



...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)



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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.

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"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.



"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.