill extension from Pasadena to Azusa is well underway. MTA launched utility relocation work on the Purple Line Extension (the Westside Subway), which will carry riders from the Wilshire/Western terminus to the Veterans Administration Hospital in West Los Angeles, with seven new stations along the Wilshire Boulevard corridor. Utility relocation also began on the downtown Los Angeles Regional Connector Line and the Crenshaw/LAX Line in South Los Angeles. Another project, still in the planning phase, will build a light rail or bus rapid transit line through the San Fernando Valley, primarily along Van Nuys Boulevard.

**HELPED SECURE FUNDING FOR THE LEIMERT PARK STATION ON THE CRENSHAW/LAX LINE**

In 2011 the MTA board approved an action that included optional Leimert Park and Westchester stations in the bid documents for the Crenshaw/LAX Line. In 2013, 55 million of City funds were allocated to the stations. Then, Mayor Villaraigosa, City Council, and Supervisor Ridley-Thomas joined

together to fully fund the Leimert Park Station. This partnership ensured that Leimert Park remained a regional destination on Los Angeles' expanding transit network.

**EXPANDED TRANSIT OPTIONS TO LAX AND ON THE I-405**

In close coordination with Los Angeles World Airports, Mayor Villaraigosa launched an important planning study that was the first step toward connecting L.A.'s rail system to LAX. Ultimately, Angelenos will be able to use public transportation to reach individual LAX terminals. The Mayor also led an ongoing effort to plan and build a subway beneath the I-405 Freeway in the Sepulveda Pass—one of the most congested freeway segments in the nation. The MTA began soliciting private investors to help fund and accelerate construction of this critical project.

**CREATED A SEAMLESS TRAVEL SYSTEM IN LOS ANGELES COUNTY**

As MTA Board Chairman, the Mayor worked with the agency and all L.A. County transit operators to develop the Transit Access Pass, or "TAP." After full countywide rollout, this universal smart card will be good on all local bus and rail lines.



**USED TRANSPORTATION IMPROVEMENTS TO BRING JOBS TO L.A. RESIDENTS**

In 2011 Supervisor Ridley-Thomas and Mayor Villaraigosa led the MTA to become the first major transit agency to sign an agreement to require that 40 percent of work hours on most MTA projects are performed by people who live in high-unemployment and economically disadvantaged areas.

**IMPROVED THE CITY'S TRAFFIC FLOW**

Mayor Villaraigosa secured \$150 million in state funding that enabled the City to finally complete synchronization of our 4,500 traffic signals, which control over 6,000 miles of streets. After completion in March 2013, studies found that travel times had decreased by as much as 12 percent and speeds improved by just over 15 percent.

**PUSHED TO BUILD MORE HIGHWAY CARPOOL LANES—AND BUILD THEM FASTER**

The Mayor has consistently worked to increase the number of carpool lanes in L.A. County, to improve both mobility and air quality. The Mayor helped secure federal and state funding for construction of the new I-405 carpool lanes and worked to secure design-build authority on the project, which accelerated construction by as much as seven years.

**EXPLORED NEW WAYS TO IMPROVE SPEEDS AND REDUCE TRAVEL TIMES**

In partnership with the federal

government, Mayor Villaraigosa helped to secure a \$210 million grant to develop an innovative congestion reduction project known as "Express Lanes." The grant funds were used to build optional toll lanes on the I-110 and I-10 freeways. After these lanes opened to the public in early 2013, over 100,000 drivers registered to use them, bringing in over \$1 million monthly, funds that could be used to support additional transportation improvements in those two corridors. Led by the Mayor, the MTA went on to consider implementation of voluntary toll lanes along the I-5 freeway using a public-private partnership to accelerate the project's completion.

Included as part of the congestion reduction grant was the City's "ExpressPark" program, which was piloted in downtown Los Angeles. This dynamic pricing program tracks the occupancy of each surface space in a given area, and changes the parking rates in order to respond to the market demand. The goal of the program is to ensure that there is always one parking spot open on each block, so that drivers don't add to congestion by circling the block looking for parking. After the project's inception, it was expanded to Venice, with future plans to expand to Hollywood and Westwood as well.

**HELPED CLEAR THE SANTA MONICA BOULEVARD TRAFFIC JAM**

The 2.5-mile stretch of Santa Monica Boulevard that lies

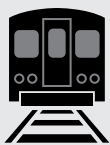
between the I-405 Freeway and the Beverly Hills border had long been a nightmare of inefficient double intersections, potholes and nonstop congestion. The Santa Monica Blvd Transit Parkway project was the single largest street project ever developed by the City. The project included a redesign and reconstruction of double intersections, curbs, gutters, and sidewalks, in addition to an installation of new streetlights, traffic signals, public art, and landscaping that included 1,000 new trees.

**REVITALIZED OUR INFRASTRUCTURE BY BUILDING BRIDGES FOR OUR FUTURE**

During his terms in office, the Mayor oversaw one of the largest municipal bridge improvement programs in the nation. This \$1 billion program, funded by various federal, state and local sources, will improve and retrofit 65 city bridges. Among them is the famous 6th Street bridge over the Los Angeles River, which had to be replaced due to a loss of structural integrity. Mayor Villaraigosa spearheaded an international design competition for the \$400 million replacement project, and the winning new bridge will feature enhanced safety features, improved pedestrian access, bicycle lanes and better access to the L.A. River.







### IMPROVED CITY STREETS

The City's Bureau of Street Services repaved 5,446 miles of road over the last eight years. This is almost 500 miles more than was done during the 12 years before the Mayor took office. A record 747 miles were repaved in 2012, with 800 miles projected for 2013. During the Mayor's tenure, the Bureau of Street Services also filled over 2.5 million potholes, averaging approximately 330,000 per year—triple the number filled in the final year of the previous administration.

### PAIRED NEW DEVELOPMENT TO A GROWING TRANSIT NETWORK

With planning and construction of major rail lines underway, Mayor Villaraigosa pushed to create housing and jobs around major transit hubs so more Angelenos can benefit from the mobility they provide. Through an MTA grant program he initiated, the City received over \$8 million to update planning guidelines for the neighborhoods around the Exposition Line, the Crenshaw/LAX Line, the Westside Subway, the downtown Regional Connector project, the Orange Line in the San Fernando Valley, and the upcoming connection into Los Angeles International Airport. As part of this initiative, the Mayor's Office created the nation's first municipal Transit Corridors Cabinet to facilitate station-area planning between the MTA and City Departments.

The City of Los Angeles also took bold steps to ensure that future investments in affordable housing and neighborhood development be transit oriented. In 2013, the City adopted the nation's first transit-oriented Consolidated Plan, which analyzed income and housing data in conjunction with transit maps to ensure that over the next five years an estimated \$475 Million in Federal HOME and Community Development Block Grant funds will be invested near rail and bus stops.

The plan's adoption coincided with the approval of a dedicated Low Income Housing Tax Credit for the City of Los Angeles, allowing the City to place a greater emphasis on leveraging housing investments that are easily accessible to public transportation.

Mayor Villaraigosa also helped spearhead the MTA's purchase of historic L.A. Union Station in 2011, and pushed to begin a master planning process for this important Los Angeles landmark. The master plan was intended to focus on how to improve Union Station as the region's main transit hub, prepare it to serve high-speed rail and explore development opportunities that complement its historic character.

### CREATED A MORE BICYCLE AND PEDESTRIAN FRIENDLY CITY

Mayor Villaraigosa has led the way to expanding bike lanes throughout the city of L.A. Since the beginning of his administration, a total of 149 miles of new bike lanes were completed—more than were built in over three decades before he took office.

In 2010, the Mayor launched the city's first ever CicLAvia, an open streets event that has brought 700,000 Angelenos out to explore L.A.'s many communities on bike and foot. In April 2012, the Mayor launched a partnership with the company BikeNation, which has committed \$16 million in private funding to roll out a citywide bikeshare program.

Having established his pedestrian-friendly credentials as a state legislator by co-authoring the landmark "Safe Routes to Schools" program, Mayor Villaraigosa pushed to obtain local funding for pedestrian safety enhancement projects. In 2012, he authorized the hiring of two "Pedestrian Coordinators" at LADOT, the first ever in the department. The City has now installed new, more visible crosswalks at 50 of the most dangerous intersections.

### GREENED THE CITY'S FLEET

Continuing the mission for cleaner air in Los Angeles, Mayor Villaraigosa led an effort to convert all MTA and City buses to clean-burning natural gas and the City's Department of Transportation launched the plan to convert all taxis in the city to 100 percent hybrid vehicles. Similar strides were underway at the City's airports.

### REIMAGINED LAX TO COMPETE INTERNATIONALLY

A major element of the transportation vision of the Mayor and the City has been the modernization of LAX—something last done before the 1984 Olympics. The crucial first task was gaining approval of the airport's master plan, which had been mired for years in costly litigation. The Mayor quickly reached an agreement with the residents of Inglewood, Culver City and El Segundo allowing the plan to move forward. As part of the settlement, controversial elements of the design were re-evaluated so that much-needed work could begin on critical projects, and the master plan (known as the Specific Plan Amendment Study) was finalized and approved by the Mayor, City Council and the County Airport Planning Commission.

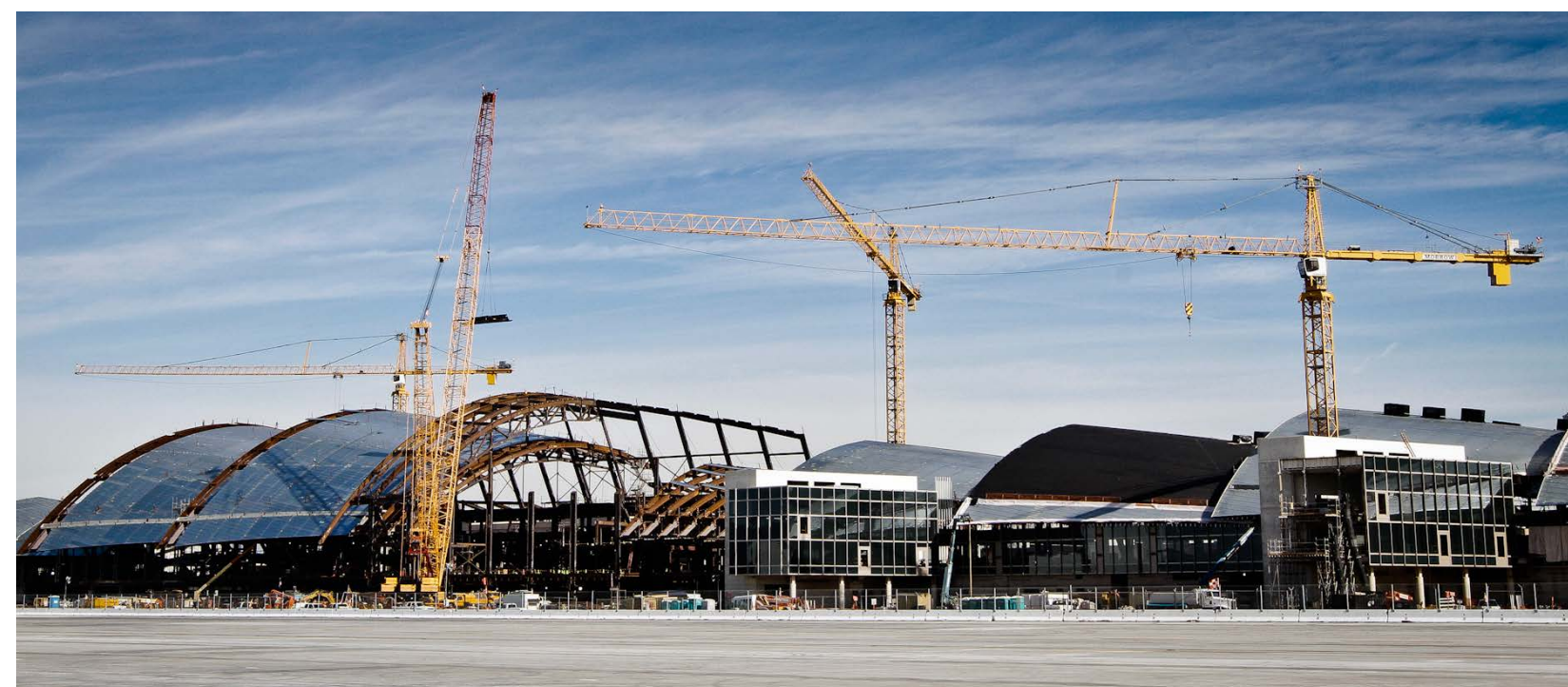
As part of the LAX Master Plan Specific Plan Amendment Study process, the City created a plan to improve links between ground transit and the airport. Additionally, the North Airfield has been approved to be reconfigured to accommodate new, larger (Group 6) aircraft and improve safety and efficiency. In 2006, Mayor Villaraigosa began expanding FlyAway, which cuts airport traffic by providing direct, non-stop bus service between Union Station, Westwood, Van Nuys

and Irvine (Orange County) and LAX.

To make LAX the airport of choice for domestic and international travelers and a fitting gateway to Los Angeles, the City dedicated over \$4.1 billion in investments and upgrades. They include expanding and modernizing Tom Bradley International Terminal; installing custom gates to accommodate Group 6 aircraft; thoroughly revamping food, beverage and retail concessions; collaborating with individual airlines to modernize and upgrade terminals; building a new in-line baggage system, Central Utility Plant and Fire Station; and improving the look, feel and operational safety of the entire Central Terminal Area.

### MADE OUR AIRPORTS SAFER

Ensuring safe travel in and out of Los Angeles was another prime consideration. Under Mayor Villaraigosa's leadership, safety at all Los Angeles World Airports' facilities—LAX, Ontario and Van Nuys—was improved in important ways. At LAX, realigning the South Airfield created a center taxiway and wider separation between runways to accommodate and encourage safer aircraft operations. The first phase of installation of runway status lights has been completed and a set of improvements to taxiways and runway turnouts begun. At Ontario International Airport, a rebuilt runway allowed the airport to safely accommodate Group 6 aircraft. At Van Nuys, the city rebuilt a taxiway and began a substantial rebuild of the main runway. At both LAX and Ontario, the City began the installation of in-line baggage handling equipment to ensure that passengers bags were handled more efficiently and securely. LAWA's security technology and other measures were also upgraded.





# ...for a greener city

Starting with research, strategies, and plans, we made Los Angeles a global leader in environmental sustainability. We made history by setting a date to become independent of coal—the first big city to do so. We reduced overall greenhouse gas (GHG) emissions by nearly 30 percent and launched the most far-reaching Port Cleanup program in the world, which cut Port of Los Angeles air pollution by up to 76 percent of sulfur oxides, and by more than 50 percent of nitrogen oxides. Truck diesel emissions have been cut by nearly 90 percent.

We quadrupled our use of renewable energy, increased recycling rates to over 75 percent, and opened over 650 acres of parkland—twice the amount created by the previous two administrations combined. With the 50 Parks Initiative, we are putting parks in neighborhoods that need them the most.

We championed a “Low Impact Development Ordinance” and developed the nation’s first ever standard plans for Green Streets, innovative designs that use natural processes to capture and clean stormwater, which can be the biggest source of polluted runoff to our beautiful beaches.

We are leading the world in converting our traffic lights and street lights to energy efficient lights.

A Million Trees was meant to be a context-changing concept. The idea was to encourage Angelenos to think about the environmental value of the urban forest. We started with a canopy analysis, to help us see where trees were needed most. Our plan was to concentrate plantings in tree-poor neighborhoods as much as we could. Eight years later over 400,000 trees have been planted in the city—more trees than any other such initiative has planted in the same period of time.

We got “riverly.” After completing the L.A. River Revitalization Master Plan, we created the L.A. River Revitalization Corporation, and worked with the U.S. Environmental Protection Agency to officially recognize the river as a “traditional navigable water,” formally placing it under federal environmental protection.

Kayakable, walkable, bike-able L.A.—in a better environment.



*“Mayor Villaraigosa’s decision to end Los Angeles’ reliance on dirty coal and guide the city to a more sustainable future is a bold step on the path towards solving the climate crisis...[t]his courageous action should serve as an example to leaders all across our country; we have the tools at hand, it’s time to act.”*

– Vice President Al Gore, Chairman of Climate Reality Project

## WORKED TO COMBAT GLOBAL CLIMATE CHANGE, IMPROVE AIR QUALITY, AND REDUCE GHG EMISSIONS

Our “Green L.A. Climate Action Plan” laid the framework for reducing greenhouse gas emissions (GHG) from municipal operations 35 percent by 2030. It called on every City department—from Recreation and Parks to the Port of Los Angeles—to achieve this goal.

We collaboratively developed the Clean Air Action Plan for the Port, establishing a comprehensive air pollution mitigation strategy. We launched the most aggressive Clean Truck Program in the world, putting more than 8,000 clean trucks in operation and banning those that did not meet 2007 US EPA standards—reducing truck emissions at the Port by nearly 90 percent. A blue-green alliance of environmentalists and labor was critical to the success of this work. By converting the City’s vehicle fleet to clean fuel, and synchronizing City traffic signals to reduce auto idling, we further reduced emissions. As a result, toxic sulfur oxides and diesel particulates in our air have been reduced by 76 percent and 71 percent respectively, and nitrogen oxides by 51 percent throughout the Harbor communities.

The Los Angeles Department of Water and Power (LADWP) grew its portfolio with 20 percent renewable energy, including solar, wind and geothermal power—the most dramatic major utility improvement in California. A quadrupling of renewable energy use kept 2.5 million metric tons

of CO2 emissions per year out of our air—the equivalent of removing 750,000 households from the power grid—and LADWP worked to raise its renewable use to 33 percent by 2020. In 2013, LADWP and Mayor Villaraigosa made history by announcing that by 2025, L.A. would become the first big U.S. city to stop relying on coal-fired power plants. As of early 2013, citywide and municipal CO2 emissions were 28 and 30 percent below 1990 levels respectively. Overall GHG emissions were down nearly 30 percent.

## CREATED POLICIES TO PROMOTE ENERGY EFFICIENCY

Since 2006, nearly 80,000 Angelenos were rewarded with rebates for taking water and energy-saving measures. More than 1.2 million residents received complimentary compact fluorescent light bulbs (CFLs) through the CFL Distribution program, saving LADWP and Angelenos approximately \$60 million over the lifespan of the bulbs. In partnership with Repower LA, energy efficiency efforts at DWP expanded. Through retrofitting one million square feet of municipal buildings with the help of our Green Retrofit and Workforce program, supporting the efforts of the city’s commercial building owners and implementing new standards for green construction, L.A. became home to more LEED and Energy Star rated buildings than any other city in the country.



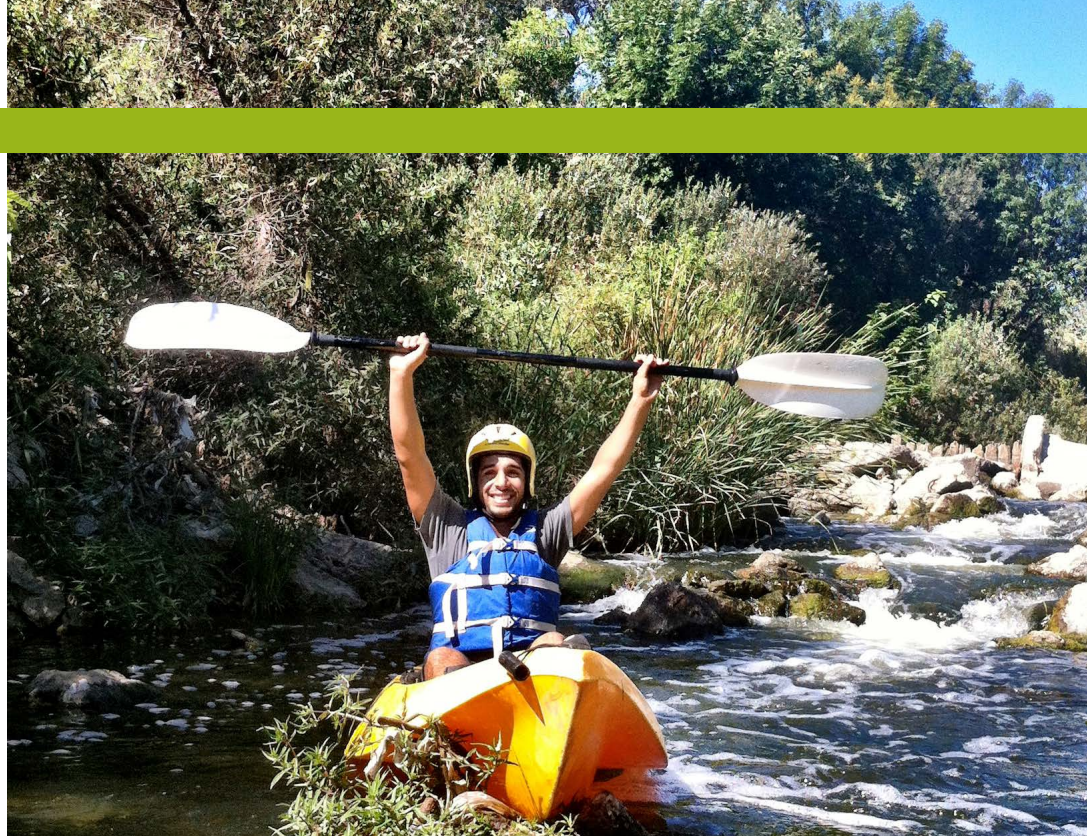
## SAVED ENERGY THROUGH LED REPLACEMENT OF CITY STREETLIGHTS AND TRAFFIC SIGNALS

In partnership with the Clinton Climate Initiative, the Mayor’s Streetlight Retrofit Program replaced existing incandescent streetlights with LED units—the largest such program ever undertaken by a municipality. The streetlight retrofit will result in over \$10 million a year in energy and repair cost savings, and reduce 40,500 metric tons a year in CO2 emissions, and generate more than 60 percent renewable energy efficiency. Launched in July 2006, the LED Traffic Signal Light Conversion Program similarly converted incandescent traffic and pedestrian lights into LED technology units. With all City traffic lights converted to LED, the City will save \$4 million annually while reducing signal energy use by 85 percent.



*"Eight years ago, the idea of visiting Los Angeles without a car would have seemed impossible, but with the leadership of Mayor Villaraigosa, our city has changed, both in the public's imagination and in the way we live our lives on a day-to-day basis."*

- Aaron Paley, Co-Founder and Executive Director, CicLAvia



**WORKED TO PREPARE THE CITY FOR CLIMATE CHANGE**

Fighting climate change is vital, but adaptation to what may be coming is also essential. In recognition, the Mayor established partnerships with local universities to conduct cutting-edge studies that could help the city prepare. A UCLA study conducted by Dr. Alex Hall was the most sophisticated regional climate study ever developed, revealing detailed data on the effects of GHG emissions in Los Angeles on a two-kilometer neighborhood scale. Research done in partnership with USC Sea Grant, the International Council for Local Environmental Initiatives, and Scripps Institute of Oceanography investigated the impacts of potential coastal change and sea level rise on the city's infrastructure and properties. These studies will contribute to the City's development of climate adaptation strategies for the future.

**PROMOTED WATER CONSERVATION AND RESTORATION**

Water is a precious resource in our dry region, and the Mayor took important steps to build on the City's past efforts in protecting and conserving the water that enters the city. By 2013, L.A. had the lowest per capita water use among any major US city. We have one million more people than we did 40 years ago, but use the same amount of water.

Nearly a century after City engineers completed the 233 mile aqueduct that brought water from the Owens River to Los Angeles, the Mayor opened flood control gates to return water to 62 miles of dry riverbed in the Owens Valley. The Lower Owens River Project is the largest river restoration project of its kind in the U.S. The river now has a steady year-round supply of water and several permanent lakes, ponds, and wetland habitats.

**BROUGHT THE CITY CLOSER TO A ZERO WASTE GOAL**

L.A. is now on its way to meeting a "zero waste" goal. By expanding and improving acclaimed programs and policies, the city achieved a 75 percent recycling rate, the highest of any major city in the country. L.A. has the largest carton recycling program in the state, and the largest curbside recycling program in the country, providing weekly service to over 750,000 households. The expansion of the Multi-Family Recycling program now covers an additional one million Angelenos, and the franchising of the commercial waste stream promises to greatly increase the recycling rate, composting and other capacity.

**PROMOTED CICLAVIA TO INTRODUCE ALTERNATIVES TO CAR CULTURE**

With CicLAvia, the Mayor launched the largest no cost, car-free event in the nation, which lets thousands of Angelenos experience their city in an environmentally friendly way. Up to 15 miles of streets are temporarily closed off to motorized vehicles, allowing people to walk, run, bike, skateboard, or rollerblade through the city's diverse neighborhood streets. By June 30, 2013, Los Angeles hosted eight CicLAvia events, attracting more than 700,000 participants.

**CREATED NEW PARKS AND RECREATIONAL SPACE**

Aware of the environmental and social benefits of open and green space, as well as the city's historical shortage of both, the Mayor began his administration with a commitment to expanding parks in the city. During his tenure, 68 parks were built, adding approximately 670 acres of new open space. With additional areas planned and funded by the 50 Parks Initiative, and the approved Los Angeles River Revitalization Master Plan, Angelenos are assured greater access to open space for the long-term future.



**TOGETHER PLANTED OVER 400,000 NEW TREES**

To ensure that Angelenos receive the environmental benefits provided by an urban tree canopy, in 2006 Mayor Villaraigosa launched the Million Trees Los Angeles (MTLA) initiative. Since then, MTLA has planted over 407,000 trees, in the process creating more than 1,000 youth jobs. MTLA created public-private partnerships to accomplish this, which allowed a low investment of taxpayer funds. A great majority of the trees have flourished: the city's new tree mortality rate is four percent while the nation's rate is 10-12 percent, and in 2011, the US Forest Service (USFS) declared MTLA a top model for large urban planting programs.

More recently, USFS partnered with MTLA and the City of Los Angeles to establish the first USFS Los Angeles Center for Urban Natural Resources Sustainability Research Center, a prototype for future USFS Research Centers in the Western US.

**BY THE NUMBERS**

- 20% Renewable Energy
- 75% Recycling of Solid Waste
- 669 New Acres of Open Space
- 140,000 Street Lights Changed to LED
- Port Emissions Down More Than 50%
- 412,000 New Trees
- 68 New Parks

*"Under Mayor Villaraigosa's leadership, Los Angeles has become one of our greenest big cities."*

- President Bill Clinton, Founder of the William J. Clinton Foundation and 42nd President of the United States.



# ...for housing & community investment



*Our commitment to meeting the city's housing needs and the reduction of poverty has resulted in numerous initiatives, policies and partnerships that improve the quality of life for the city's most vulnerable residents. In 2008, we launched the Housing that Works Five Year Plan which identified the most significant housing challenges L.A. faced and provided the strategies and financial resources to tackle them. The plan called for unprecedented coordination between five City entities: the LA Housing Department (LAHD), the LA Homeless Services Authority (LAHSA), the Housing Authority of the City of Los Angeles (HACLA), the former Community Redevelopment Agency (CRA) of Los Angeles, and City Planning. We now have a way to capture and measure housing production across all agencies and make local decisions on how to allocate Federal and State tax credits. In addition, each housing agency operates key programs dedicated to preserving and increasing affordable housing resources and assisting the city's most vulnerable residents.*

*As chair of the US Conference of Mayor's Task Force on Poverty, in 2008-2009 the Mayor took a nationwide leadership role on the issue of poverty and oversaw the redesign of the City's anti-poverty efforts. This resulted in the establishment of the FamilySource System. Using the Economic Roundtable's "Concentrated Poverty in Los Angeles" report, twenty-one FamilySource Centers were established in the most impoverished areas of the city and provide a standardized menu of services focused on access to income supports provided by the city, county, and the state, along with education success strategies for the family's youth.*

*We are now taking these critical resources and services and integrating them with the major investments in the regional transportation system. By creating affordable housing opportunities, bringing life-building services to communities and fostering equitable transit development, the City is paving the way for residents to achieve a better quality of life.*

### **DEVELOPED AND PRESERVED 20,000 HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES**

In Housing that Works, the Mayor committed the City to producing 20,000 new rental units for families earning up to \$100,188 for a family of four. To achieve this goal, the City offered land-use incentives, such as density bonuses, in exchange for the development of new affordable homes for middle-income households. The City also promoted low-cost gap financing for developers serving low-income residents. As of December 2012, the City exceeded its 20,000-unit target by supporting the production of 21,012 units.

### **INVESTED \$1 BILLION OF PUBLIC FUNDS IN AFFORDABLE HOUSING**

Despite significant cuts to federal grants and the loss of redevelopment funds, the City exceeded its \$1 billion target for funding in affordable housing by over \$56 million. The City also leveraged public funds with \$2.6 billion in private capital resources. In part, leveraging was achieved through a public/private partnership with Enterprise Community Partners, a non-profit community development financial institution that provides expertise and resources for the development of affordable housing and sustainable communities. Enterprise committed \$400 million to supporting L.A. housing, including \$260 million in equity, lending and grants.

### **DREW SUPPORT FROM HUD'S NEIGHBORHOOD STABILIZATION PROGRAM (NSP) FOR NEIGHBORHOODS HARDEST HIT BY FORECLOSURES**

Los Angeles received nearly \$143 million in three rounds of NSP awards to purchase, rehabilitate or construct 847 homes and apartments. This was the second-largest such award in the country. Through NSP, the City improved

neighborhoods by transforming deteriorated properties into attractive ownership and rental opportunities. Implementing Enterprise's Green Communities Criteria ([www.enterprisecommunity.com](http://www.enterprisecommunity.com)), the City used durable "green" building materials to reduce maintenance and utility costs for low-income homebuyers and tenants. See <http://lahd.lacity.org/nsp/>

### **WORKED TO REDUCE HOMELESSNESS**

Over the last eight years, the City financed 2,662 permanent supportive housing units for the formerly homeless, three times the number of units produced during the two previous administrations combined. The City also created partnerships with the L.A. County Departments of Mental Health and Health Services to give support for residents of City-financed permanent supportive housing. The City ensured that over 210,000 homeless clients received shelter and the services they needed to live independently, including crisis intervention, case management, and permanent housing placement. Through the Homelessness Prevention and Rapid Re-housing Program, 5,184 homeless households have been placed in permanent housing and 5,086 have been protected from eviction with rental assistance and legal services.

### **BY THE NUMBERS**

- 2,662 Supportive Housing Units Funded for the Homeless





*By creating affordable housing opportunities, bringing life-building services to communities and fostering equitable transit development, the City is paving the way for residents to achieve a better quality of life.*

**PRESERVED AT-RISK AFFORDABLE HOUSING**

In sites where development grows, too often affordable housing gets lost. As our public transit system has grown, the City completed a "Preservation of Affordable Housing near Transit Oriented Developments (TOD) Study", the first of its kind in Los Angeles. In addition, L.A. enhanced a comprehensive data clearinghouse to track housing properties whose affordability is at risk of being lost, whether through termination and/or expiration of Section 8 rental subsidy contracts or affordability covenants. We conducted outreach to more than 8,000 families, and led inter-agency efforts to develop strategies to preserve at-risk housing. LAHD also financed and preserved approximately 3,000 HUD-assisted at-risk housing units with \$28 million in AHTF funds and \$125 million in bond proceeds.

See the AHPP Home page at <http://lahd.lacity.org/lahdinternet/AHPPHomePage/tabid/462/Default.aspx>

**ENFORCED HOUSING CODES WHILE PROTECTING TENANT AND LANDLORD RIGHTS**

The City's Harvard award-winning Systematic Code Enforcement Program (SCEP) completed two inspection cycles of 760,000 housing units, ensuring the safety and habitability of rental housing in the city. We also focused on protecting the rights of tenants and landlords through landmark ordinances that included Primary Renovation and Tenant Habitability, Tenant Relocation, Residential Hotel, Nuisance Abatement, Foreclosure Eviction, Mobile Home Tenant Protection and Loan Modification Consultants.

**DREW ON FEDERAL FUNDS TO PREPARE FOR DISASTER**

A portion of the Federal Emergency Management Agency's Regional Catastrophic Preparedness Grant Program (RCPGP) paid for the development of damage assessment software, a Disaster Housing Planning Guide and Template, and several research reports. These projects allowed the City (as well as local jurisdictions in Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties) to plan ahead to protect both our residents and our residential infrastructure.

See Disaster Housing Planning Home Page <http://lahd.lacity.org/lahdinternet/DisasterHousingPlanningHomePage/tabid/502/language/en-US/Default.aspx>



**REIMAGINED JORDAN DOWNS PUBLIC HOUSING**

HACLA purchased 21 adjacent acres, and worked with Jordan Downs residents and community stakeholders to develop a Community-Based Master Plan for a new mixed-income, mixed-use urban village on the site, as well as crafted a Human Capital Plan to positively transform the quality of life for both residents and the broader community. The Planning Department-drafted Specific Plan was approved by the City Planning Commission and the City Council's Planning and Land Use Management Committee. In February, 2013, the City Council certified the Jordan Downs Environmental Impact report.

**FOUND A SIMPLER WAY TO DELIVER ANTI-POVERTY EFFORTS**

In 2009, the Mayor's Office, the City Council, and the Community Development Department (CDD) established an innovative new system, FamilySource Centers, to deliver an integrated and comprehensive array of social services for city residents. The centers' main goals are to increase families' income and students' academic success. Each center offers a variety of educational, family, child and youth services, including counseling, and cultural, recreational, and afterschool activities onsite or nearby. In three years, the number of individuals annually utilizing FamilySource Centers doubled from 25,000 to 50,000.

**MADE PRESCRIPTION MEDICATION AFFORDABLE THROUGH LARX**

The Los Angeles Prescription Savings Program, also known as LARx, is a prescription drug discount program that makes healthcare more affordable for all Angelenos. The LARx card was made available in 2009 to all residents. It has no eligibility criteria or registration requirements, and can be used at most major pharmacies. Cardholders simply present the LARx card and, depending on their existing options, may pay a reduced price for their medications. Since 2009, 63,500 individuals successfully utilized it, resulting in over \$1.6 million in savings to L.A. residents. See [www.forlarx.com](http://www.forlarx.com) for access to card.

**MADE SURE RESIDENTS GOT THE TAX BENEFITS THEY DESERVED**

L.A. County residents have been leaving behind at least \$300 million in unclaimed Earned Income Tax Credits (EITC) each year. In response, the Mayor has been supporting and helping to publicize a program to designate all 21 of the City's FamilySource Centers as Volunteer Income Tax Assistance (VITA) sites. VITA sites provide families with free tax assistance and help them apply for tax credits. In 2012, volunteers helped over 40,000 low and moderate-income residents in the Greater L.A. area collect over \$45 million in total tax refunds. These sites also offered asset-building programs that included financial education and resources to help families open low-cost bank accounts.

**CRAFTED THE FIVE YEAR HOUSING AND COMMUNITY DEVELOPMENT CONSOLIDATED PLAN**

In 2012, the Mayor unveiled the nation's first transit-oriented Consolidated Plan. The Consolidated Plan decided the way in which federal Housing and Urban Development dollars are expended and the focus on transit is an effort to target these investments near transit hubs. This allowed the City to maximize the leverage of the city's HUD investments. Two concrete examples of programs and funding that created the highest use and potential for maximizing leverage are: (1) the City's new nine percent Low Income Housing Tax Credit Apportionment which represented up to \$85 million in annual investments and (2) the New Generation Fund, a \$52 million acquisition and pre-development fund for the development of affordable housing.

**CREATED THE TRANSIT CORRIDORS CABINET (TCC)**

In November 2012, the Mayor issued an Executive Directive that created the TCC. The new Cabinet serves as a central clearinghouse for policy, operations and funding expertise across City departments, as well as the County's transportation authority (Metro), which allows the City to take full advantage of historic transit investment and funding opportunities. The City is looking for intersections in policy, program, and financing of transit, as well as services and amenities along expanded transit routes. The City's housing agencies became active members of the TCC.

**CREATION OF THE HOUSING AND COMMUNITY INVESTMENT DEPARTMENT (HCID)**

The federal government has strategically realigned its key resources to approach community needs in high-poverty neighborhoods with integrated solutions. This strategy improves coordination of resource deployment to neighborhoods in distress. Consistent with this strategy and the City's new Transit-Oriented Consolidated Plan, the City merged the Human Service programs and Consolidated Plan functions from the previous Community Development Department with the previous LA Housing Department to create the Housing and Community Investment Department (HCID). This aligned and facilitated the deployment of multiple resources in support of comprehensive housing and neighborhood development.





# ...for greater opportunity for all

*“Mayor Villaraigosa understands that service needs to be part of the solution when tackling community issues.”*

*– Karen Baker, California Secretary of Service and Volunteering*

*We believed in community service, in bringing government closer to the people, and in bringing many voices into City hall. We innovated with nonprofits and philanthropy, creating a nationally recognized new Office of Strategic Partnerships. We stretched new horizons on food policy and programs, incubating the LA Food Policy Council to work with 250 organizations to bring good food to all in L.A.*

*And, we partnered. We partnered with labor when our vision was shared, with community nonprofits, with Neighborhood Councils. We embraced the growing immigration integration movement from the first mass demonstrations in 2006, collaborating with the federal government and neighborhood groups to increase citizenship; we developed a City Service Card that will better connect residents to the City’s multitude of services, such as libraries and public transit.*

*We stood strongly against Proposition 8 and its discrimination against the civil rights of the Lesbian, Gay, Bisexual and Transgender (LGBT) communities, and went on to build tolerance within the City, notably on leading edge transgender rights.*

*Through our Office of Neighborhood and Community Services, we handled half a million of your concerns ranging from problems with City departments to federal policy, and we took a community organizing approach to help connect and better serve all of L.A.*

## EXPANDED VOLUNTEERISM AND SERVICE

The Mayor hosted 37 Days of Service, ultimately mobilizing over 215,000 volunteers who collectively gave 645,000 community service hours to our city. In 2009, the Mayor was a founding member of the national Cities of Service coalition, establishing the “We Serve L.A.” initiative. Highlights included: collaborating both organizationally and financially on 2007 Big Sunday, creating the largest community service event in the history of L.A. (50,000 volunteers!), subsequent Big Sundays helping them grow, regional Days of Service, and specialized Days of Service such as Harvey Milk Day. Other efforts have helped 2,300 students return to school and placed 9,000 volunteers on greening the L.A. River. We Serve L.A. collaborated on the creation of 26 community

garden projects, and, just this year, produced “The Future of Volunteering in LA”, a blueprint for local volunteerism.

## EMPOWERED L.A.’S NEIGHBORHOOD COUNCILS AND NC BUDGET ADVOCATES

Diversifying and expanding LA’s unique Charter-mandated experiment in local democracy has been a priority for the Mayor: in the last eight years, 20 new Neighborhood Councils were certified, and eight council alliances were created. Over 20,000 Angelenos voted recently to elect 1,700 representatives of 95 Neighborhood Councils. In 2005, the Mayor launched Neighborhood Council Budget Advocates which gave L.A. residents unprecedented access to learn and influence the city budget. Each year started with Annual Budget Day in the fall, where two budget reps from each

NC participated and elected their Budget Advocates, two regulars and two alternates from each of the seven Planning Areas. From this point on the Budget Advocates met and had access to key leaders throughout the City family. The Budget Advocates then worked with the Mayor’s staff to help develop the Budget Survey which was taken by up to 10,000 NC leaders and members. Regional Budget Day took place late winter when priorities and focus were set, followed by a two hour meeting in March with the Mayor, where they provided input on key issues. The Budget Advocates then took their message to Council and with the adoption of a budget, the process began again. The Mayor’s recent appointment of Grayce Liu as the General Manager of Neighborhood Empowerment has been well received.

## EXPANDED HERITAGE CELEBRATIONS

The longstanding city tradition of celebrating diversity grew bigger, bolder, and better during the Mayor’s term, expanding to 83 total events. Three cornerstone celebrations—Latino Heritage Month, African-American Heritage Month, and Asian Pacific Islander American Heritage Month—grew to five, as we added Lesbian, Gay, Bisexual and Transgender (LGBT) Heritage Month and American Indian Heritage Month. These celebrations included new creative writing and poster contests as well as music education classes through Music L.A. The enhanced Heritage Month events collectively celebrated 800 honorees, planning committee members from across L.A., and corporate and nonprofit partners.





*“Government works best when we set goals, measure outcomes, keep the process transparent and identify who is accountable for each activity. The South Los Angeles Initiative Plan is successfully doing this.”*

*– Lula Ballfon,  
Former CEO of West Angeles  
Community Development  
Corporation*

### BY THE NUMBERS

- 215,000 Community Volunteers

#### SUPPORTED THE SOUTH L.A. INITIATIVE

In 2007, the Mayor asked Public Works Commissioner Valerie Shaw to develop and pursue, in concert with the four South L.A. Council offices, a series of South L.A. plans that became known as the South L.A. Initiative. This strategic plan, coordinating 15 City departments and regional allies, helped strengthen the socio-economic conditions of this core part of Los Angeles during the critical five years of the Great Recession. Key deliverables were achieved: focusing over \$100 million in investments into housing security, expanding retail opportunities, moving over 25,000 South L.A. residents into living wage jobs, and completing three community plans.

#### BROUGHT NEW HELP TO THE AGING

The Department of Aging created innovative and award-winning partnerships with corporate and community organizations to provide a wide range of supportive services to older adults and their caregivers. Award-winning endeavors included the Exergamers Wellness Club, which used gaming technology to increase fitness, reduce social isolation and track health status, and Project CARE which matches City employees with low income isolated seniors in need. The new

Wellness Centers Network provided services to improve health and decrease social isolation for older Angelenos. The Senior Art Exhibit and the Active Start program further encouraged creativity and an active lifestyle.

#### STOOD UP FOR LGBT RIGHTS

Mayor Villaraigosa stood with the LGBT community to support the defeat of Proposition 8. He also issued Executive Directive No. 12 to include both gender identity and gender expression as protected categories within the City's anti-discrimination policies, and supported new policies in collaboration with the Los Angeles Police Department and the Human Relations Commission to protect the rights of the transgender community in the field and in City jails. He also created the City's first-ever LGBT Heritage Month, incorporated Commissioner recruitment from the LGBT community, appointed the Office's first LGBT Liaison, and Co-Chaired Mayors for the Freedom to Marry (a nation-wide network of over 300 Mayors who support marriage equality). In 2012, the Mayor used his position as Chair of the Democratic National Convention to ensure that Marriage Equality was included and ratified in the Democratic Platform for the first time in history.

#### OFFERED SERVICES AND SUPPORT TO VETERANS

Over 300,000 veterans live in Los Angeles County and 30,000 more will move to the region by 2017. The Mayor's Veterans Liaison acted as a conduit between the City and veterans, by coordinating social service programs and partnering with local universities, nonprofits, businesses, unions to encourage the local hire of veterans, and to produce conferences on women's veterans and key issues facing veterans. On Veterans Day 2012, the Mayor's Office and the local council office hosted 6,000 veterans and their families at the first annual Veterans Appreciation Day at the USS Iowa and sponsored a Veteran's Day of Service.

#### INCREASED DIVERSITY IN COMMISSION APPOINTMENTS

The City of Los Angeles is served by over 400 volunteer commissioners appointed by the Mayor to sit on boards that managed or advised City departments. The Mayor's commissioner appointments reflect the vibrancy and diversity of all Angelenos. During his tenure, the percentage of African-American, Asian and Hispanic commissioners increased by more than 10 percent. Today, 44 percent of commissioners are women, and those who self-identify as LGBT hold top positions on the Planning Commission, Police Commission, Commission on Disability, and on the Board of Fire and Police Pension.

#### INCREASED PARTNERSHIPS AT ANIMAL SERVICES

As part of the new era of humane change at the Department of Animal Services (DAS), Mayor Villaraigosa signed landmark legislation mandating spay/neuter for pets and banning puppy mill animals from being sold in local pet shops. Seven new or expanded environmentally sustainable facilities were also opened and the commitment to moving the City toward "no kill" status was affirmed. Creating and expanding partnerships with the humane and wider communities became a priority in addressing the challenges facing DAS, led by a unique arrangement to engage the Best Friends Animal Society to operate adoption and spay/neuter services at the Northeast Valley shelter. Live release of cats and dogs from City shelters reached an all-time high while euthanasia rates fell by 22.8 percent. In 2012, DAS was acknowledged for their innovative efforts with three "Quality and Productivity" awards for excellence. There is still far more work to be done.





**INITIATED PLANNING OF A CITY SERVICE CARD**

The innovative City Service Card was meant to serve as a library card, refillable Metro Tap card, reloadable debit card, LARx (medication savings) card, and identification. Anyone living in the City of Los Angeles and able to provide proof of identity and residency will be eligible for a City Service Card. It should be available in 2014.

**IMPROVED LAPD CAR IMPOUND PROCEDURES**

After community activists alerted the Mayor's office that immigrants were suffering disproportionately from the LAPD's car impound procedure, community meetings were held with LAPD leadership to discuss a procedural change. In February 2012, the LAPD's modified car impound procedure allowed an unlicensed driver with no prior relevant misdemeanors and proof of insurance to be penalized with a 24-hour rather than 30-day impound. Additionally, if a licensed driver was readily available and had the owner's consent to move the vehicle, the driver may be cited and the vehicle not impounded.

**PROVIDED IMMIGRANTS NEW PATHWAYS TO INTEGRATION AND US CITIZENSHIP**

Mayor Villaraigosa championed opportunity and integration for L.A.'s hundreds of thousands of immigrants and led the nation in immigration reform advocacy. Highlights include advocating for the DREAM Act, the TRUST Act, and successfully sponsoring a resolution in support of comprehensive immigration reform at the U.S. Conference of Mayors. In 2009, the Mayor's Office signed a Letter of Agreement with U.S. Citizenship and Immigration Services to create the Library Citizenship Initiative, establishing citizenship information corners at all 73 City public libraries and holding over 280 citizenship-related programs and workshops. The Mayor's Office also played a key role bringing together immigration service providers, businesses, philanthropy, and government, including support for the California Community Foundation's Citizenship Taskforce and USC's Council on Immigrant Integration.



**SOLICITED CITIZEN INPUT AT TOWN HALLS**

Mayor Villaraigosa is the first L.A. Mayor to hold regular town hall meetings midway through both terms as a way to gain valuable community input on policies and priorities and to give the community the chance to have its voice heard on which work required focus and completion. Hundreds of Angelenos attended these meetings and offered their priorities for future efforts. In 2007, the top three issue areas focused on the environment, public safety, and transportation; in 2011, reflective of L.A.'s economic situation, they were education, jobs and public safety.

**SUPPORTED LABOR AND EMPLOYMENT PARTNERSHIPS**

During his administration, the Mayor worked with labor and management to protect the middle class, create good jobs and grow our local economy, keep labor peace, find creative ways to reduce employee benefit costs to the City Budget, increase the skills of the City's workforce, and partner with Labor to advance the common good.

In September 2012, the Mayor implemented a series of initiatives to improve management training and effectiveness, to increase workforce competency, and raise expectations for individual performance through adoption of departmental codes of conduct.

**NEGOTIATED TO SECURE LABOR PEACE IN THE PRIVATE SECTOR**

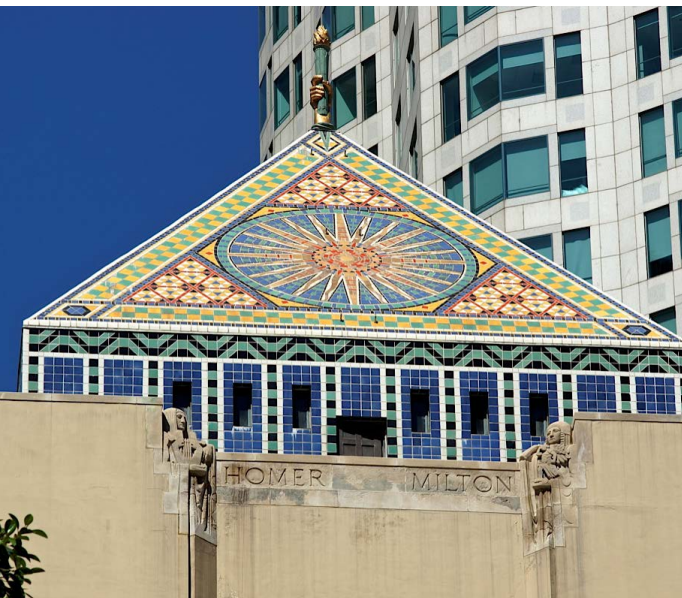
At the start of this administration in 2005, area hotel management and the hotel workers union (UNITE HERE Local 11) were in a labor battle. The Mayor utilized his strong background in collective bargaining and brought his experience, the power of office, and relationships with labor advisors to reach a settlement. Since then he has brought peace to the construction industry through project labor agreements, prevented strikes at the MTA, and supported the negotiation of contracts with building security personnel, car wash workers, janitors, sanitation workers, long-shore workers, hotel workers, and laundry workers, thus preventing or shortening work stoppages. As a result, setbacks to the local economy were minimized.

**SUPPORTED LOW WAGE WORKERS**

Los Angeles is faced with a growing divide between the very rich and the very poor. Working poverty is taking its toll on L.A.'s well-being. With this in mind, the Mayor signed a Living Wage Ordinance for hotel workers near the Airport, the application of the Living Wage at the Airport to 500 cabin cleaners who clean the planes between air trips, the right to union protections for low wage workers losing their healthcare, and the local hire and disadvantaged worker protections for thousands of inner city apprentices related to public works construction.



## CREATED THE INNOVATIVE OFFICE OF STRATEGIC PARTNERSHIPS (OSP)



© Stephen Coleman

To better facilitate ongoing discussions and joint initiatives between the City and its philanthropic sector, in 2009 Mayor Villaraigosa launched one of the first offices of strategic partnerships in the nation—the only one headed by a Deputy Mayor. OSP was created in collaboration with leaders in philanthropy and is jointly funded by the City and four foundations—the Ahmanson Foundation, the Annenberg Foundation, The California Endowment, and the Weingart Foundation.

Because many federal grants require comprehensive cooperation across sectors, OSP and the Mayor's Office of Grants forged partnerships with philanthropic organizations, nonprofits, County entities, LAUSD, and others to help ensure greater funding competitiveness. For example, OSP helped the Youth Policy Institute win a \$30 million Promise Neighborhood grant from the U.S. Department of Education, the highest award in the country. OSP helped secure \$20 million in funding for Summer Night Lights, CicLAvia, and the Partnership Schools, and supported the work of the Department of Cultural Affairs and our libraries. OSP also supported the City's focused effort to maximize the 2010 Census count and the future formula-based federal grant funding. In 2012, the U.S. Conference of Mayors recognized OSP as a national model and encouraged all cities to establish similar offices.

*"The Office of Strategic Partnerships is the glue that often holds diverse groups together to ensure collaboration and a shared agenda that makes LA more competitive for federal and other funding."*

-- Fred Ali, President and CEO, Weingart Foundation



*"OSP has played an invaluable role in implementing the vision for LA n Sync—promoting a City where diverse entities work closely together to address some of our most vexing societal challenges."*

-- Leonard J. Aube, Executive Director, The Annenberg Foundation

### USED OSP TO STREAMLINE GOVERNMENT

OSP is often the first access point to City government for major initiatives. These included helping the Space Shuttle Endeavour travel from LAX to its home at the California Science Center, locating the Broad Museum in downtown Los Angeles, and supporting the 2015 Special Olympics in L.A. OSP helped both big and hundreds of small nonprofits navigate the complexities of municipal government. The office was instrumental in overhauling the grants and contracting process at the Department of Cultural Affairs, cutting about 3 months off of processing grants and contracts under \$25,000.

### FORGED CREATIVE PARTNERSHIPS

During Mayor Villaraigosa's administration, investments of close to \$22 million were made from outside funding sources into revitalizing the city's already diverse culture, including restoring the Siqueros Mural in El Pueblo; launching the Broadway Arts Center with affordable housing for artists; restoring the iconic Watts Towers; featuring Los Angeles culture through about 500 of its writers and artists at the Guadalajara International Book Festival; and promoting Pacific Standard Time, the largest collaboration of arts institutions in the world with an economic impact of \$280 million in revenue and an estimated 2,500 jobs.

### USED AMERICAN RECOVERY AND REINVESTMENT ACT (STIMULUS) FUNDING TO HELP CITY DEVELOPMENT

The City was awarded \$611 million in American Recovery & Reinvestment Act (ARRA) funding which resulted in the completion of 109 separate projects utilizing an equivalent of 2,959 full-time public and private sector employees. These projects, which resulted in increased public works construction and maintenance, targeted employment training and placement, greater energy efficiency in homes and public buildings, added assistance to the homeless and small businesses and more public safety security and personnel, could not have occurred without ARRA funding and helped to stimulate economic recovery and employment in the City. OSP, through its grants manager, tracked all competitive grant opportunities from application through final report.

### BRANDED OUR CITY WITH LA N SYNC

Both OSP and the Mayor's Office of Grants played a leadership role in helping the Annenberg Foundation and others to create a centralized communications platform that firmly brands Los Angeles as collaborative location for good investment. Over 200 diverse community leaders, including Mayor Villaraigosa, signed the LA n Sync collaborative pledge, and the City Council passed a resolution endorsing it.

© Stephen Coleman



*"The Board of Public Works, the Department of Transportation, public safety departments, and OSP coordinated the services of over a dozen separate City departments that worked seamlessly to ensure a streamlined move of the Endeavour, witnessed by more than 1.5 million Angelenos."*

-- Jeffrey Rudolph, President and CEO, California Science Center



*"The City of Los Angeles has shown leadership on food policy issues in a way that is significant for our region, and resonates nationally."*

- Karen Ross, Secretary, California Department of Food and Agriculture

**IMPROVED ACCESS TO HEALTHY AND AFFORDABLE FOOD: LOS ANGELES FOOD POLICY COUNCIL**

As in all cities, low income communities face the problem of increased rates of obesity and diabetes due to limited retail access to food that is both healthy and affordable. California is the largest grower of fruits and vegetables in the nation, yet in Los Angeles, one third of children are clinically overweight and around one million are in need of nutritional assistance.

To comprehensively address these issues in a sustainable and systemic way, Mayor Villaraigosa formed the Los Angeles Food Policy Council (LAFPC), a collective impact initiative that brings together experts from across the food system to advance collaborative efforts to improve our regional food system. The LAFPC actively manages an engaged network of around 250 advisory and working group members, with an extended network of around 700 and growing.

See more about LAFPC's work at their website: [www.goodfoodla.org](http://www.goodfoodla.org).



*"The Los Angeles Food Policy Council provides a game-changing opportunity for a major city to develop a regional food system and slow the degradation of our existing food system, public health, and the environment."*

- Susan Clark, Executive Director, Columbia Foundation



**HELPED COMMUNITY MARKETS CARRY HEALTHIER FOOD**

The Community Market Conversion (CMC) program, started by the Community Redevelopment Agency/Los Angeles and continued at the Los Angeles Food Policy Council, provides financial and technical assistance as well as community outreach and support to help neighborhood markets serve healthy food in under-served communities. Neighborhood markets enrolled in the program receive interior and exterior renovations, new equipment, and store upgrades. Nearly 200 markets have participated in the Healthy Neighborhood Market Network through free business and leadership development trainings offered by the LAFPC to give store owners the necessary skills to vend fresh, nutritious food.

**DEVELOPED A COMPREHENSIVE GOOD FOOD PURCHASING POLICY**

The Good Food Purchasing Pledge and Guidelines used the purchasing power of large foodservice institutions to encourage the production of healthy food that is local, sustainable, humane, and which is grown or manufactured using fair labor practices. Similar to LEED certification, it has five key categories and point scales that allow the user to select its path to excel. It is the most comprehensive, holistic, and metric-based program of its kind in the country. Adopted in 2012 by the City of L.A. and L.A. Unified School District, additional institutions signed on in 2013.

**EXPANDED THE FARMERS' MARKET NETWORK**

Farmers' markets became an important part of the City's strategy for improving accessibility

and affordability of healthy food for Angelenos of all income levels. In 2012-2013, LAFPC held several workshops with L.A. County Department of Public Health, promoting the use of Electronic Benefits Transfer cards (for food stamp use) at markets. Of the approximately 72 markets currently operating in L.A. city, 22 accepted EBT by 2013—a 38 percent increase since 2011.

**CREATED A FOOD POLICY TASK FORCE THROUGH THE US CONFERENCE OF MAYORS**

As President of the U.S. Conference of Mayors (USCM), Mayor Villaraigosa created its first Food Policy Task Force. Comprised of mayors from around the country, the USCM Food Policy Task Force has been working on a range of programmatic and policy food system issues. It recently received funding from the Robert Wood Johnson Foundation to increase awareness of healthy food system issues in cities and expand the number of mayors across the country with established citywide food access strategies, food policy advisors, and food policy councils.



Anisha Hingorani

**SUPPORTED URBAN AGRICULTURE**

Mayor Villaraigosa's commitment to urban agriculture included championing the South L.A. farm, partially relocated with his help to a nine-acre site on City property. It is now known as the Stanford Avalon Farms. In the last eight years, L.A. gained over 15 new community gardens and about 70 school gardens, 11 of them at Partnership for L.A. Schools, for a total of around 400 food gardens in the city. With the urban agriculture working group of the LAFPC, we promoted the introduction of policies to foster urban agriculture in Los Angeles.



# ...for governance in a new era



© Stephen Coleman

*Our administration began with a clear intention: get community and expert input, use and do our own research, and follow our instincts to determine the focus of our efforts. We studied the new charter and then turned our attention towards establishing the systems and strategies needed to accomplish our vision to improve the city, uphold the expectations of our residents, and provide solid direction.*

*To create our blueprint, we adopted private-sector global best practices to optimize service delivery within the city's decentralized governing systems. With the support of the James Irvine Foundation and the California Community Foundation, McKinsey & Company helped the Mayor and his senior staff find innovative solutions to L.A.'s problems and implement a metrics-based goal-setting and tracking process to ensure the delivery of these results.*

*We also turned to The Los Angeles Economy and Jobs Committee (a privately funded,*

*26-member committee appointed by the Mayor, comprised of independent business, labor, academic and non-profit leaders from the greater metropolitan area) to assist us in focusing our efforts on critical areas to increase the economic health of the city. The committee was asked to examine the city's business climate, growth industries, regulatory environment and other factors that influence economic development and quality job growth. Their final report contained 100 specific recommendations aimed at creating more jobs and building a stronger economy in Los Angeles. (To view the entire report go to: [www.thelacoalition.com/laejc-report-to-the-mayor-2/](http://www.thelacoalition.com/laejc-report-to-the-mayor-2/).) Many of these suggestions were incorporated into the strategic plan McKinsey & Company helped develop and put into place.*

*With this positive framework created by community input, expert advice, best practice research, the initiatives and programs within the strategic plan had the structure needed to successfully move forward.*

## **CREATED THE FINANCE AND PERFORMANCE MANAGEMENT UNIT**

In order to oversee the strategic plan that resulted from McKinsey & Company's work with the Mayor's Office, the Mayor created the Finance and Performance Management Unit (PMU), which was tasked with monitoring accountability, providing executive oversight, and engaging department leaders on priority issues. A founding document for the PMU states, "the mission of the PMU is to ensure that the delivery of City services is consistent and maximally effective...these elements will create a world-class system of public sector performance management and bring Los Angeles to the forefront of government effectiveness."

## **IMPLEMENTED STRONG ETHICS STANDARDS**

As soon as he took office, Mayor Villaraigosa moved to restore the public's trust and confidence in municipal government. He issued two Executive Directives that required online ethics training for all City officials, updates of conflict of interest codes for all departments, and appointment of an ethics liaison from all departments to the Ethics Commission. The Mayor also established the office of Counsel to the Mayor to serve as chief ethics and legal advisor in the Mayor's Office. In July of 2005, he successfully urged the City Council to enact a sweeping package of ethics reforms that included:

- A ban prohibiting registered lobbyists from serving on City boards and commissions;
- A ban prohibiting individual commissioners from soliciting funds for city candidates or participating in contract development, evaluation, review or awarding of contracts without the open, public action of the full commission or a commission subcommittee;
- A requirement for lobbyists to file quarterly public disclosures reports online at the City Ethics Commission;
- A requirement that campaign consultants and fundraisers attend a briefing by the Ethics Commission on City campaign laws.

## **MODERNIZED CITY GOVERNMENT (CONSOLIDATIONS)**

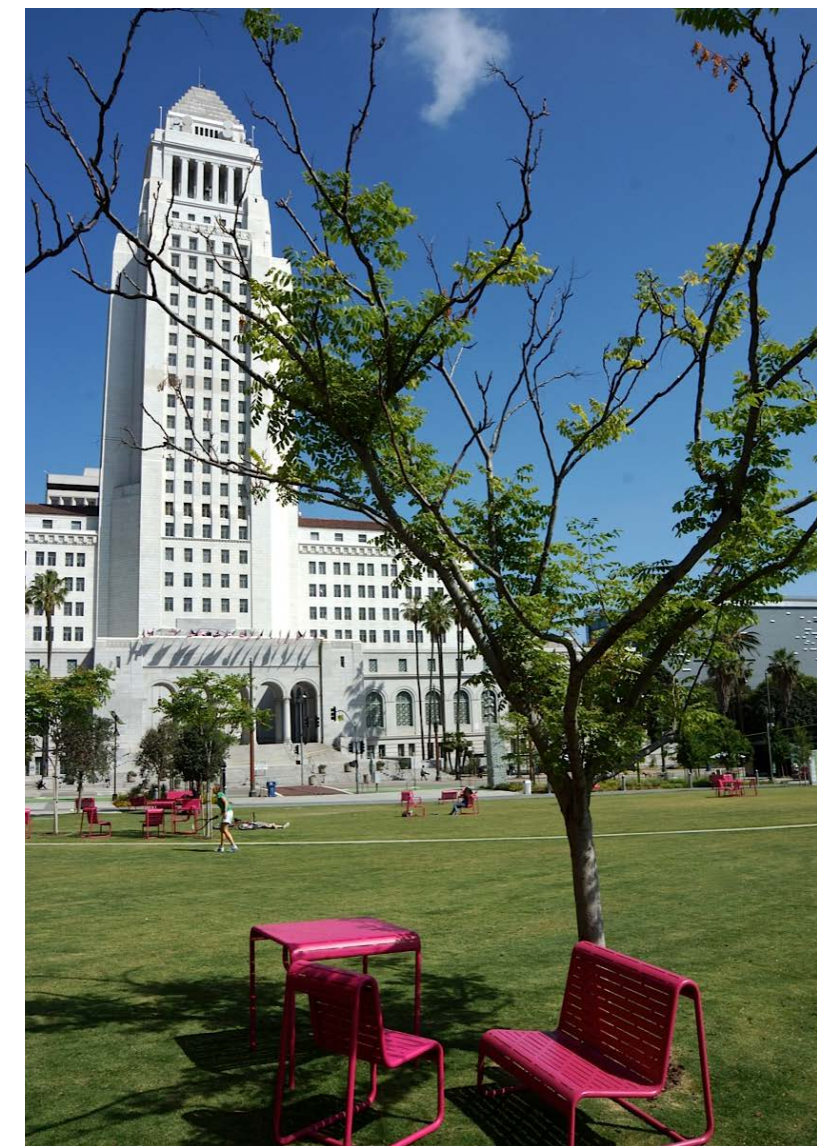
At the start of the recession, the City was comprised of 44 separate departments and related commissions. As the need grew to close the deficit while still providing core services vital to residents, the Mayor responded by reducing bureaucracy and

streamlining service delivery. By the end of his tenure, major service areas such as finance, human resources, and smaller non-core commissions had been consolidated, which created fiscal savings and work efficiencies. And as the economy began to recover from the Great Recession, the Mayor made every effort to continue assisting, not arresting, reinvestment in Los Angeles by proposing the consolidation of development functions traditionally fractured throughout the City into two new redesigned functional efforts: Planning and Development Services, and Economic and Workforce Development.

## **EXTENSION OF THE PHONE TAX**

A legal challenge under Prop 218 required all California cities to reauthorize their phone taxes or lose a substantial revenue source. Los Angeles was poised to lose \$270 million annually in City revenue right before the Great Recession. The Mayor's Office mobilized a critical campaign, Measure S, on the February 2008 ballot, which protected the City's budget and essential services.

© Stephen Coleman





**THE 2007 LABOR AGREEMENT AND EFFORTS TO ADDRESS THE BUDGET GAP**

Although supported by the financial projections at the time, the 2007 contract with the non-sworn, non-DWP civilian employees, which agreed to 25 percent in increases over five years based on several pent-up concerns, in hindsight was not in the city's best interest. With the 2008 Recession, projected revenues fell and a budget shortfall opened up. Over the next five years, civilian union members agreed to contribute an additional four percent of their salary to be applied to retiree healthcare costs, additional healthcare savings in plans for current employees, and to an extension of the agreement from five to seven years. Additional measures to address the shortfall from the Great Recession and the labor agreement included up to 36 unpaid furlough days during the years of the most severe budget shortfalls, movement of staff to special-funded departments, the elimination of thousands of vacant positions, an Early Retirement Incentive Program for 2400 employees and over 400 layoffs.

**SWORN AND CIVILIAN PENSION REFORM**

Through the negotiation and placement of Measure G on the March 2011 ballot, the Mayor played a key role in reducing City costs for pension and retiree healthcare for newly hired police officers and firefighters. Civilian pension reform was also passed, in September 2012 through a vote of the Council, and was signed by the Mayor.

**BEGAN MYLA 311 SERVICE**

Technology reshaped how the City does business and MyLA 311 perfectly demonstrated our commitment to connecting Angelenos with their city. As a result, residents could dial 311 to request city services as well as access these services and submit requests remotely via the MyLA 311 app. Anyone seeing a pothole or graffiti could take a picture and submit it electronically directly to the City for repair or removal.



© Stephen Coleman

**OCCUPY L.A.**

The Occupy movement sparked a national debate in the middle of the Great Recession and popularized ideas that are now part of our culture. As the movement spread around the United States, city governments were faced with the challenge of upholding the protesters' First Amendment Rights to free speech and peaceful assembly, while ensuring protection of public property, and a basic level of public safety. To coordinate the City's response, the Mayor convened a task-force of leaders of critical city departments to maintain a safe environment. Over several months, the number of Occupy L.A. participants grew to over 1,000 individuals and over 500 tents spread across the north, west and south lawns of City Hall. The Mayor's office and LAPD patiently negotiated with the Occupy L.A. participants, maintained order and built trust. Public health and safety conditions deteriorated over time, leading to the removal of the encampment, in the early hours of November 30, 2011, without significant incident.

The occupation provided an opportunity to re-envision the City Hall lawns and surrounding landscaping, and with the help of private contributions, it is now a more sustainable park, featuring drought-tolerant native plants and energy-efficient lighting.

**REPRESENTED THE CITY AS PRESIDENT OF THE U.S. CONFERENCE OF MAYORS**

As President of the U.S. Conference of Mayors, Mayor Villaraigosa created "A Common-Sense Jobs Agenda," which offered several creative federal policies that could help put Los Angeles and the nation back to work. Several of these policies were included in the Obama Administration's jobs

proposals. While Washington was plagued with paralysis, the Mayor also led the U.S. Conference of Mayors to unanimously support comprehensive immigration reform and a balanced plan to eliminate the federal deficit.

**CHAired THE DEMOCRATIC NATIONAL CONVENTION**

Mayor Villaraigosa was named the Chairman of the Democratic National Convention (DNC) on February 14, 2012. He was one of the lead spokespersons and champions of the DNC, which brought additional spotlight on Los Angeles. As Chair, he presided over the convention, which was the first one in history to support marriage equality as a Democratic Party platform issue, and helped usher in President Obama's official nomination for a second term in office.





# back to basics

So many achievements derive from the leadership of the City Council, and the city departments, bureaus, and agencies. Here are just some of the many accomplishments of the City of Los Angeles from 2005-2013. L.A. is getting better all the time.

## SINCE 2005, WE HAVE...

### IMPROVED SANITATION AND RESOURCE CONSERVATION:

- Reduced trash entering into receiving waters by 90 percent
- Rehabilitated 60 miles of sewers each year
- Repaired 325 miles of secondary sewers since 2007
- Built the Environmental Learning Center

### ADDED FIVE NEW EXHIBITS TO THE LOS ANGELES ZOO'S LIST OF ATTRACTIONS

- Spider City
- The Campo Gorilla Reserve
- Elephants of Asia
- Living Amphibians, Invertebrates and Reptiles (LAIR)
- Rainforest of the Americas

### FIXED STREETS AND ENHANCED NEIGHBORHOODS:

- Filled 2.5 million potholes
- Resurfaced 1,604 miles of roadway
- Preserved 5,446 miles of roadway
- Maintained pavement condition after 50 years of steady decline
- Installed 11,000 ADA Curb Ramps
- Installed 600 concrete bus pads along transit corridors
- Recycled 787,280 old waste tires and transformed them to slurry for resurfacing—using 26,000 for every 100 miles of slurry
- Installed 140,000 energy-efficient LED light fixtures
- Installed 4,683 energy-efficient LED street signal lights
- Installed 53,713 street light remote monitoring devices
- Removed 237,997,061 square feet of graffiti from 4,695,576 locations

### COMPLETED WATER CONSERVATION AND WATER QUALITY IMPROVEMENT PROJECTS

- Installed Catch Basin Inserts and Covers (to Prevent Litter from Entering the Ocean)
- Cesar Chavez Ground Water Improvement
- Grand Boulevard Tree Wells
- Hansen Dam Wetlands Restoration
- Imperial Highway Sunken Median
- Inner Cabrillo Beach Bacterial Water Quality Improvement
- Los Angeles Zoo Parking Lot Improvements
- Mar Vista Recreation Center Stormwater Improvement
- Oros Green Street
- Peck Park Canyon Enhancement
- Penmar Park Water Quality Improvement Project
- Santa Monica Bay Low-Flow Diversion Upgrades
- South Los Angeles Wetlands Park

### OPENED OR EXPANDED SEVEN NEW ANIMAL SHELTERS IN

- Lincoln Heights
- Chatsworth
- Van Nuys
- West Los Angeles
- San Pedro
- Mission Hills
- South Los Angeles

### COMPLETED 210 NEW PARKS AND RECREATION IMPROVEMENTS

- Trails
- Universal access playgrounds
- Senior centers
- Soccer and baseball fields
- ADA compliant bathrooms and walkways, lighting, irrigation, and gymnasiums.

### ADDED 68 NEW PARKS

#### OPENED 53 (INCLUDING EXPANDED OR ACQUIRED):

- 11th Avenue Pocket Park
- 139 + 141 E. 61st Street
- 207 E. 11th Place
- 4600 S. Orchard Avenue
- 4916 South McKinley Avenue
- 554 W. 97th Street
- 609 W. 105th Street
- 670 East 49th Street
- 833 W. 76th Street
- 3304 Drew Street
- 13116 Kagel Canyon Street
- 14353 W. Fox Street
- Ascot Hills Park
- Bellaire Park
- Beverly Park
- Broadway Park
- Cahuenga Peak/Hollywood Sign
- Cypress Library
- Denker and Torrance
- Echo Park Girls and Boys Club
- Echo Park Girls and Boys Club/327 Patton Street
- El Sereno Arroyo Playground
- Elysian Park Expansion
- Encino Community Center
- Francis Avenue Park
- Fulton Vanowen
- Grigsby Pocket Park
- Haines Canyon Expansion
- La Tuna Canyon/Bagdesarian Property
- Marson Park
- Mecca Avenue Park
- Moon Canyon Park
- Normandie Recreation Center Expansion
- Normandie Recreation Center Expansion (2)
- "O" Mission Trails
- RFK Inspiration Park
- Rio de Los Angeles State Park
- Rockwood Park
- Silverlake Reservoir
- Solano Avenue
- South LA Wetlands Park
- Spring Street
- Stoney Point Park Expansion
- Sycamore Grove Park
- Telfair Park
- Verdugo Mountain Park
- Verdugo Mountain Park Expansion

- Watts Cultural Crescent
- Welcome Park
- Westwood Gardens Park
- Wilmington Veterans Park
- Wilton Place Park

#### 3 NEW PARKS ARE IN CONSTRUCTION:

- Sunnynook Park
- Drum Barracks (Warren Oil)
- Wall Street Community Park

#### 12 NEW PARKS ARE IN DEVELOPMENT OR DESIGN:

- 98th Street Park
- 5401 La Mirada
- 5927 Carlton Way
- 1171-1177 Madison Avenue
- 12511 Sheldon Street
- Arts District Park
- El Dorado Park
- Oakridge Estate
- South Seas House Expansion
- South Victoria
- Via Dolce
- Watts Community Park



© Stephen Coleman



**RENOVATED AND EXPANDED THE GRIFFITH OBSERVATORY**

Completed in 2006, the Observatory now includes the world's first planetarium, a new multi-level exhibit gallery, a 200-seat presentation theatre, and a new astronomy exhibit.

**BUILT A NEW POLICE ADMINISTRATION BUILDING**

The new 10-story, state-of-the-art, 500,000 square-foot Police Administration Building in the heart of the Civic Center is LEED Gold Certified and includes many environmentally and community friendly features such as a one acre park and a civic auditorium.

**BUILT OR RENOVATED 42 PUBLIC SAFETY FACILITIES INCLUDING**

- New Emergency Operations Center
- LAFD Regional Training Center in the San Fernando Valley
- New Air Operations Facility
- Two new Bomb Squad Facilities
- New Metro Detention Center
- New Valley Bureau Headquarters & Traffic Division
- Five new Police Stations
- Twelve Renovated Police Stations
- Nineteen new or expanded Fire Stations



© Stephen Coleman

**COMPLETED FIVE LOS ANGELES RIVER REVITALIZATION MASTER PLAN PROJECTS**

- North Atwater Park Expansion
- The West Valley Bikeway
- Sunnynook River Park
- Riverdale Green Street
- Elysian Valley Bikeway

**COMPLETED FIVE COMMUNITY PLAN UPDATES**

- Hollywood (completed & adopted)
- San Pedro (completed)
- West Adams (completed)
- Sylmar (completed)
- Granada Hills (completed)

**OPENED FIVE NEW LIBRARIES**

- Little Tokyo Branch
- Fairfax Branch
- Harbor City-Harbor Gateway Branch
- Exposition Park Branch
- Silver Lake Branch

**OPENED THE BOYLE HEIGHTS TECHNOLOGY YOUTH CENTER (AND RECORDING STUDIO)**



© Stephen Coleman



Following spread © Stephen Coleman



## The Office of Mayor Villaraigosa (2005-2013)

Over a period of eight years, the opportunity to serve the City of Los Angeles through the Office of Mayor Villaraigosa has drawn a wealth of talent to City Hall. This list reflects all the staff, fellows, and staff on loan who worked for the Office of Mayor Villaraigosa at any point in time over the eight years that we had the privilege to serve. On behalf of all of them, a heartfelt THANK YOU.

NICOLE ABECKETT  
NELLIE ABERNATHY  
CECILE ABLACK  
KEVIN ACEBO  
AILEEN ADAMS  
CONNIE AGUILAR  
RODIELYN AGUILUZ  
MICHAEL AGYIN  
MICHAEL AI  
YETUNDE AKINMURELE  
KATHI ALDRIDGE  
MANUEL ALFARO-CABRERA  
MARYUM ALI  
ARIF ALIKHAN  
MARCUS ALLEN  
YOLANDA ALLEN  
CARLOS ALVARADO  
JESSICA ALVARADO  
SAUL ALVARADO  
DIEGO ALVAREZ  
JUAN ALVAREZ  
EVERARDO ALVISO  
BEATRIZ AMARO-SANTOS  
JULIA AMAYA  
DANIEL ANDALON  
BRENDA ANDERSON  
STEVE ANDREWS  
ANDREW ANTWHI  
CHRISTOPHER ANYAKWO  
PERLA ARAGON  
RAFFY ARDHALDJIAN  
SEAN ARIAN  
ALICIA AVALOS  
GERARDO AVILA  
ANGELICA AYALA  
J MARCELLA AYALA  
HAROON AZAR  
JENNIFER BADGER

SAGHI SASA BAHADORI  
DALLAS BAKER  
MARC BARANOV  
KAREN BARNETT  
URSULA BARTLETT  
ADRIAN BARTON  
KIMBERLY BAYER  
HELEN BECKON-KERSTAIN  
SANDY BEDROSIAN  
CHRISTINE BELL  
SARAH BELL  
DAVID BELTRAN  
JOHN BENEDETTI  
CATON BERKOVITZ  
LOURDES BETANCOURT  
AUSTIN BEUTNER  
SUZY BEZIKIAN  
NEERAJ BHATTNAGAR  
JIM BICKHART  
JIMMY BLACKMAN  
JULIE BLACKSHAW  
ALEJO BLANCO  
CATHERINE BLESSING  
TODD BOUEY  
DAVID BOYLE  
JOHN BRADY  
CHRISTINA BRANDLI  
RACHEL BRASHIER  
FREDERIC BRIZZI  
ADAM BRODERICK  
DONNY BROOKS  
LOVETTE BROOKS  
JULIA BROWN  
PETER BROWN  
EYVN BRYANT  
TYRIC NASON BUCHANAN  
ZARA BUKIRIN  
JUAN BUSTAMANTE  
NAHTAHNA CABANAS  
CHRISTIAN CALDERON  
LOGHAN CALL  
DAN CAROSELLI  
TIFFANY CARPENTER  
JEFFREY CARR  
DIANA CARRANZA  
JENNIE CARREON DE LACEY  
FRANCISCO CARRILLO  
RAINA CARRILLO  
JAY CARSON  
ANGELA CARTER  
MARCUS CASTAIN  
ANTHONY CASTELLANOS  
PATRICIA CASTELLANOS  
MICHAEL CATHEY  
MAYRA CEBALLOS-LOMELI  
DANIEL CEDENO  
BEN CEJA  
RUSHMORE CERVANTES  
MICHELLE CERVERA  
GUILLERMO CESPEDES  
JEAN CHAN  
MICHELLE CHAMBERS  
EVERARDO ALVISO  
BEATRIZ AMARO-SANTOS  
TESSA CHARNOFSKY  
STEPHEN CHEUNG  
LAUREN CHIANESE  
SENG CHIEN  
DAISY CHILIN  
JOANNE CHIU  
CATHERINE CHOI  
JOHN CHOI  
SALLY CHOI  
SANDY CHUNG  
TIFFANY CHUNG  
MARIA CIVILINI  
SARAH CLARK  
JIM CLARKE  
JUDI CLARKE

SEAN CLEGG  
EBONY COBB  
RYAN COHEN  
DAVID CONS  
KAREN CONSTINE  
ADAM COOPER  
KYLE COPELAND  
CELINE CORDERO  
RAMON CORTINES  
MATTHEW CRAWFORD  
JENNIFER CUEVAS  
BRIAN CURREY  
SUSANNA CURRY  
VICKI CURRY  
MARY CYNAR  
CATHY DANG  
PAULA DANIELS  
VIJAY DAS  
TINA DAUOD  
TEDDY DAVIS  
ZITA DAVIS  
CHARLES DE CUIR  
JAIME DE LA VEGA  
JESSICA DE LIMA-MORAN  
MICHELLE DE SANTIAGO  
JAMES DEBOO  
EILEEN DECKER  
GAIL DELGADO-HUEZO  
MATTHEW DELJA  
SHARON DELUGACH  
TANYA DERIVI  
ELIZABETH DIAZ  
MARIA DIAZ  
NIKKI DIBLING-MOORE  
CHRISTIAN DISI  
MARQUITA DORSEY  
JAMES DOTSON  
MARTHA DOURISBOURE  
NATALIE DUARTE  
SUI DUONG  
CARMEN DURAN  
GILBERT DURAN  
MONIQUE EARL  
JANELLE ERICKSON  
CHARLES ERWING  
ALEJANDRO ESPARZA  
CHRISTOPHE ESPINOSA  
ANGELA ESPINOZA  
MIGUEL ESPINOZA  
ERIKA ESTRADA  
LORI ESTRADA  
YOVANI ESTRADA  
PATRICIA ETEM  
LEYDI EVANGELISTA  
NATHAN EWERT  
MARTHA FAINBERG  
KATIE FALK  
DAMON FARFAN  
HANNAH FARLEY  
ALEXANDER FAY  
ROBERT FERNANDEZ  
TED FERNANDEZ  
REGIELITO FIGUEROA  
MITCHELL FINK  
CATHERINE FINLEY  
PAMELA FINLEY  
ALISA FINSTEN  
MICHELLE FLEENOR  
DESERIE FLORES  
JULIET FLORES  
MIKE FONG  
YALDA FONONNI  
SANDRA FORD-JAMES  
SANDY FRANCO  
LARRY FRANK  
BARBARA FREEMAN  
DAVID FREEMAN  
YOHANNA FRISEROVA  
SONDRA FU

SERENA FUENTES  
YOLANDA FUENTES MIRANDA  
LISA GABRIEL  
NATHANIEL GALE  
SAMUEL GALVAN  
RICARDO GALVEZ  
ADRIAN GARCIA  
DORA GARCIA  
EDUARDO GARCIA  
FABIAN GARCIA  
HILDA GARCIA  
MONICA GARCIA  
RAQUEL GARCIA  
SAM GARCIA  
RHONDA GASTON  
STEVEN GERSTEN  
ED GIPSON  
PAUL GIRARD  
TAMARA GISHRI  
DARIO GOMEZ  
DEANNA GOMEZ  
GILBERT GONZALES  
ROSEMARIE GONZALES  
JESUS GONZALEZ  
JUSTIN GONZALEZ  
LILIA GONZALEZ  
RAFAEL GONZALEZ  
SARA GONZALEZ-JONES  
RUTHERFORD GONZALVES  
CALVIN GOODE  
EVE GOODWIN LADUE  
ARIELLE GOREN  
SHMEL GRAHAM  
LIDA GRANADOS  
TRACY GRAY  
LORRAINE GREEN  
AARON GROSS  
CARY GROSS  
DANIEL GRUNFELD  
ALMA GUERRERO  
NEIL GUGLIELMO  
ANGELICA GUTIERREZ  
LLOYD GUTLAY  
DANIEL HACKNEY  
HAROLD HAIZLIP  
JERRY HALLINGER  
SARAH HAMILTON  
LISA HANSEN  
JOHN HARABEDIAN  
FRANCINE HARCUM  
JOSEPH HARI  
KELLIE HAWKINS  
LILA HAYADAVOUDI  
YULIN HE  
SOPHIA HELLER  
JENNIFER HENDERSON  
MARQUISHA HENDERSON  
KATHERINE HENNIGAN  
SARA HENRY  
CASEY HERNANDEZ  
GEORGE HERNANDEZ  
NADINE HERNANDEZ  
PAUL HERNANDEZ  
SYLVIA HERNANDEZ  
VALERIE HERNANDEZ  
ROMMEL HILARIO  
HELMI HISSERICH  
DALIA HOCHMAN  
STEPHANIE HOLLOWMAN  
MERYL HOLT  
RICARDO HONG  
CHRISTINA HOUNANIAN  
DANIELLE HOUSTON  
MARCEL HOVSEPIAN  
AMY HOWARD  
NATHAN HOWARD  
CLARENCE HSU  
KATHLEEN HUTTON  
LENA HWANG

JOSE IBARRA-VIRGEN  
AREEN IBRANOSSIAN  
ROXANNA ION  
FORTUNA IPPOLITI  
GREGORY IRISH  
JARED IRMAS  
AMANDA IRVINE  
DONNA JEAN IRVING  
KELLIE IRVING  
MICHELLE ISEMAN  
CAITLIN ISHIGOOKA  
RAYMOND JACK  
SUSAN JACK  
SAM GARCIA  
JOSEPH JACKSON  
KATHERINE JACKSON  
LEONARD JACKSON  
MANISH JAIN  
SANDRA JAMES  
GABRIELA JASSO  
CARMINIA JIMENEZ  
SANDRA JIMENEZ  
ANGIE JIMENEZ-CEDILLO  
BETH JINES  
JENESSA JOFFE  
JAMILLAH JORDAN  
MATTHEW KARATZ  
JACK KAYAJIAN  
ZACHARY KENNER  
GREGG KETTLES  
AUDREY KIM  
REBEKAH KIM  
SUSAN KIM  
ELIZABETH KIVOWITZ  
MARK KLEGER  
KRISTA KLINE  
CHRIS KO  
KRISTIN KOENIG  
ROBIN KRAMER  
MOLLY KRAUS  
CASSANDRA KRAUSE  
RACHEL KRUER  
J.C. LACEY  
EVE LADUE  
DANIELLE LAFAYETTE  
JUNE LAGMAY  
LUCIA LAGUNA  
JESSICA LALL  
MERVIN LAMBAY  
SHANNON LAWRENCE  
CAITLIN LAWRENCE-TOOMBS  
KIMYEN LE  
MICHELLE LE  
JORJA LEAP  
BORJA LEON  
CHARLES LEON  
MIGUEL LEON  
NANCY LEU  
ANTHONY LEVEY  
SCOTT LEVY  
ANDRE LEWIS  
ANDREW LEWIS  
DAVID LIBATIQUE  
GREGG LICHTENSTEIN  
JANELLE LIN  
JIAJIE LIU  
CANDICE LIVINGSTON  
MIRIAM LONG  
PAULINE LOO  
ALMA LOPEZ-GUERRERO  
ARNOLD LOPEZ  
DANIEL LOPEZ  
ESMERALDA LOPEZ  
FRANK LOPEZ  
GUILLERMIN LOPEZ  
JENNIFER LOPEZ  
JESSICA LOPEZ  
MARIANA LOPEZ  
MILDRED LOPEZ  
NESTOR LOPEZ

JOSH LOW  
RONALD LOWE  
BRONLEY LUHRS  
CLAUDIA LUNA  
DAVID LUTHER  
YOUQING MA  
LUZVIMINDA MAC  
KAREN MACIAS  
JORGE MADRID  
JASMIN MADRIGAL  
OSIEL MADRIGAL  
JULIE MAGALLANES-GUEVARA  
TERESA MAGALA  
JEFFREY MALIN  
CARLON MANUEL  
LIDIA MANZANARES  
DOMINGO MARINAS  
ABIGAIL MARQUEZ  
AURELIO MARQUEZ  
MERCEDES MARQUEZ  
ADRIANA MARTINEZ  
ALMA MARTINEZ  
CARLA MARTINEZ  
DARLENE MARTINEZ  
LAURA MARTINEZ  
LIZETTE MARTINEZ  
LUPITA MARTINEZ  
MARTIN MARTINEZ  
MILDRED MARTINEZ  
BLANCA MARTINEZ NAVARRO  
ARCENIO MATAKA  
GEORGIA MATTERA  
EMILY MAYEDA  
MONICA MCDERMOTT  
PETTINELLA MCOCKER  
SUSAN MCTIGUE  
JOSEPH MEDINA  
DONNA MEIDL ESTACIO  
JULIAN MELENDEZ  
LYS MENDEZ PALOMO  
VALINDA MENESES  
BRETT MESSING  
DENNIS METTS  
JOHN MILLS  
PIERRE JOHN MILLS  
ALEXANDER MISHKIN  
STEVE MOCALIS  
LUCILLE MOLLOY  
AARON MONARREZ  
DAVID MONTES  
LINDSEY MOORE  
ANTONIO MORA  
DAVID MORA  
LUIS MORA  
MANDY MORALES  
TRAVON MOSS  
JACOB MOTTA  
MARK MULLEN  
MICHAEL MULLIN  
AMELIA MUNOZ  
TAMMIE MURRAY  
REBECCA NADYBAL  
RON NAGAI

MARY NAJERA  
THOMAS NAKANISHI  
MARK NAKATA  
YVETTE NALL  
ROGELIO NAVAR  
ERICA NEVAREZ  
ALEXA-RAE NAVARRO  
SHARON NEAL  
CATHY NEGRETE  
DOUGLAS NELSON  
SHANNON NEMZER  
CANDICE NGUYEN  
KEVIN NIDA  
DARYL NIEMEROW  
BARBARA NOBREGAS  
REED NORTH  
TALIA NOUR-OMID  
ISABEL NUNES  
JAMIE OBAL  
MIRTA OCANA  
CLAIRE OCONNOR  
DORA OGUNNAIKE  
REY OKAMOTO  
JESSICA OLETA  
STEVE OLIVAS  
STEVE ONGELE  
REINA ORELLANA  
DANIEL ORNELAS  
JAZMIN ORTEGA MORALES  
EMILY ORTIZ  
GABRIELA ORTIZ  
ROGER ORTIZ  
TORIE OSBORN  
ANIKA OSTIN  
DONNA OTA  
ANGELA OVALLE  
ROBERT "BUD" OVROM  
JAMES OWEN  
ALVARO PACHECO  
MICA PALACIOS  
JULIAN PARK  
PATRICIA PARK  
AMANDA PARSONS  
ROMEL PASCUAL  
MELISSA PAULDING  
ALEXANDRA PAXTON  
JESSICA PAYNE  
CHRIS PEARSON  
AILEEN PEREZ  
ANDREW PEREZ  
CAROL PEREZ  
FELIPE PEREZ  
MARISA PEREZ  
MIGUEL PEREZ  
NANCY PEREZ  
NIKI PEREZ  
DAVID PHELPS  
PATRICIA PHILLIPS  
KRISTA PHIPPS  
CHEYENNE PIERCE  
LESLIE POLLNER  
THALIA POLYCHRONIS  
JONATHAN POWELL

MARTHA PRECIADO  
BRADLEY PREGERSON  
SHARMEEN PREMREE  
AJA PRICE  
LEONID PUSTILNIKOV  
DAVID RAHIMIAN  
JOSEPH MANUEL RAMALLO  
EVANGELINA RAMOS  
KATRINA VAZQUEZ RAMOS  
MELINDA RAMOS  
ROBERT RAMOS  
DOROTHY RANDLE  
MARIA RANGEL  
LAUREN REDWINE  
DAVID REICH  
CODY RENEAU  
PATRICIA RESTREPO  
JORGE REYES  
ROLANDO REYES  
KIRSTEN REYNEN  
TATE RIDER  
JORGE RIVAS  
MARGARITA RIVAS  
CRISTINA RIVERA  
ISABEL RIVERO  
TRICIA RO  
FREYA ROBAYO  
MICHAEL ROBERTSON  
WILLIAM ROBISON  
ANA LYNN ROCIO  
ENRIQUE RODRIGUEZ  
JUAN RODRIGUEZ  
ISRAEL ROJAS  
REBECCA RONQUILLO  
AMANDA ROSAS  
LAUREN ROSAS  
TERRY ROSE  
ELIZABETH ROSNER  
DANIEL ROSS  
DAISY ROSSI  
DIANA RUBIO  
RUBEN RUBIN  
MATTHEW RUDNICK  
DARRYL RYAN  
THOMAS SAENZ  
MARLENE SALAZAR  
CAROL SALAZAR PEREZ  
PRIYA SALUJA  
JOSEFINA SALVADOR  
SERGIO SAMAYOA  
ANTONIO SANCHEZ  
LUIS SANCHEZ  
TERESA SANCHEZ  
PETER SANDERS  
GABRIEL SANDOVAL  
SANDRA SANDOVAL  
MIGUEL SANGALANG  
CARLA SANGER  
GABRIELA SARAVIA  
LISA SARNO  
MONIQUE SCHLICHTMAN  
JEREMY SCHOECH  
JILL SCOGGINS

JAMES SEELEY  
PARITA SELFRIDGE  
GABRIEL SERMENO  
SEYEDEH SEYEDBOLOORI  
MAGGIE SHACKELFORD  
NEHA SHAH  
SALONI SHAH  
PETER SHANEL  
ELGA SHARPE  
TERESA SHARTEL  
SARAH SHEAHAN  
CHRISTINE SHEN  
DUSTIN SHIAU  
LAURA SHIN  
HEIDI SICKLER  
ROCHELLE SILSBEE  
LUCIA SILVA  
MARCUS SIMPSON  
CARLOS SINGER  
KAREN SISSON  
VARUN SIVARAM  
ELIZABETH SKRZAT  
AMANDA SMICK  
HAKAN SMITH  
LINDA SMITH GATLIN  
EMMANUELLE SOICHET  
SILVIA SOLIS SHAW  
BARBARA SOLISH  
KAYE SONG  
MIN-KUK SONG  
CHERYL SORIANO  
MARITZA SOSA-NIEVES  
STEPHEN SOTOMAYOR  
REBECCA SONQUILLO  
ANISA SPOTSWOOD  
GREGORY SPOTTS  
DAVID STARKOPF  
DREW STEINBERG  
ALYSHA STEIN-MANES  
SUE STENGEL  
BRUCE STENSLIE  
TIESHA STEWART  
MOIRA STOCKWELL  
CATHERINE STRINGER  
MAURICE SUH  
JOAN SULLIVAN  
NANCY SUTLEY  
MATTHEW SZABO  
NICHOLAS SZAMET  
MCKINLEY TENNYSON  
MICHAEL THOMAS  
KIMBERLY THOMPSON  
BRENDA THREATT  
MARY ELIZABETH TIREY-JINES  
RACHEL TKATCH  
EMILY TO  
THI TON  
PASCUAL TORRES  
ELAINE TRONE  
CHRISTIAN TROY  
MICHAEL TRUJILLO  
JENNAFER TRYCK  
MARSHALL TUCK

KATYNJA UDENGWU  
THALIA URIBE  
CYNTHIA VALDEZ  
PAOLA VALDIVIA  
JESUS VALENCIA  
STEPHANIE VALENZUELA  
REFUGIO VALLE  
BRET VANDENBOS  
NORMA VEGA  
CARLOS VELASQUEZ  
MAYRA VENEGAS  
REBECCA VERDOLINO-  
NURICK  
LAURA SHIN  
HEIDI SICKLER  
ROCHELLE SILSBEE  
LUCIA SILVA  
MARCUS SIMPSON  
CARLOS SINGER  
KAREN SISSON  
VARUN SIVARAM  
ELIZABETH SKRZAT  
AMANDA SMICK  
HAKAN SMITH  
LINDA SMITH GATLIN  
EMMANUELLE SOICHET  
SILVIA SOLIS SHAW  
BARBARA SOLISH  
KAYE SONG  
MIN-KUK SONG  
CHERYL SORIANO  
MARITZA SOSA-NIEVES  
STEPHEN SOTOMAYOR  
REBECCA SONQUILLO  
ANISA SPOTSWOOD  
GREGORY SPOTTS  
DAVID STARKOPF  
DREW STEINBERG  
ALYSHA STEIN-MANES  
SUE STENGEL  
BRUCE STENSLIE  
TIESHA STEWART  
MOIRA STOCKWELL  
CATHERINE STRINGER  
MAURICE SUH  
JOAN SULLIVAN  
NANCY SUTLEY  
MATTHEW SZABO  
NICHOLAS SZAMET  
MCKINLEY TENNYSON  
MICHAEL THOMAS  
KIMBERLY THOMPSON  
BRENDA THREATT  
MARY ELIZABETH TIREY-JINES  
RACHEL TKATCH  
EMILY TO  
THI TON  
PASCUAL TORRES  
ELAINE TRONE  
CHRISTIAN TROY  
MICHAEL TRUJILLO  
JENNAFER TRYCK  
MARSHALL TUCK

## ACKNOWLEDGEMENTS

### PROJECT MANAGERS

Larry Frank  
Paula Daniels  
Miguel Sangalang (PMU Dir)  
Jan Michael-Medina  
Rachel Miers  
Cody Reneau  
Carter Rubin  
Jill Scoggins

### WRITERS

Deputy Mayors and their  
Teams

### PHOTOGRAPHS BY

Stephen Coleman  
David Starkopf  
Tyrone Washington

### EDITORS

Carol Mithers  
Jim Bickhart

### GRAPHIC DESIGNERS

Anisha Hingorani

(Icon Consultation: Kyle Valentic)

### FUNDERS

David Bohnett Foundation  
Goldhirsh Foundation  
Pacific Federal Insurance

### PRINTED BY

Michael Boundy  
General Services Division