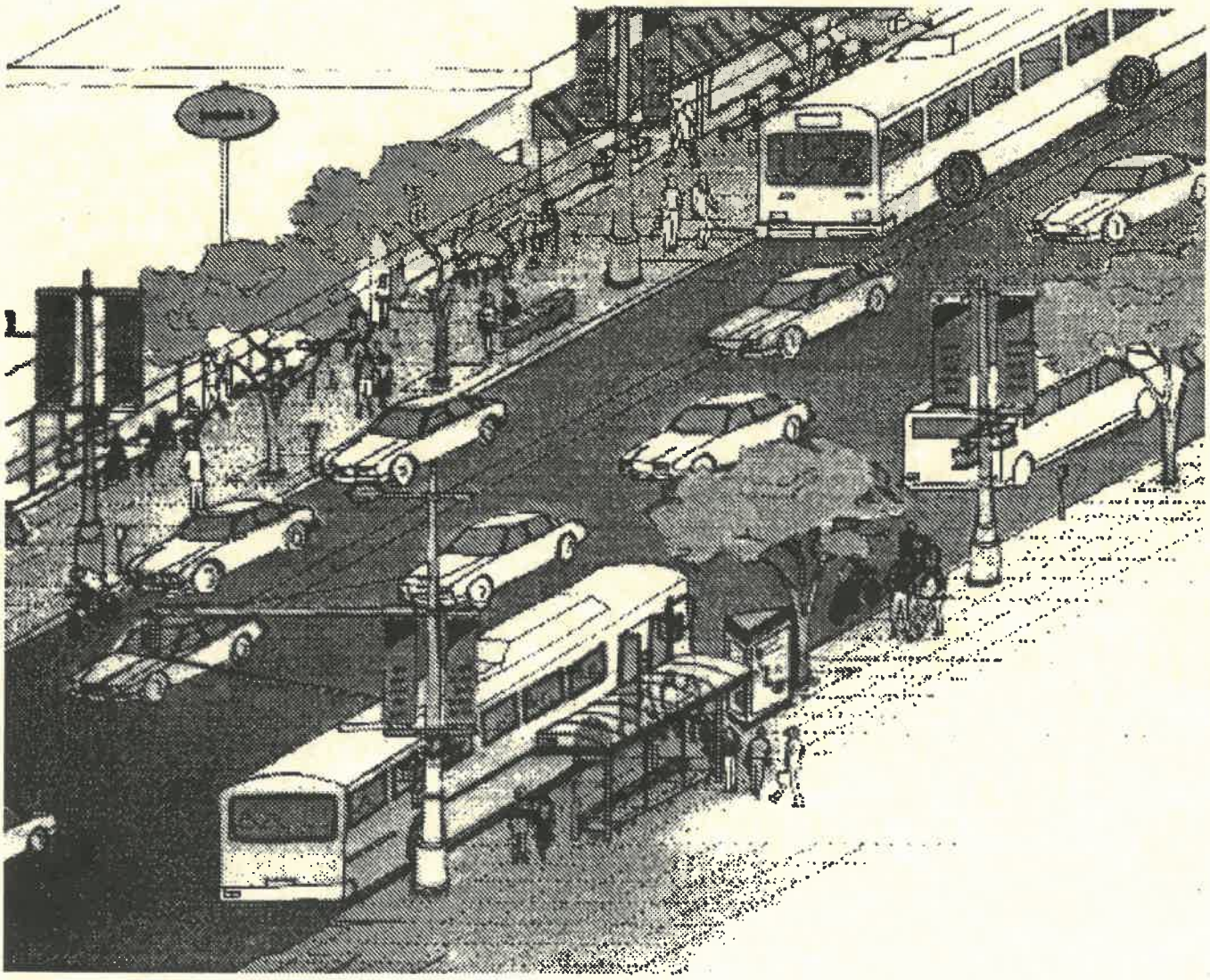
LOS ANGELES NEIGHBORHOOD INITIATIVE



A CITY OF LOS ANGELES PARTNERSHIP PROPOSAL

JANUARY 1994

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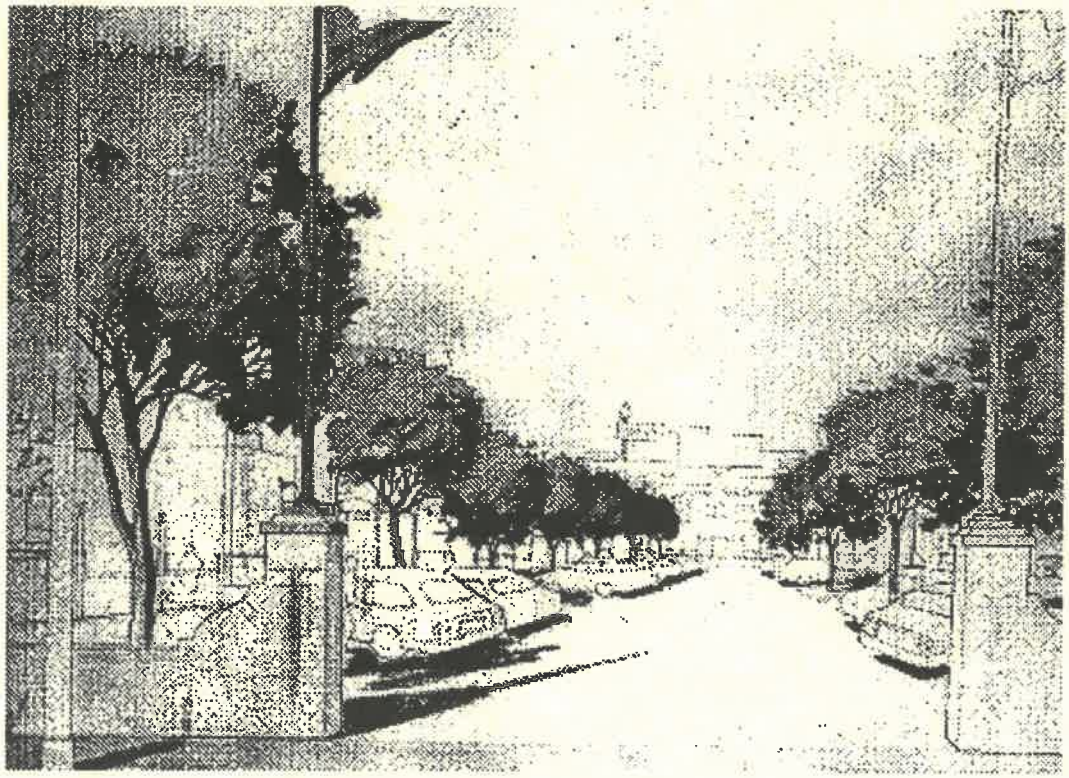

A CITY OF LOS ANGELES PARTNERSHIP PROPOSAL

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EXECUTIVE SUMMARY

In 1992, the Urban Land Institute studied a major South Central Los Angeles transit corridor (cite: *Vermont Avenue Corridor, Los Angeles, California*). The panel's recommendations highlighted the fact that streets are a community's building blocks. The study supported the concept of targeting and concentrating revitalization efforts to demonstrate successes that could be expanded to and duplicated in other areas. The Los Angeles Neighborhood Initiative (LANI) provides a unique opportunity to re-focus, re-direct, and re-deploy public resources to catalyze a *renaissance* throughout Los Angeles neighborhoods.

Past efforts to revitalize Los Angeles have faltered because activities were focused on securing and spending one program element at a time, e.g., housing dollars are brought in to do housing. By the time additional resources are brought in to complement the initial investment, the original activity has deteriorated and struggles to survive because of the lack of supportive services. The City of Los Angeles has tried in the past to develop broad-reaching, citywide public policies but Los Angeles is too big and too varied to succeed with this approach. The economic challenges facing Los Angeles and the nation are neither paralyzing nor permanent, but offer the potential for neighborhood revitalization throughout urban America.

The Los Angeles Neighborhood Initiative is a community based effort supported by public sector technical and financial assistance, designed to empower residents through: stimulating businesses; creating jobs; providing livable spaces; promoting transit access; and, constructing physical neighborhood amenities. LANI proposes to leverage public investment by integrating local, state and federal efforts to advance economic revitalization at the neighborhood level, enabling residents to participate and take ownership.

The LANI proposal identifies eight neighborhood demonstration project areas to be funded over the next two years to spark a citywide neighborhood renaissance. LANI resources will be concentrated to generate a series of well defined, focused project work plans in transit dependent, low-income Los Angeles neighborhoods. These demonstration projects will serve as prototypes for urban revitalization in neighborhoods across the city.

The Mayor's Office of the City of Los Angeles proposes to sponsor an independent public benefit corporation with a Board of Directors charged with directing and monitoring the use of LANI funds to produce integrated, innovative, and pragmatic solutions to neighborhood problems. Funding will be used as *stimulus money* to advance user-friendly transportation programs, neighborhood commerce, street amenities, and affordable housing. Every effort will be made to leverage LANI funds with other public and private resources.

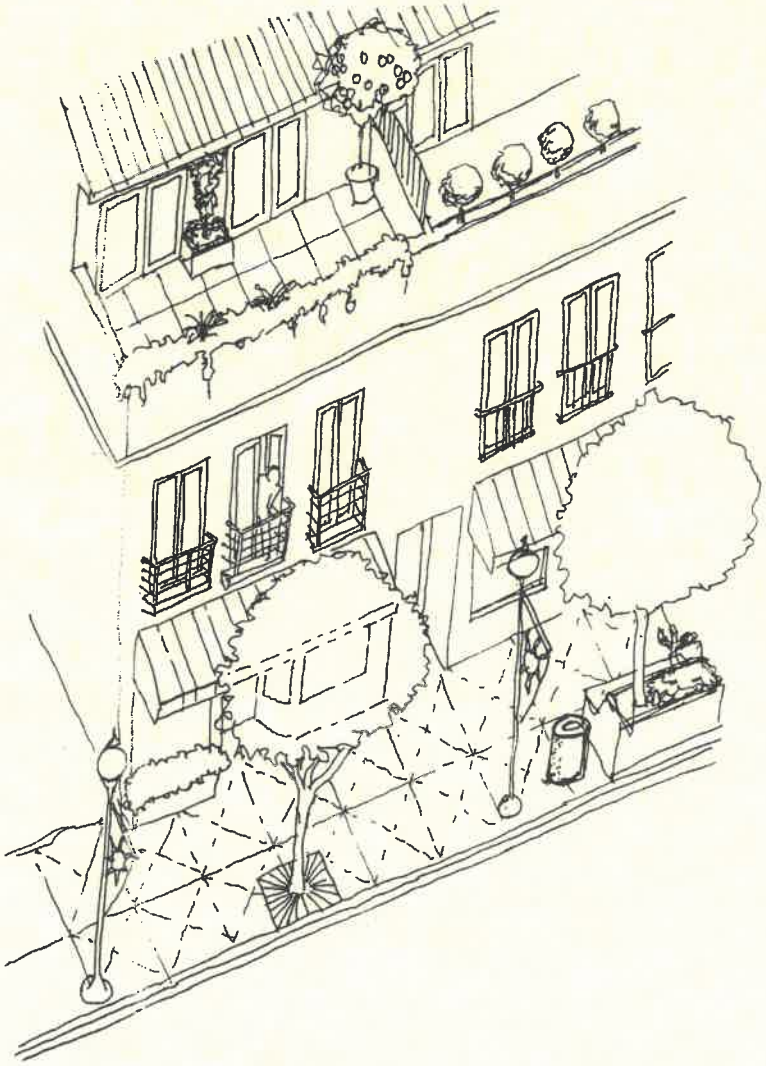
Utilizing already established community networks, the LANI Board will disperse contracts to non profit corporations formed by community residents to help them develop the capacity to generate value, increase jobs, and improve livable space. LANI will seek to create self-reliant neighborhoods capable of continuing to build capacity — infrastructure, skills, and organization — long after public funding has expired. By creating equity ownership opportunities and developing additional community capacity, neighborhoods will be able to independently continue their renaissance long after the initiative is complete.

The following proposal for the Los Angeles Neighborhood Initiative details the funding requests totalling $79,550,000. The majority of the dollars will be allocated to public works activities such as: the reconstruction of 4 parks; intense tree planting and street landscaping; and, street lighting and transit support amenities. Additionally, each project will have a community policing or increased security element. With these important investments, approximately 460 temporary jobs and 320 permanent jobs will be created. Through LANI demonstration projects, roughly 440 businesses will be assisted, 40 new businesses created, 190 housing units rehabilitated, and 80 new housing constructed.

Los Angeles provides an extraordinary opportunity for the nation to demonstrate the economic value of diversity. The opportunity at hand is to serve the unique needs of individual neighborhoods by building capacity to sustain economic vitality and build from cultural opportunities. Los Angeles is committed to develop self-reliant neighborhoods that will become a national prototype and lead the City into the twenty-first century.

LOS ANGELES NEIGHBORHOOD INITIATIVE

INTRODUCTION



A CITY OF LOS ANGELES PARTNERSHIP PROPOSAL

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INTRODUCTION

In the past, Los Angeles has been an example of economic strength and cultural diversity, however, the cumulative impacts of dispersed land uses, diffused public actions, and more recent global economic restructuring have, both directly and indirectly, resulted in the decline of self-reliant, livable places and growing dependency on permanent government assistance. As businesses have moved to the suburbs, or worse, left the region altogether, commute patterns have become hopelessly complex. Congestion has added to longer distances between work and home, requiring that people must spend more and more time on the road. As a result, workers are less productive, families have less time to spend together and the overall quality of life is diminished. The inability of many neighborhoods to develop an economic base has created an increasing dependency on government-financed intervention as government resources become more and more scarce.

The economic and social trauma that struck Los Angeles in April 1992 was, in part, the outgrowth of years of neglect of our neighborhoods. Rioters had no feeling of ownership or caring about what happened to their neighborhoods. Residents felt disconnected—and in many instances they were. People identify with their place of residence. Where we live and how we live is associated with the network of streets and boulevards that make up the design and economic vitality of a city.

The bus transit system serving the inner city area of Los Angeles does not easily connect people to employment centers, nor is it affordable. The homes needed for workers, and the businesses offering jobs, are often located many miles apart. In July 1993, the Los Angeles County Metropolitan Transportation Authority (MTA) sponsored an Inner City Transit Needs Assessment Study. The findings from that study indicated that while there were no clear inequities in the level or quality of transit service based on geographical distribution, service is inadequate and does not match customer demand in low income neighborhoods, due to the extremely high transit dependency and intensity of use. The inner city has a much higher proportion of poor and auto-less households than the county average—over 20% of households in these neighborhoods have no automobile.

In cities with a myriad of urban problems, a triage approach is often used to deploy limited resources. Those neighborhoods that are not threatened with immediate health and safety hazards are allowed to slowly deteriorate while resources go to areas with more visible and urgent need. As a result, these communities decline until emergency action is required. This reactive response is more costly and time consuming than an early intervention. Government historically has taken on the burden of revitalization and recovery, often without fully utilizing the skills and resources of its neighborhood groups and residents. This has resulted in paternalistic policy programs that do not leverage all available resources. Thus, neighborhoods tend to rely solely on those resources that come from limited public funds.

A potentially damaging product of government intervention and implementation is that once government has come and gone from an area, there is little opportunity for local ownership and participation. Without local empowerment most government efforts are not sustained and eventually the investment of these limited monies disappears over time.

People do not ride transportation plans, they ride trains, buses, and shuttles. People do not work in economic development plans, they work at jobs. People do not live in housing plans, they live in houses. LANI proposes that public funds and efforts be used to implement these plans to actually revive our neighborhoods, develop local self-reliance, and promote community linkages using the multitude of resources and opportunities available.

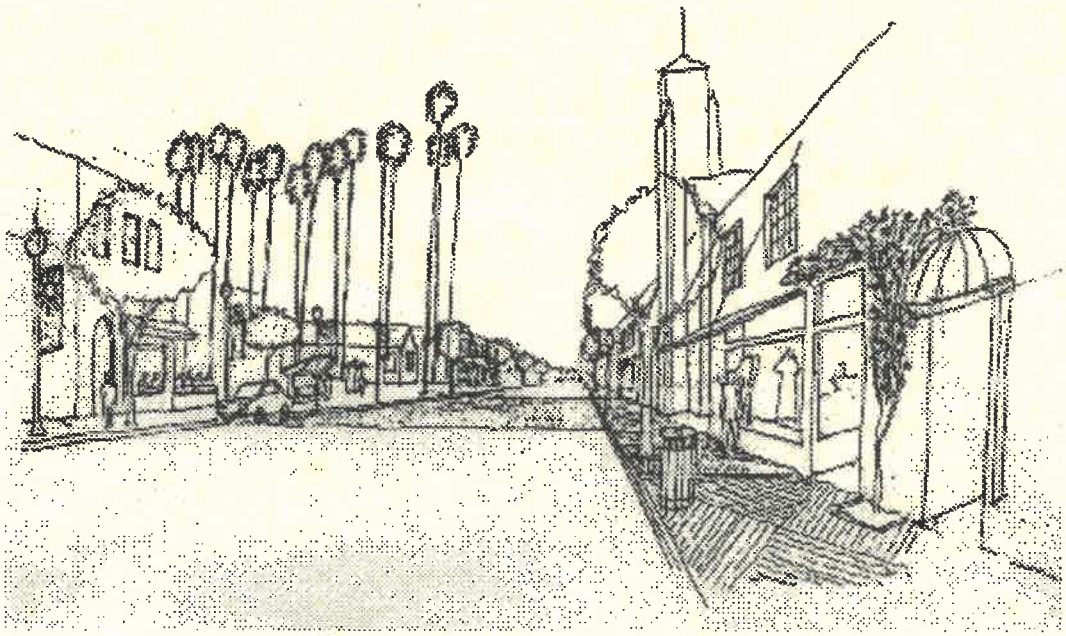
LANI is premised on the concept that, with a minimum amount of financial assistance coupled with dedicated technical assistance, neighborhoods can be empowered to create sustained economic opportunities.

The streets and boulevards of our city are the one linking element that joins our neighborhoods. LANI proposes to focus efforts on neighborhood transit corridors that have entered into decline and are struggling against blighted conditions. By focusing revitalization efforts within walking distance of transit stops, not only is community life more accessible and efficient but residents can begin to identify with their neighborhood, as well as their neighbors.

LOS ANGELES NEIGHBORHOOD INITIATIVE

IMPLEMENTATION PLAN

- STRATEGY
- PROJECT SELECTION CRITERIA
- IMPLEMENTATION METHODOLOGY



A CITY OF LOS ANGELES PARTNERSHIP PROPOSAL

JANUARY 1994

LANI
IMPLEMENTATION PLAN

STRATEGY

To achieve its objectives of (1) catalyzing the renaissance of economically self-sufficient, livable neighborhoods linked by public transit corridors, (2) serving as a prototype for neighborhood revitalization for replication in other transit-dependent communities, and (3) improving existing transportation infrastructure, LANI will pursue an implementation strategy built upon three fundamental precepts:

- Community Participation & Ownership
- Leveraging Public and Private Resources
- Building Long-Term, Local Capacity

Community Participation & Ownership. LANI will pursue a strategy of implementation *based upon substantial involvement of local residents, local businesses, and property owners.* Such an approach is crucial for several reasons.

All demonstration projects fit a profile that matches certain selection criteria, each community has different needs, expectations and visions for how positive change can and may be brought to their neighborhood. Mobilizing participation of residents, local businesses, property owners and other stakeholders and *empowering* them with control over the implementation process, will help ensure that the *real* needs and concerns of the neighborhood are addressed.

Community participation in the development and execution of an implementation plan helps vest residents, property owners, and local businesses with an ownership interest in neighborhood investment. Such local equity is a vital ingredient in fostering stable, long-term commitment to the area's revitalization.

Indeed, no strategy of neighborhood revitalization can be sustained in the long-run unless participants in the process have a "stake" in the benefits. Through participation and ownership, these neighborhoods will be able to create the capacity to attract additional private-sector financing, enabling them to independently continue their neighborhood renaissance.

Leveraging Public and Private Resources. In order to ensure long-term and lasting success, LANI will seek to utilize implementation tools that will induce other sources of capital to invest in the revitalization process as well. LANI's mission is not to replicate or compete with the other public and private resources available to these neighborhoods. Rather, LANI will attempt to leverage its resources by integrating *a range of* local, state and federal efforts, both public and private, in a collaborative, cooperative venture.

Such a strategy is prudent given LANI's goal to utilize resources in the most efficient, effective manner. Furthermore, such a strategy is crucial if these neighborhoods are to build the necessary capacity to independently sustain their processes of revitalization over the long-term.

Building Long-Term, Local Capacity. LANI's paramount strategy is to produce and support integrated, innovative and pragmatic programs which will enable the project areas to become vibrant, *self-reliant* neighborhoods. Many of these neighborhoods are struggling because they lack the *capacity*— the financial resources, neighborhood leadership, organization, technical skills, infrastructure and/or confidence — to improve their own economic, social and physical environments.

LANI's strategy will be to provide stimulus financing, leadership and technical assistance to help neighborhoods build capacity that will remain viable long after LANI funding has expired. The ultimate capacity-building mechanisms will be based, developed and controlled at the neighborhood-level.

SELECTION CRITERIA

After encouragement from the Secretary of Transportation, The Los Angeles Neighborhood Initiative was prepared under the leadership of the office of Mayor Richard Riordan. City Council members were solicited to nominate neighborhoods in their districts that would benefit from the goals of LANI. These neighborhoods were scrutinized by planning consultants and city department staff to identify demonstration projects that would have the most likelihood of success. LANI focuses on impacted neighborhoods that: (1) are located along significant bus and rail transit corridors, (2) contain an under-utilized commercial property element and (3) exhibit potential demand for affordable residential housing and neighborhood-serving commercial uses.

To maximize the chances for successful implementation, LANI targets neighborhoods that have strong community organizations in place, yet lack either the financing or technical assistance to initiate a revitalization effort on their own. Additionally, LANI targets communities that have isolated pockets of economic vitality, yet lack the organizational planning and technical capacity to spark neighborhood-wide revitalization.

Specifically, all demonstration project areas meet the following criteria:

- Areas must be located within identified transit dependent areas which possess at least the basic features of a neighborhood main street

- Selected neighborhoods must possess the ingredients for short-term economic and social improvement (must be "marginal"), but lack the technical assistance, planning initiatives, and/or funding for catalytic projects

- Some level of community organization must be in place, or in formation

- Some planning effort must already exist (Planning Department or CRA study, community charrette, etc.) or be merited by virtue of community interest and initiative

- The Council person of the district must endorse LANI, identify the appropriate community group, and provide the entrée and continued leadership interface with the specified community group

Within demonstration sites, specific projects must meet the following criteria:

- Key project elements must be able to be completed within 12 to 24 months
- Community must support projects and assist in project implementation
- LANI improvements must be visible and measurable in conformance with an agreed work plan
- LANI efforts must create sustainable business opportunities; or, reinforce community enterprises
- Projects must create linkages with other parts of the community
- LANI efforts must lead to permanent jobs for community residents
- Demonstration projects will be teaching neighborhoods "how to" in order to create the capacity for communities to continue to implement new projects without the continued need for government assistance

IMPLEMENTATION METHODOLOGY

Demonstration project work plans must be developed to determine which specific revitalization programs — or "tools" — may be pursued for each project area.

The task of developing these work plans will be based upon substantial community involvement. Indeed, mobilizing and undertaking a successful neighborhood-level planning effort is an invaluable "tool" in itself — it is the foundation upon which LANI is able to build local participation, ownership and long-term empowerment.

IMPLEMENTATION WORK PLAN PROCESS

The implementation work plan will be developed through a series of neighborhood-based work shops and cluster groups. The objective of this effort is to help community groups to:

- Identify and prioritize the specific needs of their neighborhood based on current design plans
- Develop a cohesive plan for the neighborhood's development program under LANI
- Formulate a workable strategy and develop a realistic menu of projects and implementation tools which will enable revitalization to occur within 24 months
- Define the respective roles that the community and LANI will play in the execution of the implementation plan
- Build the consensus, support and commitment that is necessary for successful long-term community-empowered revitalization once LANI is complete

Perhaps LANI's most important role is facilitating this work plan effort, so that it is as expeditious and constructive as possible. LANI can accomplish this task through a variety of mechanisms including:

Direct Financial Assistance to fund the technical and administrative staff necessary to complete the community work plan

Technical Assistance utilizing technical consultants, engineers, and other advisors needed to establish implementation activities and defined outcomes

Leadership work in conjunction with each community's public officials to foster communication and offer direction and guidance

WORK PLAN ELEMENTS

The targeted result of the neighborhood-based planning process is the development of a unique implementation work plan for each project area. The implementation work plan essentially is the neighborhood's "blue print" for the LANI program. Ultimately, the plan will serve as the basis for LANI's approval of how much, where, when and under what guidelines funding shall be disbursed within each project area.

Among other things, the implementation work plan will contain the following components:

- Clear and prioritized descriptions of the specific transportation, public improvement activities, housing, and commercial needs of that particular neighborhood
- A detail of realistic, near- and long-term goals that the neighborhood hopes to achieve with respect to each area of need — its *vision* for future revitalization
- An agenda of various projects, programs and other implementation "tools" which will help the neighborhood meet its goals
- A comprehensive strategy, timetable and action-plan for LANI intervention in assisting the neighborhood to achieve these goals via the above programs
- A comprehensive strategy, timetable and action-plan for the neighborhood to initiate and implement revitalization programs *on its own* — beyond the direct financial, technical and leadership involvement of LANI
- A mechanism for ongoing evaluation of progress and course correction, as needed

WORK PLAN TOOLS

A myriad of implementation tools exist which LANI can facilitate to help ensure long-term project success. A sample menu of the most notable implementation programs follows. Reference is made as to the potential timing and duration of impact each tool will have on neighborhoods, as well as their congruence with LANI's strategic goals.

Neighborhood Improvement Districts:

Neighborhood Improvement District elements include:
- Immediate Results
- Long-term Duration
- Community Participation/Ownership
- Leveraging Resources
- Capacity-Building

Neighborhood Improvement Districts (NID's) are entities through which local business and/or property owners located within certain district boundaries invest by means of an agreed to fee collected by a local government agency (usually city) to provide on-going funding for a pre-determined agenda of business-related activities and/or improvements.

NID's can take on a myriad of structures, depending on the intended purpose of the entity. Typically, NID's would be designed to be self-sustaining and provide for significant local discretionary control over both administrative and policy-making issues. As such NID's provide a very powerful and flexible financing tool for local neighborhoods to collectively invest capital directly into their neighborhoods, in a manner that, individually, could not be achieved.

Below is a list of some hybrid forms that NID's and other improvement districts can take:

Public Improvement Projects - NID's can be created to service the financing of such improvements as facade improvement programs, building rehabilitation, tree-planting, landscaping, sidewalk and street improvements, parks, paseos, public art displays, decorative lighting, banners, flags, decorative signage, street furniture, kiosks, directories, and other improvements.

Management/Maintenance/Security of Public Areas - NID's can provide funding for additional public services including management of park facilities, landscape and streetscape maintenance, graffiti removal, steam-cleaning, facade/window cleaning, increased security, centralized rubbish removal, etc. In many cases, additional funding incentives can be offered by cities if NID's can successfully "privatize" a portion of the management and maintenance functions in a cost-effective manner.

Parking & Transportation Management - NID's can be formed to finance construction of new parking and transportation facilities, provide for management of those facilities (including maintenance and security), create incentives for shared and mixed-use parking, etc.

Promotions & Joint-Marketing Programs - NID's can provide funding support for merchants' association activities such as joint-marketing programs, holiday events and decorations, directories, retail maps and guides, and other promotional activities.

Business Development/Assistance - NID's can also provide funding for business attraction/retention efforts, retail/professional development programs, job training and mentor programs, business communications, community outreach activities, linkages with other business development programs, etc.

The structural flexibility of NID's encourage community participation, ownership and long-term capacity building. They provide a powerful and flexible financing tool for collective capital investment in neighborhoods, in a way that could not be achieved individually.

A prime impediment that many communities face is that they lack the technical expertise in assessing the need for, and carrying forward the process of, forming a NID. Furthermore, many communities form NID's to inaugurate a revitalization effort on an impacted commercial area. Thus, many lack the necessary financial resources to fund the up-front feasibility, planning and district formation costs. Additionally, since many areas do not possess the critical mass of vibrant commercial businesses that can support a full investment load up-front, many NID's require additional working capital infusion, during the first few years of operation, in order to accomplish their agenda.

LANI can play a key role in facilitating NID formation for those demonstration projects seeking such a program. This assistance can take the form of:

Stimulus Money — to fund the up-front planning, feasibility and district-formation costs

Working Capital Financing — to provide financial assistance to NID's during the typically lean start-up years

Project Grants and/or Loans — to fund specific projects that a cannot initially be financed via a NID (e.g., a loan that funds certain public improvements, or a grant that funds the start-up of a graffiti-abatement enterprise)

Technical Assistance/Resource Integration — working in concert with community, city, state and federal planning resources; other funding sources, such as the State of California Business Revitalization Center; as well as non profit resources, such as the Local Initiative Support Coalition (LISC), the National Community Development Initiative, and the Enterprise Foundation.

Community Development Corporations:

Community Development Corporation elements include:
- Immediate and Mid-term Results
- Long-term Duration
- Community Participation/Ownership
- Leveraging Resources
- Capacity-Building

Community Development Corporations (CDC's) are principally structured as non profit producers of affordable housing. If founded upon a strong relationship with local government and community interest groups, CDC's have the potential be a valuable conduit for the delivery of affordable housing development.

CDC's also often encounter funding needs at a project level, requiring assistance to support pre-development efforts and some project development costs.

LANI has the potential to play a valuable role in helping neighborhoods form CDC's to build a long-term capacity for affordable housing development. LANI assistance might consist of:

Stimulus Money Grants — to help support the up-front planning, feasibility and other costs related to the formation of CDC's

Working Capital Financing — temporary support to enable the CDC to function until it is able to forge on-going relationships with other capital sources

Pre-development Grants/Loans — to fund pre-development activities for key affordable housing projects that the community/LANI deem worthy of support

Targeted Development Assistance—in the form of land loans, shared parking incentives, "gap" financing and other development subsidies for key affordable housing projects

Technical Assistance/Resource Integration—to link the CDC's with valuable public-and private- resources and programs such as LISC, Low-Income Housing Credit intermediaries, etc.

Public Investment Assistance:

Public Investment Assistance elements include:
- Immediate Results
- Short - Long Term Duration
- Community Participation/Ownership
- Leveraging Resources
- Capacity-Building

LANI's financial assistance can take a variety of forms, including:

Public Improvement Project Grants/Loans — which essentially finance the cost of a specific public improvement project (e.g., a banner or decorative lighting program)

Public Service Project Grants/Loans — which may temporarily fund a public service program (e.g., a graffiti abatement effort, the formation of a business development and training center, etc.)

Leveraged Grant/Loans — which provide down-payment assistance and/or debt service coverage for programs financed elsewhere

Bridge Financing — financing is provided in anticipation of a future bond issue or in exchange for the community's commitment to create a long-term financing vehicle for loan repayment (e.g., forming a NID)

Revolving Trust Funds — to the degree that financial assistance is in the form of loans, proceeds from debt service and loan repayment could endow a trust fund, administered by some community-based entity (NID, CDC, etc.), which could be utilized for future financial reinvestment into the community

The timing and duration of impact of these programs will depend upon the particular public improvement or service project. The goal is that investment in such projects will catalyze further investment and revitalization.

Ultimately, however, the success of almost any direct public investment program will depend upon whether it is offered *in concert with other capacity-building tools* (such as the formation of a NID). In the absence of any long-term capacity to stimulate sustainable business revitalization, almost any public improvement investment will, in time, deteriorate and revert to pre-existing conditions.

Private Investment Assistance:

Private Investment Assistance elements include:
- Immediate - Future Results
- Short - Long Term Duration
- Community Participation/Ownership
- Leveraging Resources
- Capacity-Building

A key factor in sparking revitalization and development of a self-reliant, transit based community is encouraging sustained private investment —

both from within and outside of the community. In some cases, it may be worthwhile for LANI to assist private development projects which may serve as models for other projects and catalysts for the area's revival.

Through a variety of contractual vehicles — such as owner participation agreements and exclusive negotiation agreements — LANI can provide valuable private investment assistance such as:

Pre-development Grants/Loans — to fund pre-development activities for key development projects that the community/LANI deem worthy of support

Targeted Development Assistance—in the form of land loans, sub-ordinated "gap" financing, deferred or below market loans, and other development subsidies for key projects

Leveraged Funding Programs — pursue matching fund programs, pooled inter-agency financing, and other incentives to induce other institutional financing sources to fund private investment projects (e.g., LANI provides grants/loans to pay the initial debt service on a facade improvement or building rehabilitation program, financed by a local bank)

Technical Assistance/Resource Integration — dove-tail with existing or planned improvements and development initiatives

Additional Implementation Tools & Programs:

Several additional tools exist which can have an indirect, but none-the-less quite profound, impact on the neighborhood revitalization effort. These tools involve LANI's ability to orchestrate a collaboration of efforts between community, city, state and federal resources, agencies and assistance groups.

The City and County of Los Angeles, with the leadership of each of the project area's elected officials, can greatly supplement and leverage LANI's impact by implementing the following programs:

Streamline the Entitlement/Permitting Process — establish a single planning department resource/liaison for each project area

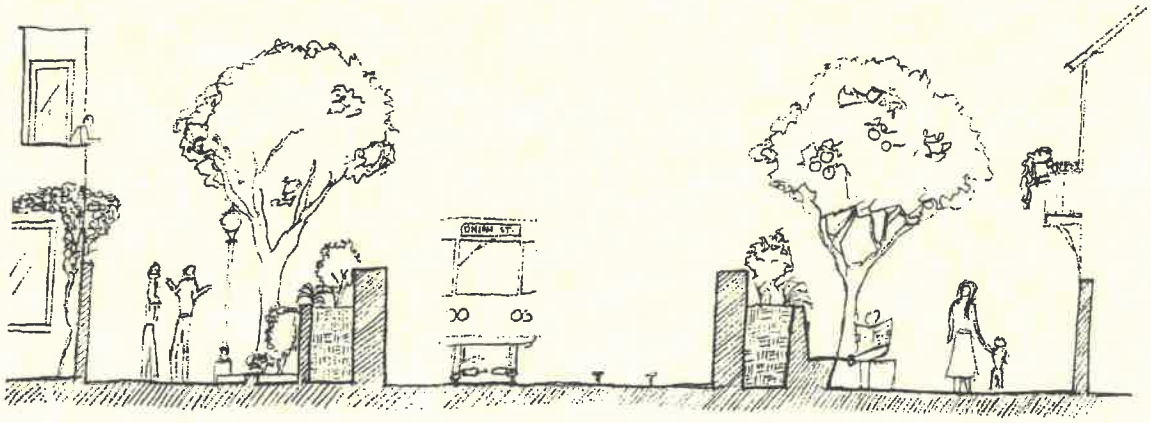
Planning/Zoning Incentives — for example, encourage affordable housing development via mixed-use in-fill development within these neighborhoods (e.g., shared-parking incentives, "tailored" or "as-of-right" zoning, pre-qualified environmental compliance, design standards, etc.)

Information Dissemination — create programs which can serve as central business development and assistance centers; provide neighborhoods with user-friendly, one-stop information clearinghouses that provide integrated and up-to date access to all relevant city, state and federal assistance and training programs; cultivate lasting and meaningful linkages with education and university resources, mentor programs, and other business development resources.

LOS ANGELES NEIGHBORHOOD INITIATIVE

LANI GOVERNANCE

- CORPORATION
- PROGRAM FUND MANAGEMENT
- REPORTING PROCEDURES



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LANI
GOVERNANCE

CORPORATION

The LANI corporation shall be a nonprofit, public benefit corporation intended to qualify as a tax exempt organization. The corporation shall have a limited life commensurate with its mission to direct and administer the public and private investments needed in LANI demonstration areas

BOARD OF DIRECTORS

LANI oversight is provided by a nine member board of directors consisting of professionals and lay people including but not limited to: a labor attorney, a land planner, a development consultant, community leaders, a bank executive, a philanthropy representative, and a transportation planner. The board members will serve in a volunteer capacity. They may not do business with LANI or participate directly or indirectly in any LANI project or initiative, while on the board and for one year after they are no longer on the board.

TECHNICAL ADVISORS

A team of technical advisors will assist in the implementation of demonstration projects. Technical Advisors include:

-US Department of Commerce (DOC)
-State of California Business Revitalization Center (BRC)
-LA County Metropolitan Transportation Authority (MTA)
-City of Los Angeles Mayor's Office
-City of Los Angeles Department of Building and Safety
-City of Los Angeles City Planning Department
-City of Los Angeles Community Development Department
-City of Los Angeles Community Redevelopment Agency
-City of Los Angeles Housing Department
-City of Los Angeles Department of Public Works
-City of Los Angeles Department of Recreation and Parks
-City of Los Angeles Department of Transportation

While federal dollars are a necessary component of this proposal, state and local monies have been solicited to supplement federal funding. Additionally, the City of Los Angeles is committed to expediting these projects through its permit and inspection process. The State of California, Business,

Transportation and Housing Agency is committed to providing the services of its Business Revitalization Center. The Los Angeles County Metropolitan Transportation Authority (MTA) is also a partner in LANI by providing both financial and staff support.

EXECUTIVE DIRECTOR

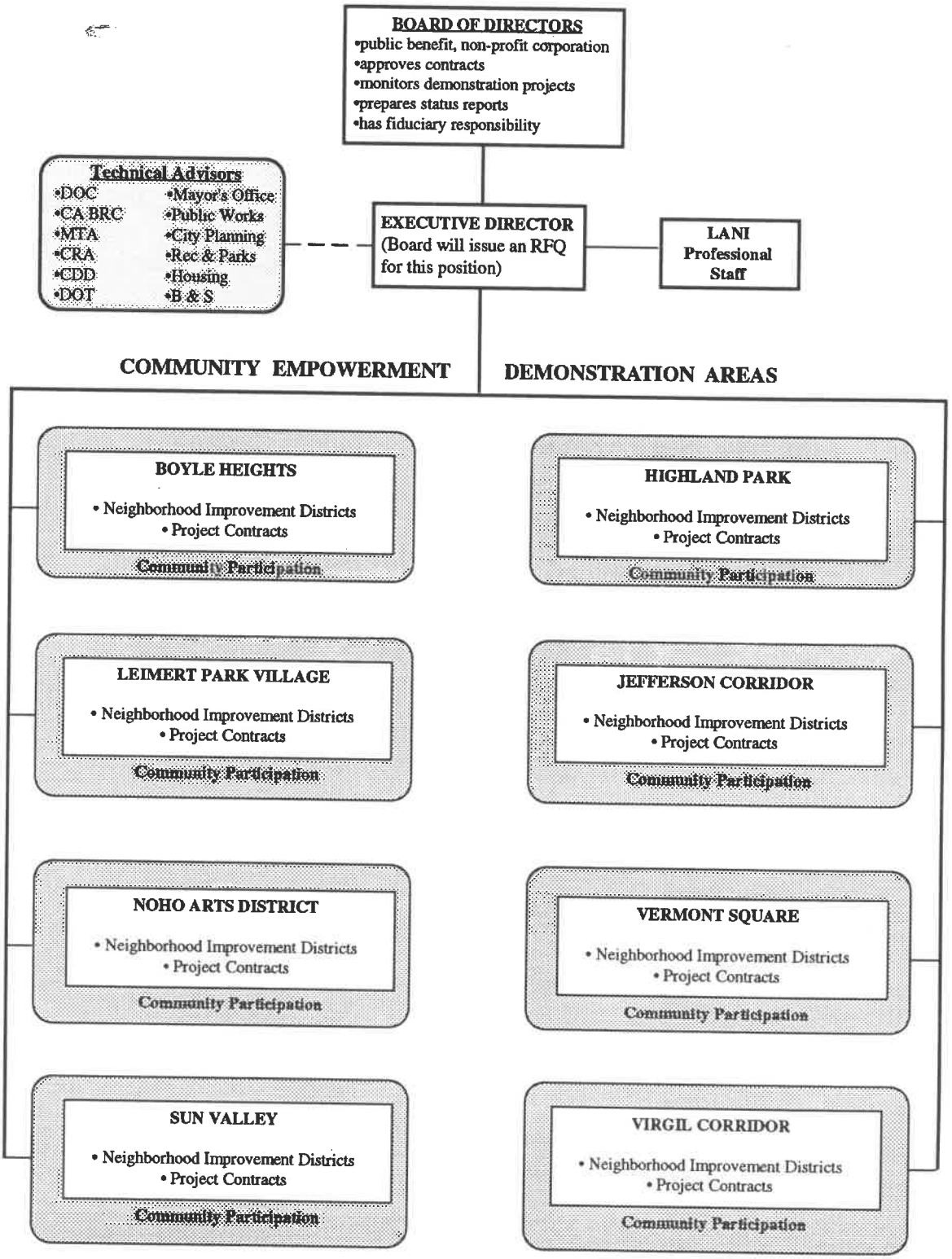
The LANI board will implement LANI projects through a staff consisting of an executive director and two assisting staff members. These will be paid positions.

Executive Director responsibilities include:

- working with Board to define and implement demonstration projects, ensuring they meet established LANI goals and criteria
- reporting to Board on a regular basis, preparing and submitting project management and budget reports
- managing day to day operations
- overseeing work of individual project work plans and managers

An organizational framework chart follows.

Organizational Framework



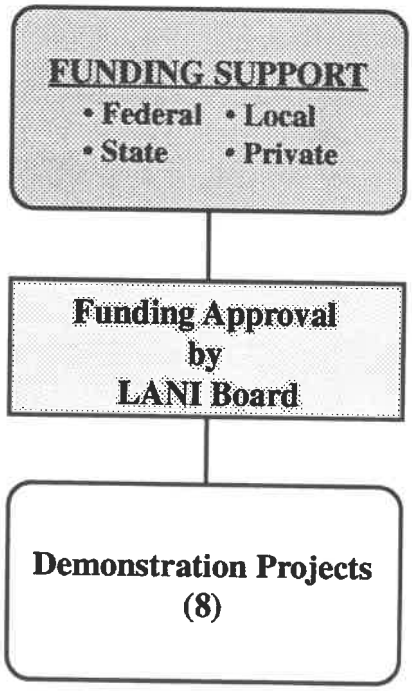
PROGRAM FUND MANAGEMENT

STRATEGIC EFFORTS

LANI will provide start-up money to each demonstration area to put together their implementation work plans. The LANI Board may contract with facilitators to run the strategic planning meetings (as discussed under *Implementation Work Plan)*. Each implementation plan will have measurable phases, determined deliverables, and disbursements will be based upon satisfactory completion of each phase.

FUNDS DISBURSEMENT

Once a contract has been awarded, the LANI Board will incrementally release funds based on contract stated deliverables. The LANI Board is responsible for approving the release of funds.



REPORTING PROCEDURES

The LANI Board will be responsible for establishing the protocol for RFQ/RFP process, providing the technical assistance to neighborhood development entities awarded contracts, and establishing standardized billing and reporting procedures for all LANI contractors.

All demonstration project managers will report monthly to the LANI Executive Director on cost, schedule, contract administration, and performance of their projects.

A quarterly report will be sent to all funding agencies on costs, expenditures, and money received. All involved government agencies will receive an annual report evaluating all neighborhood projects collectively.