

# PARTNERING FOR THE IMPROVEMENT OF THE CRENSHAW COMMUNITY

Strategic Planning Workshop  
June 29, 2009



*Prepared by*



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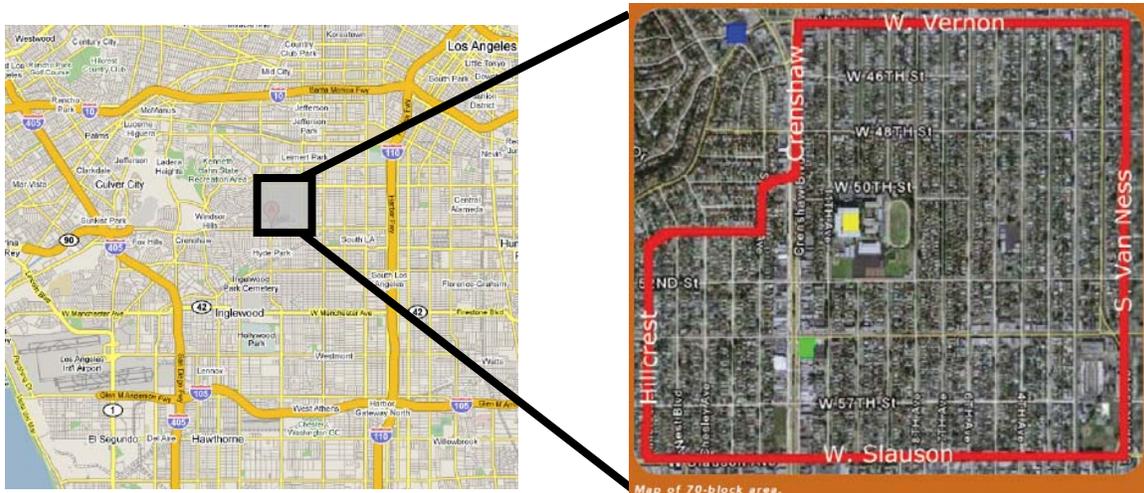


## Introduction

On Monday, June 29, 2009, the Los Angeles Urban League (Urban League) and the State of California Business, Transportation, and Housing Agency (BTH) hosted a three-hour Strategic Planning Workshop. The purpose of the workshop was to convene over 50 stakeholders to identify opportunities that will further enhance and improve the quality of life in the Crenshaw community.

President Blair Taylor of the Urban League and Secretary Bonner of BTH welcomed participants and gave opening remarks. President Taylor provided an overview of the Urban League, and the organization's overarching vision and work. Secretary Bonner welcomed participants, provided a state of the State address, and introduced the Community Urban Communities Collaborative (CUCC).

CUCC is an initiative of BTH designed to assist urban communities in leveraging public and private resources to improve their quality of life. Public resources include transportation services that provide mobility and accessibility for residents of communities to education, jobs, and health services. The Crenshaw community is one of two areas in the state that have been identified to participate in this pilot project. The project area is bounded by West Vernon Avenue to the north, South Van Ness Avenue to the east, West Slauson Avenue to the south, Hillcrest Drive to the west up to Floresta Avenue and Crenshaw Boulevard.



The Crenshaw community is located in southwest Los Angeles

Robert Glazier, Deputy Secretary BTH, provided an introduction to the workshop purpose and objectives. The workshop objectives were to:

- Connect with key partners,

- Identify projects and programs to meet unmet needs, and
- Lay the foundation for developing a workplan for the Crenshaw Corridor.

Following an outline of the workshop objectives, members of the Urban League formally acknowledged the California Highway Patrol for their efforts and contributions to the Crenshaw Corridor.

Key partners in the initiative, California Department of Housing and Community Development (HCD) and Caltrans, gave an overview of their organizations and objectives. Director Lynn Jacobs of HCD shared the organization's overarching mission and objectives for the workshop. Caltrans Deputy Director Martin Tuttle expressed Caltrans' support for integrating transportation and housing solutions and for community-based planning.

Renita Smith and Pamela Bakewell of the Urban League presented the organization's mission and goals and introduced the Neighborhoods@Work Initiative. The pilot initiative focuses on a 70-block area in the Crenshaw Corridor. The goals of the initiative are to build a replicable model for urban transformation, to focus on interrelated challenges, to collaborate extensively, and to carefully track and report results.

Pat McLaughlin and Esmeralda García of MIG, Inc. (MIG) served as the Masters of Ceremonies (MCs) for the workshop. Ms. García asked participants to join the housing or transportation-based discussion group as indicated by an icon on their nametags. Ms. McLaughlin and Ms. Garcia facilitated the transportation and housing-based discussion groups and Andi Nelson and Jesse Froehlich of MIG, respectively, recorded the transportation and housing-based discussions on wallgraphic paper. Copies of the wallgraphics from the meeting are included at the end of this summary report.

In addition to the host organizations, representatives from transportation, housing, planning, redevelopment, employment, and finance organizations, as well as representatives from Los Angeles City Council, California State Assembly and Los Angeles County Supervisors' offices participated in the discussion groups. After a one-hour discussion, group representatives from the Urban League, Charles Boyd and Kuliema Blueford, reported key findings to the whole group. Participants engaged in a networking lunch and heard closing remarks from Renita Smith.

The body of this summary report is organized according to the day's major topics of discussion:

- I. Community Needs and Issues
- II. Opportunities
- III. Partnerships and Funding

## Participants

The following stakeholders participated in the three-hour strategic planning workshop:

### Los Angeles Urban League

President and CEO Blair H. Taylor, Renita Smith, Pamela Bakewell, Kuliema Blueford, Charles Boyd, Adrienne Sears, Angela DaiRe, Jacquelyn Horton, D'Ann Morris, Chris Strudwick-Turner, Albert Toscano, Trevor Ward, LaTanya Keffer, Suzanne Coleman, Stacey Farmer, Jennifer Penate, Emily Newman, Juvie Gonzalez

### California Department of Business, Transportation and Housing

Secretary Dale E. Bonner, Robert Glazier, Steve Gallagher

### California State Department of Housing and Community Development

Director Lynn Jacobs

### California State Department of Transportation (Caltrans) (Headquarters)

Deputy Director Martin Tuttle

### Caltrans (District 7)

James McCarthy and Wilford Melton

### Caltrans (District 8)

Ta-Lecia Arbor

### City of Los Angeles, Department of Planning

Reuben Caldwell

### City of Los Angeles, Department of Transportation

Michael F. Davies

### City of Los Angeles, Business Services

Gregory Burks

### City of Los Angeles, Department of Community Development

Chris Pearson, Joseph Rouzan

### City of Los Angeles, City Attorney's Office

Sharee Sanders

Office of the Mayor, City of Los Angeles

Susan Kim

Community Redevelopment Agency, City of Los Angeles

Jeff Carpenter, Michelle Banks-Ordone

South Los Angeles Area Planning Commission

Reginald Chapple

Metro (Los Angeles County Metropolitan Transportation Authority)

Madeline Van Leuvan, Alan Patashnick, Scott Greene, Brandon Farley, Dana Coffey

Department of Motor Vehicles (DMV)

Yvonne Haynes, Sonya Coleman

California Office of Traffic and Safety

Karen Coyle, David Doucette

California Highway Patrol

Tommi Tyler

Los Angeles Police Department

Bernadine Thomsen

California Housing Finance Agency

Ken Giebel

Enterprise Community Partners

Jeff Schaffer

US Department of Housing and Urban Development (HUD)

Kelly Boyer

Fannie Mae

Delphine Pruitt

California Employment Development Department

Ellen Greer

Consolidated Board of Realtists

Kevin L. Smith

Office of Speaker of the Assembly Karen Bass

Patrice Marshall

Office of Los Angeles County Supervisor Mark Ridley-Thomas

Erin Stennis

Office of U.S. Representative Diane Watson

Charles Stewart

Bank of America

Gail Lannoy

# I. Community Needs and Issues

The purpose of the workshop was to identify strategies that address the housing and transportation needs of the Crenshaw community. The Urban League and other non-profit and community based organizations currently provide a variety of programs that serve the needs of this community. However there are still some unmet needs. Kuliema Blueford and Charles Boyd, Deputy Neighborhood Officers (DNO) of Employment, and Housing and Safety for the Neighborhoods@Work project, respectively, provided a brief overview of the Crenshaw community transportation and housing needs for each discussion group.

## Transportation

Ms. Blueford highlighted the following key needs in the Crenshaw community related to transportation:

- Pedestrian and bicycle safety improvements - increasing pedestrian lighting, fixing sidewalks, improving dangerous intersections, pedestrian and bicycle safety programs, and addressing crime along main streets.
- Public transit system improvements - bus stop and light rail stop improvements and amenities (lighting, benches and shelters), additional bus routes, affordable fare rates, efficient services, safety on public transit and at transit stops.
- Streetscape improvements and enhancement – tree planting and landscaping, enhancing the public realm, and increasing the availability of usable public space.
- Infrastructure improvements and updates – traffic calming measures such as speed humps, one-way street conversions, narrower streets, pedestrian refuges, curb extensions, and raised pedestrian crossings.
- Transportation connections – link residents to local and regional employment opportunities and the commercial corridor.
- Safe routes and transportation for school children and youth – provide safe mode of transportation or route for school children and youth that connects students from their homes to school entrances.

In addition to elaborating on these needs, transportation group participants they brought up additional needs. Participants highlighted concerns and needs in the community including:

- The presence of crime, speeding, and cruising along the Crenshaw Corridor.

- The existing streetscape impacts viable economic development, and pedestrian and transit-rider safety.
- Inequitable access to transportation options for seniors, youth, and disabled residents.
- Greatest need areas include the South 48<sup>th</sup> Street area, and Vernon Avenue and 48<sup>th</sup> Street arterials.

Participants reviewed existing Urban League projects and programs, and identified unmet transportation needs in the Crenshaw Corridor. The group determined that there is a need for additional financial resources, grant writing expertise, and successful partnerships to implement projects and programs and meet unmet needs. Several participants commented on the need to strengthen partnerships with the Los Angeles County Sherriff's office and the Los Angeles Police Department (LAPD).

As a whole, safety is a high priority for the economic development and health of the Crenshaw Corridor.

## Housing

Mr. Boyd highlighted the following key needs in the Crenshaw community related to housing:

- Homeowner retention – prevent the displacement of long-term homeowners and prevent residential mortgage defaults and foreclosures.
- Housing services and programs – provide services to assist homeowners at risk of losing their homes.
- Housing located in proximity to employment centers.
- Home value protection – protect the value of homes; assist in home beautification initiatives and projects.
- Access to affordable rental and owned housing – augment housing stock to ensure a supply of housing with an appropriate mix of rental and homeownership opportunities.

In the discussion of identified housing needs, discussion group participants identified several key assets in the Crenshaw community to be protected and enhanced. Participants value building on the following qualities in the community: high homeownership percentage, especially the number of African-American residents who own homes; existing housing programs and services; and, interest in new partnerships and new ideas.

Discussion group participants expounded on housing needs identified by Mr. Boyd. Participants highlighted needs in the community including:

- To expand the limited amount of resources in the community to support homeownership.
- To have homeownership opportunities for seniors and low income residents, as well as multi-family housing opportunities, and better upkeep of multi-family developments.
- To support residents who *will* lose their homes, including addressing mortgage lender communication regulations that prevent lenders from contacting delinquents for 60 days following missed payment.
- To create housing programs and projects in a methodical and sustainable manner to avoid unwanted consequences.

Participants reviewed existing Urban League projects and programs, and identified unmet housing needs in the Crenshaw Corridor. The group agreed that the key housing-related priority in the community is homeowner retention, which will support stable communities within the Crenshaw Corridor.

## II. Opportunities

Transportation and housing discussion groups identified opportunities to meet unmet needs in the community. Priority action items emerged from each discussion group's list of opportunities.

### Transportation

The following opportunities related to transportation were identified and highlighted by the transportation discussion group participants.

#### ***Personal safety at bus stops and on public transportation***

There is an opportunity to develop bus stops and the public transportation system as a safe haven in the Crenshaw community. Stops at schools are particularly problematic. Partnerships between law enforcement agencies including the LAPD, the Los Angeles Unified School District (LAUSD) enforcement squad, the Sheriff's Office, California Highway Patrol, and the Crenshaw High School Social Justice group could be developed and strengthened. Surveillance should be focused during time period before and after school. An undercover security team and a communication link, such as mobile phone technology, could be created between the Deputy, the Social Justice Academy and other law enforcement agencies to alert the LAPD of bus stop and public transportation incidents. Lessons for similar efforts at Audubon Middle School could inform the project.

#### ***Green Street Vision and Plan***

Develop a clear Green Street Vision and Plan for all arterials, which would provide for streetscape improvements and pedestrian safety. The Vision and Plan could be

coordinated with Metro's Crenshaw Corridor Transportation Improvement Project, which includes options for center-running light rail and bus rapid transit. A green corridor vision could include streetscape and linkages, tying in feeder arterials and streets adjacent to the Crenshaw corridor. A representative from Supervisor Mark Ridley-Thomas' office mentioned a Green Street Plan example that had been done in the district.

### ***Business Improvement District***

A Business Improvement District (BID) along the Crenshaw Corridor and in the South 48<sup>th</sup> Street area is an opportunity to support economic development and local employment, generating a source of revenue within the community. The BID, for example, could fund parking enforcement. Existing businesses do not have the resources to apply for BID status. There is an opportunity to develop partnerships and funding to create a BID in Crenshaw.

In addition to the priority opportunities listed above, participants highlighted the following transportation-related opportunities within the community:

- Engage the community in the enhancement of the Crenshaw community.
- Connect bus rapid transit and the light rail train in Crenshaw to other communities, such as Inglewood.
- Promote environmental stewardship by supporting green building principles and practices.
- Promote law enforcement and job opportunities by increasing awareness and accessibility. Provide a volunteer mounted (horse and rider) unit along the Crenshaw Corridor.
- Develop the Crenshaw workforce with programs and training.
- Explore best practices in other communities with similar needs and issues and apply these lessons to program and project development in Crenshaw.
- Regulate and relocate cruising and related activity.
- Build on the Stockard and Vernon area reputation with youth residents. Support youth development and growth using established social patterns and interests.
- Explore opportunities to increase awareness and knowledge of the community. Use existing bus communication technology for public service announcements to highlight events and news at specific locations along the corridor.

## Housing

The following opportunities related to housing were identified and highlighted by the housing discussion group participants.

### ***Homeownership counseling and education***

Connect community members with existing homeownership resources and build on existing programs. The group emphasized the importance of homeownership counseling services to provide direction on credit, homeownership project and finance priorities, pre-purchase and post-purchase strategies, mortgage default impacts, refinancing, and home maintenance. It was noted that resources for defaulted homeowners diminish significantly as time passes (the “funneling phenomenon”), and that homeowners need to understand that early action is crucial if they are in need of assistance.

### ***Enhanced community resources and relationships***

Counseling and education organizations need to build local credibility, and should reach out and involve community members. The Urban League was recognized as an existing credible local resource that can take a leadership role in enhancing community counseling services. The Urban League can build on good community relationships and spearhead an outreach effort to connect community members with local resources. There is an opportunity for the Urban League to become a HUD-certified counselor.

Various participants noted that, in general, there is a need for improved communications between regulatory and community organizations, and between counseling and loan resources.

### ***Housing growth focus areas***

Identify geographic areas with the greatest needs related to homeownership issues. Connecting with affordable housing developers to build housing capacity in identified areas could provide safe, affordable multi-family housing and support economic development in the community. Local, nationwide, legal and other community organizations could work with the Urban League to select housing growth focus areas. These focus areas could be in proximity to commercial and transportation corridors to encourage economic development and accessibility.

In addition to the priority opportunities listed above, participants highlighted the following housing-related opportunities within the community:

- Explore best practices and model programs.
- Leverage the relationship between local real estate agents and clients as a potential “first contact” for counseling opportunities.
- Support homeowner education programs for youth.
- Connect community members with Fannie Mae training resources.
- Enhance collaboration within the Urban League network nationwide.

### III. Partnerships and Funding

Participants identified the need for strengthening partnerships, developing new partnerships, and acquiring funding resources as key to the implementation of identified opportunities.

#### Transportation

Participants discussed key partnership opportunities and funding for implementing transportation programs and projects.

#### ***Grant writing***

Participants identified the Community Redevelopment Agency, City of Los Angeles, and University of Southern California as key partners in grant writing. The Urban League could team with these entities to share grant writing expertise and understanding. Partners could research available and appropriate grants, and provide results to the Urban League.

#### ***Green Street Vision and Plan***

The Urban League could partner with Metro and the City of Los Angeles (Departments of Planning, Transportation, and Community Development) to develop and implement the Green Street Vision and Plan for the Crenshaw community. Existing street improvements to the north of Crenshaw could be extended south along the Crenshaw Corridor. The Urban League could partner with the City of Los Angeles or other jurisdictions to apply for funding.

#### ***Contract and bid opportunities***

The Urban League has the opportunity to partner with local businesses to promote contracting reform and allow local businesses to qualify for bids. Government agencies can also provide valuable resources to apply for bids when non-profits lack the resources to respond.

#### ***Workforce development***

There is an opportunity to partner with the local Conservation Corps to work with the community's youth residents and develop employment skills and project training. Additionally, participants suggested partnering with schools to dispel misconceptions of the police force's mission and purpose and to promote employment opportunities with the force. Working with and developing program links between the Police Department Explorer Program, DAPS Program, Crenshaw High School Social Justice Academy could support this effort,

#### ***Personal safety at bus stops and on public transportation***

The Urban League could partner with the Sherriff's Office, LAPD, Crenshaw High School

Social Justice Academy, California Highway Patrol, City Attorney's Office, and the District Attorney's Office to develop an undercover security team and regulatory system.

### ***Successful partnership examples***

Participants also suggested following models established by Council District 10 projects and the LAPD, CHP, and Sherriff's Office coordination and partnership.

### ***Metro Call for Projects***

Metro has a funding program, the Call for Projects, that can provide funding for streetscape and pedestrian improvements. Metro representatives suggested applying for Transportation Enhancement Activities (TEA) resources. While competitive, in addition to streetscape and pedestrian improvements, it could be possible to fund other needed improvements such as raised grading and medians to prevent cruising and doughnuts along arterials. There are also opportunities for workforce development and safety grants. The Urban League should partner with a local jurisdiction, since a jurisdiction needs to submit the application. The application must include confirmation that the neighborhood is in favor of the proposed project.

### ***Measure R***

Measure R adds a ½ cent sales tax for Los Angeles County for financing new transportation programs and projects, and accelerating many of those already in the pipeline. Fifteen percent of these funds go to cities on a population basis. The Urban League could work with the City of Los Angeles Department of Transportation to plan for use of a portion of these funds. Measure R funds implementation guidelines are flexible. Funds will be collected starting July 1, 2009 for distribution to cities.

## **Housing**

Participants discussed key partnership opportunities and funding for implementing housing programs and projects.

### ***Affordable housing partners***

Jamboree Housing and Enterprise are two potential partners to promote and provide affordable housing in the Crenshaw community. Jamboree Housing creates opportunities for lower-income families, seniors, and those with special needs to access affordable resident services and programs. Similarly, Enterprise is a national non-profit that creates opportunities for low- and moderate- income people by developing affordable housing and communities.

### ***Employment Development Department (EDD)***

Families in potential risk of losing their homes due to job loss could be identified through a partnership between EDD and the Urban League. The unemployment office could refer clients to the Urban League for further information on local community services and housing programs.

### ***Board of Realtists***

The Urban League could work with the Board of Realtists to obtain data resources and leverage loan modifications.

### ***Federal stimulus funding***

Federal stimulus funding is being provided for home improvement projects that focus on energy conservation and home weatherization.

### ***California Housing Finance Agency (Cal-HFA)***

Cal-HFA provides funding opportunities for housing, such as the Community Stabilization Home Loan Program (CSHLP). CSHLP offers a below market rate , conventional first mortgage loan to first-time homebuyers purchasing select real estate owned (REO) properties in specific California communities. Crenshaw zip codes 90043 and 90008 are considered eligible property locations for CSHLP funds.

### ***HUD Neighborhood Stabilization Program (NSP)***

The City of Los Angeles Housing Department provides 25 percent of housing funds for families who earn less than the median income. The Urban League could partner with the Housing Department to attain funds for community members.

### ***HUD Section 202 Program***

The HUD Section 202 program provides funds for affordable multi-family housing development for low-income elderly people. This program could provide an opportunity to fund affordable housing projects in Crenshaw for the elderly.

### ***Private Mortgage Insurance***

Cal 30 Loans include private mortgage insurance (PMI). PMI is insurance payable to a lender or trustee for securities that may be required when taking out a mortgage loan. It is insurance that, in the case of foreclosure and the sale of the mortgaged property, will offset losses if a mortgager is not able to repay the loan and the lender is not able to recover the costs. PMI will protect homeowners in the case that they lose their home.

### ***Neighborhood Investment District (NID)***

There is opportunity to develop a NID to address the issues related to foreclosure in the Crenshaw Neighborhood.

### ***Fannie Mae***

Fannie Mae provides funds to housing and neighborhood services to support personal finance education. The Urban League could partner with Fannie Mae to support housing-related education in the Crenshaw community.

Fannie Mae and Freddie Mac provide Government Sponsored Enterprise (GSE) loans. GSE backed loans are available for lenders and borrowers, and are touted as a safe lending option. Non-government sponsored enterprise loans are also available. There are different resources for each type of sponsored enterprise loan.

## IV. Next Steps

Renita Smith of the Urban League closed the workshop by acknowledging the partner organizations, the workshop participants, and the productive and informative group discussions. Ms. Smith identified the next steps for the project, which include:

- MIG will finalize a Workshop Summary that will include a recounting of the workshop and copies of the wallgraphics from the discussion groups.
- Project Team will meet via conference call to discuss next steps and the workplan.
- Priority housing and transportation projects will be identified, as will key partners and funding opportunities to carry out identified projects and programs.

### Project Timeline

To be completed

# CVCC WORKSHOP

## Housing



### PARTNERING FOR THE IMPROVEMENT OF THE CRENSHAW COMMUNITY STRATEGIC PLANNING WORKSHOP

June 29, 2009  
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Prepared By:  
MIG

# CUCC WORKSHOP

## Transportation



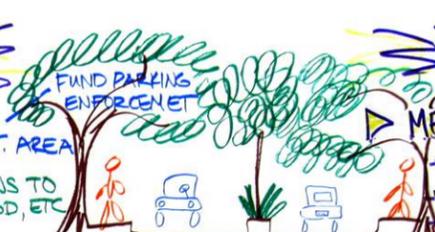
- ▷ SAFETY FOR BUS & BUS STOP
- ▷ SHERIFFS OFFICE & LAPD PARTNERSHIP
- ▷ PEOPLE (SENIORS) ARE CROWDED OUT
- ▷ GAP AT LAUL TO HELP - GRANTS EXPERTISE W/ FORMS
- ▷ LITTLE EXCESS CAPACITY OF GOVT AGENCIES
- ▷ ACCESS FOR SENIORS + DISABLED RESIDENTS
- ▷ CRIME ALONG CRENSHAW CORRIDOR
  - BARRIER TO EMPLOYMENT, SCHOOL, BUSINESS
  - FAST FURIOUS
- ▷ SPEEDING, CRUISING ALONG BLVD. PREVENTS PEOPLE FROM USING BUSINESSES
  - 3-4 QM IN MORNING
- ▷ STREETScape IMPACTS BUSINESS
- ▷ PEOPLE FEEL UNSAFE GETTING TO AND FROM SCHOOL, BUSINESSES
- ▷ S 48th = AREA OF GREATEST NEED
- ▷ FUNDING FOR BID DEVT
- ▷ RESOURCES, PARTNERSHIPS
- ▷ OTHER CORRIDORS - PREVENT CRUISING PROMOTE SAFETY
  - VERNON, 48th
- ▷ LIGHTING (PEDESTRIAN, SIDEWALKS)
  - SAFETY
  - ALL MATERIALS
- ▷ RESOURCES TO APPLY FOR BIDS (LOCAL BUSINESSES)

# GAPS



# OPPORTUNITIES

- ▷ WORK W/ ENGAGE COMMUNITY (BID)
- ▷ BUSINESS IMPROVEMENT DISTRICT - S 48th ST. AREA
- ▷ BRT OR LRT IN CRENSHAW - CONNECTIONS TO INGLEWOOD, ETC
- ▷ METRO CALL FOR PROJECTS
  - RAISED GRADING TO PREVENT CRUISING, DOUGHNUTS MEDIAN - TEA IS MODE
- ▷ LEED CERTIFICATION
- ▷ CENTER RAIL LIGHT RAIL
- ▷ LEARN FROM EXISTING PROJECTS
- ▷ WORKFORCE DEVELOPMENT
- ▷ INCREASED ENFORCEMENT
- ▷ REGULATE AND RELOCATE CRUISING AND RELATED ACTIVITY
- ▷ PERSONAL SAFETY AT BUS STOPS, PUBLIC TRANSPORTATION
  - FOCUSED BUS STOP PROGRAM
  - ALERT LAPD, COMMUNICATION LINK B/W DEPUTY
- ▷ BUILD ON REPUTATION WITH KIDS
  - STOCKARD + VERNON AREA FOR KIDS, CHANNEL
- ▷ VOLUNTEER MOUNTING UNIT
- ▷ PROMOTE LAW ENFORCEMENT + JOB OPPORTUNITIES
- ▷ PEDESTRIAN SAFETY
- ▷ USE BUS TECHNOLOGY FOR PUBLIC SERVICE
- ▷ WELCOME PEOPLE TO CRENSHAW
  - HIGHLIGHT EVENTS, NEWS, INTEGRATED INFO
  - COORDINATION B/W CITY & COUNTY
  - SAFETY INITIATIVE MODEL - LAPD, CHP, SHERIFF
- ▷ SAFE HAVEN
- ▷ SURVEILLANCE



# PARTNERSHIPS / FUNDING

- ▷ METRO - \$ FOR STREETSCAPE, PEDESTRIAN
  - WORK W/ PARTNERS (NBDS CANNOT APPLY)
  - CITY NEEDS TO STATE N. BODD IN FAVOR OF PROJECT
  - APPLICATION HAS TO COME FROM CITY
  - WORKFORCE DEVT GRANT, SAFETY, ETC
- ▷ VISION PLAN - GREEN STREETS FOR ALL MATERIALS
  - IN PARTNERSHIP W/ METRO
  - EXISTING - NORTH OF CRENSHAW & COULD BE BROUGHT SOUTH
  - RESOURCES ARE KEY
- ▷ LOCAL CONSERVATION CORPS - PARTNERSHIP
  - URBAN YOUTH, EMPLOYMENT, PROJECT TRAINING
- ▷ MEASURE R - 15% GOES TO CITY BY POPULATION BASIS
  - FLEXIBLE GUIDELINES
  - JULY 1
- ▷ PARTNER W/ LOCAL BUSINESSES
  - CONTRACTING REFORM TO ALLOW FOR LOCAL JOBS/BUSINESSES TO QUALIFY
- ▷ GOVERNMENT AGENCIES CAN BRIDGE GAP B/W LACK OF RESOURCES TO RESPOND
  - BUS STOPS - SHERIFFS OFFICE
    - BEFORE/AFTER SCHOOL - MOVE STUDENTS AWAY FROM SCHOOL AREA ON BUSES
    - EL = AUDUBON
  - UNDERCOVER SECURITY TEAM - PARTNERSHIP B/W SHERIFFS OFFICE + LAPD +
    - \*NOT JUST ADULTS
    - CHP, CITY'S ATTORNEY'S OFFICE, DIST. ATTORNEYS.
  - ENGAGE KIDS THROUGH SCHOOLS, BRING KIDS UP THROUGH POLICE DEPT.
    - EXPLORE PROGRAM, DAPS PROGRAM
    - LAU POLICE
  - COORDINATED ACTIVITIES
  - CRA & LAUL GRANT WRITERS - SHARE AND ARTICULATE PROGRAMS
- ▷ USC - GRANT WRITERS
- ▷ COUNCIL DISTRICT 10 PROJECT EXAMPLES
- ▷ WORK WITH DOT
- ▷ GREEN CLEAR VISION
- ▷ SAFE PEDESTRIAN
- ▷ TEA B