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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.

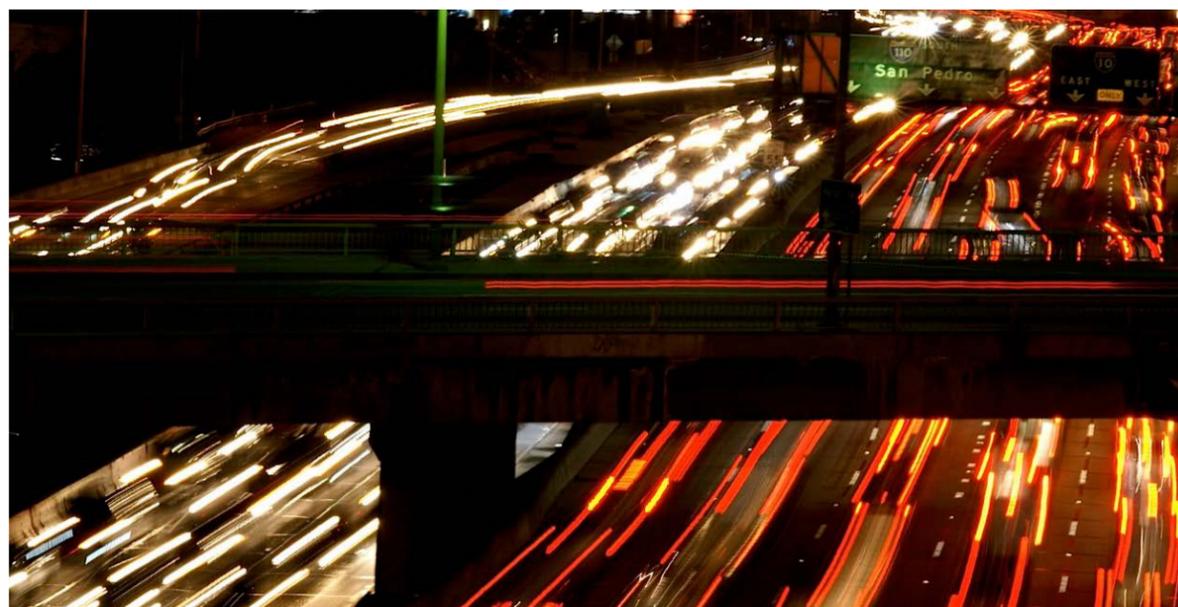
We started by listening.

OVER THE LAST EIGHT YEARS

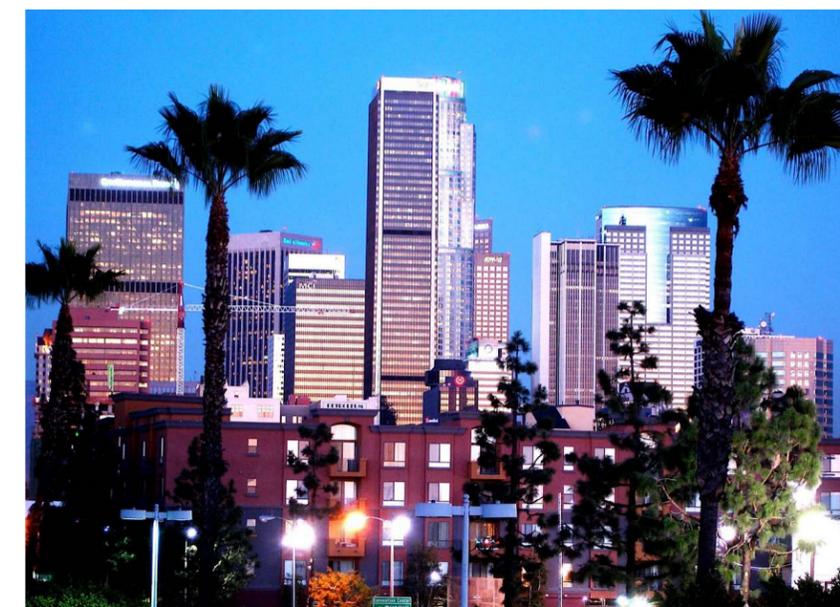
we have worked to make Los Angeles safer, healthier, smarter, more prosperous, more united. We have been inspired by this City, by its history, by its people and by its limitless possibilities. We set out to ensure that Los Angeles worked for all Angelenos. That goal was foundational to everything we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



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