

J. MICHAEL CAREY
City Clerk

When making inquiries
relative to this matter
refer to File No.

CITY OF LOS ANGELES
CALIFORNIA



RICHARD J. RIORDAN
MAYOR

Office of the
CITY CLERK
Council and Public Services
Room 615, City Hall
Los Angeles, CA 90012
Council File Information - (213) 485-5703
General Information - (213) 485-5705

96-1157-S3
96-1157-S1
✓ 96-1157
97-0731

July 27, 1999

PLACE IN FILES

OCT 27 1999

DEPUTY

City Administrative Officer
Chief Legislative Analyst
City Attorney
Attn: Claudia Culling
City Clerk Executive Office
cc: Helen Ginsburg
Personnel Department
Governmental Efficiency Committee
Attn: Barbara Greaves
Ad Hoc Committee on Charter Implementation

RE: ESTABLISHING A NEW CITY DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

At the meeting of the Council held on July 13, 1999, the following
action was taken:

Attached report adopted.....	_____
Attached motion (Miscikowski - Wachs) adopted in lieu of Committee report.....	_____ X
Amending motion (Hernandez - Chick) adopted as amended.....	_____ X
Amending motion (Walters - Galanter) adopted as amended.....	_____ X
Ordinance adopted.....	7-20-99
Motion adopted to approve attached report.....	_____
" " " " communication.....	_____
To the Mayor FORTHWITH.....	_____
Ordinance Number.....	172728
Publication date.....	7-30-99
Effective date.....	8-30-99
Mayor vetoed.....	_____
Mayor approved.....	7-26-99

J. Michael Carey

City Clerk
jr

steno\961157.3

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Mayor's Time Stamp

TIME LIMIT FILES
ORDINANCE

City Clerk's Time Stamp

COUNCIL FILE NUMBER 96-1157-S3, 96-1157-S1, 96-1157, 97-0731

COUNCIL DISTRICT

COUNCIL APPROVAL DATE July 20, 1999

LAST DAY FOR MAYOR TO ACT AUG 02 1999

ORDINANCE TYPE: Ord of Intent Zoning Personnel General

 Improvement LAMC xx LAAC CU or Var Appeals - CPC No

SUBJECT MATTER: AMENDING DIVISION 22 OF THE LOS ANGELES ADMINISTRATIVE CODE, BY ADDING A NEW CHAPTER 28 TO CREATE A NEW CITY DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

RECOMMENDATIONS:

APPROVED

DISAPPROVED

PLANNING COMMISSION

DIRECTOR OF PLANNING

CITY ATTORNEY

 X

GOVERNMENTAL EFFICIENCY
COMMITTEE

 X

DATE OF MAYOR APPROVAL DEEMED APPROVED OR *VETO: JUL 26 1999
*VETOED ORDINANCES MUST BE ACCOMPANIED WITH OBJECTIONS IN WRITING PURSUANT TO CHARTER SEC. 29

(CITY CLERK USE ONLY PLEASE DO NOT WRITE BELOW THIS LINE)

DATE RECEIVED FROM MAYOR JUL 26 1999 ORDINANCE NO. 172728

DATE PUBLISHED JUL 30 1999 DATE POSTED EFFECTIVE DATE AUG 30 1999

ORD OF INTENT: HEARING DATE ASSESSMENT CONFIRMATION

ORDINANCE FOR DISTRIBUTION: Yes ☐ No ☒

calagend\961157.3ord

BY
CITY CLERK

RECEIVED
CITY CLERK'S OFFICE
30 JUL 26 PM 4:03

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CITY CLERK'S OFFICE
JUL 29 4:30 PM '98
BY CITY CLERK
OFFICE

JUL 28 1998

JUL 28 1998

JUL 28 1998

JUL 28 1998

JUL 28 1998



JAMES K. HAHN
CITY ATTORNEY

Office of the City Attorney
Los Angeles, California

WRITER'S DIRECT DIAL: (213) 847-0562

FAX: (213) 485-8899

TTY:

REPORT NO. R99-0208
JULY 13, 1999

REPORT RE:

RECEIVED

JUL 13 1999

DRAFT OF ORDINANCE ESTABLISHING A
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

The Honorable City Council
Of The City Of Los Angeles
Room 615, City Hall East
200 North Main Street
Los Angeles, California 90012

Attention: Konrad Carter

(Council File No. 96-1157 S3 - not transmitted)

Honorable Members:

Pursuant to your action of July 13, 1999, this office hereby transmits approved as to form and legality, a draft of an ordinance establishing a new Department of Neighborhood Empowerment.

A member of this office will be available when you consider this matter on second reading to answer any questions you may have.

Ord
ADOPTED

JUL 20 1999

LOS ANGELES CITY COUNCIL

Very truly yours,

JAMES K. HAHN, City Attorney

Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

CC:rp
Transmittal

(45639)

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ORDINANCE NO. 172728

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment:

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
DUTIES OF THE DEPARTMENT**

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased public participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments by coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;

(c) determine methods for certification of neighborhood councils;
(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils' officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(l) perform other duties as provided by ordinance;

(m) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(n) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed by the Mayor, as provided in Charter Section 508.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter Section 510.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities of interest, neighborhoods, ethnicity, race, gender, age and sexual orientation.

(c) The Board members shall be appointed by the Mayor and confirmed by the Council and may be removed by the Mayor and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the

members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809. If implementing ordinances are not adopted within the time period set forth in Charter Section 905, then the regulations adopted by the Board shall become effective, and to the extent not inconsistent with law shall be binding upon all City departments and offices.

Sec. 22.811. Certification of Neighborhood Councils.

(a) **By Laws.** Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;
- (2) that neighborhood council membership will be open to

everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(7/13/99-44813)

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was introduced at the meeting of the Council of the City of Los Angeles on July 13, 1999 and was passed at its meeting of July 20, 1999.

J. MICHAEL CAREY, City Clerk

By

Konrad Carter

Deputy

Approved

JUL 26 1999

[Signature]

Mayor

Approved as to Form and Legality

7/13/99

James K. Hahn, City Attorney

By

Claudia Culling

CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3

COUNCIL VOTE

20-Jul-99 10:39:59 AM, #7

ITEM NO. (8)

Voting on Item(s): 8

Roll Call

BERNSON	Yes
CHICK	Yes
FEUER	Yes
GALANTER	Absent
GOLDBERG	Absent
HERNANDEZ	Absent
HOLDEN	Absent
MISCIKOWSKI	Yes
PACHECO	Yes
PADILLA	Yes
RIDLEY-THOMAS	Absent
SVORINICH	Yes
WACHS	Yes
WALTERS	Yes
*FERRARO	Yes

Present: 10, Yes: 10 No: 0

Ord 2nd Reading adopted

VERBAL MOTION

I HEREBY MOVE that Council ADOPT the following recommendations relative to the establishment of a new City Department of Neighborhood Empowerment (Council agenda Item No. 32, CF 96-1157-S3, et al.):

1. PRESENT and ADOPT accompanying ORDINANCE dated July 13, 1999, as presented by the Governmental Efficiency Committee and as revised to incorporate the following amendments:
 - a. Amending Motion 32E, as amended (Hernandez - Chick) (attached to the Council file).
 - b. Amending Motion 32F, as amended (Walters - Galanter) (attached to the Council file).
2. REFER all other Amending Motions submitted in Council relative to this matter, to the Ad Hoc Committee on Charter Implementation.

PRESENTED BY

CINDY MISCIKOWSKI
Councilmember, 11th District

SECONDED BY

JOEL WACHS
Councilmember, 2nd District

July 13, 1999

Motion 32M
CF 96-1157-S3, et al.

calagend\9611573.mot

**MOTION
ADOPTED
IN-LIEU OF COMTE RPT
JUL 13 1999**

Los Angeles City Council

ORD OVER ONE WEEK TO ... JULY 20, 1999

*Adopted as amended by Council action on 7-13-99. *Clarke*

32E

AMENDING MOTION

(Item 32 - C.F. 96-1157, S-3 - City Council Agenda of July 13, 1999)

I MOVE that the Ordinance to add a new Chapter 28 to the Los Angeles Administrative Code to create the Department of Neighborhood Empowerment BE AMENDED to delete the following section:

That the City Council:

1. Delete Section 22.801(k) of the ordinance as follows:

(k) "facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils."

* 2. Add the following language to Section 22.800:

"by coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils."
(Hernandez - Chick)

PRESENTED BY

Mike Hernandez

MIKE HERNANDEZ
Councilmember, 1st District

SECONDED BY

Laura Chick

AMENDING
MOTION
ADOPTED
* AS AMENDED
JUL 13 1999

Los Angeles City Council

July 13, 1999

MOTION

32F

I MOVE THAT Section 22.805 (c) of the ordinance to establish the Department of Neighborhood Empowerment be clarified to read as follows:

The Board members shall be appointed **by the Mayor and confirmed by the City Council** and may be removed and vacancies filled in accordance with the provisions of the City Charter.

* by the Mayor (Walters - Galanter)

J
**AMENDING
MOTION**

ADOPTED

*** AS AMENDED**

JUL 13 1999

Los Angeles City Council

Rita Walters

Rita Walters

Council Member, 9th District

Ruth Galanter

Ruth Galanter

Council Member, 6th District

CF96-1157-53

TO THE COUNCIL OF THE
CITY OF LOS ANGELES

Your

GOVERNMENTAL EFFICIENCY COMMITTEE

reports as follows:

	<u>Yes</u>	<u>No</u>
Public Comments	<u>XX</u>	<u> </u>

GOVERNMENTAL EFFICIENCY COMMITTEE REPORT and ORDINANCE relative to establishing a new City Department of Neighborhood Empowerment.

Recommendations for Council action:

1. PRESENT and ADOPT accompanying ORDINANCE, amending Division 22 of the Los Angeles Administrative Code, by adding a new Chapter 28 to create a new City Department of Neighborhood Empowerment.
2. CONSIDER alternative language, as submitted by the Mayor, to replace the language in the last sentence of Article I, Section 22.800 of the draft Ordinance (draft Ordinance approved by Committee attached to this Committee report). The Mayor is recommending that the last sentence of Article I, Section 22.800, entitled "Duties of the Department" read as follows:

"The Department shall facilitate communications from the Neighborhood Councils to City departments regarding the delivery of City services to the neighborhoods so that the needs of the communities are identified and coordinated with the responsibilities of the City departments."

3. REQUEST the Mayor to appoint the Board of Neighborhood Commissioners in its entirety (or present the Board appointments at the same time) in order to allow the Council to effectively evaluate the Board's diversity.

Fiscal Impact Statement: The City Administrative Officer reports that the General Fund cost for implementation of this Ordinance will depend on the number of staff approved for the Department of Neighborhood Empowerment and the Neighborhood Council Plan which the City Council and Mayor approve.

Summary:

On June 16, 1999 (and in several prior meetings), the Governmental Efficiency (GE) Committee reviewed the proposed ordinance drafted for the creation a new City Department of Neighborhood Empowerment (DONE).

The following six Council motions were introduced at various times in the past three years regarding the creation and structure of the DONE and neighborhood councils:

- 1) Motion(Wachs-Ridley-Thomas-Chick-Alatorre-Braude-Feuer- Svorinich) for the GE Committee to develop and present to the City Council for adoption a plan to reform City government through the establishment of independent neighborhood councils - introduced June 1996 (C.F.# 96-1157);
- 2) Motion (Ridley-Thomas-Wachs-Chick-Goldberg-Hernandez) to adopt a three-year Citywide neighborhood congress pilot project which respects community and Council district boundaries, as appropriate - introduced February 1997 (C.F.# 96-1157);
- 3) Motion (Chick - Wachs) for the CLA and CAO to: 1) work with various City departments to present a proposal to restructure existing City resources without adding new bureaucracy to create a DONE, 2) examine how other cities, such as Portland and Seattle, structure their neighborhood programs, 3) explore possible grant funds for this effort and 4) prepare a plan and time line for setting up the DONE - introduced April 1997 (C.F.# 96-1157-S1);
- 4) Motion (Ridley-Thomas-Wachs) for the CAO to chair a working group of various City departments to determine funding options for the DONE and report back to the Budget and Finance and GE Committees within 30 days - introduced May 1997 (C.F.# 97-0731);
- 5) Motion (Ridley-Thomas - Feuer - Hernandez) that the Information and Technology Agency, with the Assistance of the CAO), report to the Information Technology and General Services (IT&GS) Committee and GE Committee within 30 days with a strategy to discuss the need for a technology solution for a citywide network of neighborhood councils which will be supported by a contemplated Department of Neighborhood, or other mechanism to allow effective communication with constituents (Walters -Ridley - Thomas). Also, that the CLA and the CAO research the technology solutions which are being utilized by other cities to enhance communication for their networks of neighborhood councils and report back to the IT&GS within 30 days - introduced May 1998 (C.F. # 96-1157-S2); and
- 6) Motion (Ridley-Thomas - Ferraro) that the City Attorney prepare and present the necessary ordinances to establish the DONE, as described in the Unified Charter, in order to begin the implementation process for a citywide network of neighborhood councils - introduced March 1999 (C.F.# 96-1157-S3);

On June 8, 1999, in General Municipal and Special Consolidated Elections, the voters passed Charter Measure 1 (the Unified Charter), which provides for the creation of a new City Charter. Article IX, Section 900 through Section 915, of the new Charter requires the creation of a citywide system of Neighborhood Councils, and a new City Department of Neighborhood Empowerment.

In anticipation of the passage of this measure, the GE Committee instructed the City Attorney to draft the necessary ordinance (s) in April 1999. Since April 1999, the Committee has extensively discussed and reviewed the proposed ordinance in five subsequent meetings, and has provided for City Department and public comment.

During the GE Committee discussions some of the issues addressed by the Committee, and the public, some of which have been incorporated into draft ordinance are:

- the duties and the responsibilities of the DONE;
- the power and duties of the General Manager;
- the Neighborhood Council Plan;
- early notification to neighborhood councils;
- a semi-annual citywide neighborhood congress;
- community empowerment education for top level City officials including elected officials and commissioners;
- training of City Staff and neighborhood councils' officers and staff in areas of cultural awareness, dispute mediation, civics, communications, equipment utilization, etc.;
- diverse representation on the Board of Neighborhood Commissioners, to ensure diversity of communities of interest, neighborhoods, ethnicity, race, gender, age, and sexual orientation; and
- citywide geographic representation.

Other portions of the discussion involved, but were not limited to:

- how best to facilitate the delivery of City services
- cost, staff, equipment and resources needed;
- required databases; and
- an examination of existing neighborhoods structures.

Also, the Committee has considered the comparison of neighborhood Council programs in other cities of: 1) Birmingham, AL; 2) Dayton OH; 3) New York City, NY; 4) Portland, Oregon; 4) Baltimore, MD; 5) Seattle, WA; 6) St. Paul MN; and 7) locally in the Eight District Empowerment Congress, and cities such as San Diego, Pasadena, Santa Monica (See CLA report dated March 30, 1998 (C.F.# 96-1157)).

During the June 16, 1999 GE meeting, a staff member representing the Mayor provided alternative language to be considered in Article I, Section 22.800, entitled "Duties of the Department." The Mayor's recommended alternative language to Section 22.800 last sentence is as follows:

Section 22.800, last sentence should read:

"The Department shall facilitate communications from the Neighborhood Councils to City departments regarding the delivery of City services to the neighborhoods so that the needs of the communities are identified and coordinated with the responsibilities of the City departments."

The Mayor's staff explained that the alternative language was suggested because the ordinance in its current form may be inadvertently misinterpreted by the public to suggest that the DONE has the responsibility for ensuring delivering city services (directly or indirectly) or can direct other city staff, even if it is to attend a meeting. Such an interpretation may interfere with the accountability of city staff to their own general managers' and/or the accountability of city departments responsible for the delivery of city services.

The Committee response to the Mayor suggested language, is that the the proposed ordinance is intended to empower the DONE, and to enable the DONE staff to serve in an active role as an advocate and liaison for the City neighborhoods. Staff is expected to facilitate the actual delivery of City services. The GE Committee members believe that in addition to facilitating the "communications" from the Neighborhood Councils (as suggested by the Mayor), the DONE will be responsible for identifying City services needed, following-up, problem solving, and advising the Mayor, Council, and City Departments on the needs of the neighborhoods. The Committee completed the discussion by requesting that the proposed ordinance, be adopted by Council as it best reflects the Committee's intent, but also asked that the Mayor's alternative language be considered.

In a subsequent Special Meeting held on June 29, 1999, the GE Committee made three additional changes to the draft ordinance. During this meeting the draft ordinance which is now being considered by Council was completed. The additional changes made to the draft ordinance on June 29, 1999 were:

1. Page 1 - Section 22.800 - line 4. Change the word "citizen" to "public;"
2. Page 3 - Section 22.805 (b). Change the word "communities" to "communities of interest" in order to be consistent with the Charter; and
3. Page 5 - Section 22.810 (Under Implementation of the Plan)
Language added which states that "if implementing ordinances are not adopted within the time period set forth in Charter Section 905, then the regulations adopted by the Board shall become effective, and to the extent not inconsistent with law shall be binding upon City departments and offices." This language is specifically provided for in the new City Charter.

In addition, the GE Committee requested that the Mayor be requested to appoint the Board of Neighborhood Commissioners in its entirety (or present

the Board appointments at the same time) in order to allow the Council to effectively evaluate the Board's diversity. The Committee ask that the Mayor report back to GE Committee (at its next meeting) to provide a job description for the position of General Manager of the DONE, and to discuss possible sources of funding. The Committee stated their commitment, and requested that all City staff follow-through in assisting the General Manager, and the DONE staff with the resources needed to successfully implement the Neighborhood Council Plan.

The GE Committee members also requested that once the Board of Neighborhood Commissioners is established, and the General Manager is selected, that monthly status report be provided to the GE Committee to ensure that the City is maintaining a reasonable schedule in providing the necessary resources necessary for the development of the DONE, and the implementation of the Neighborhood Council Plan.

Respectfully submitted,
GOVERNMENTAL EFFICIENCY COMMITTEE

Jim Wachs
Laura Chick

ATTACHMENT: Proposed Ordinance, as adopted by Committee

BG:bg
6/30/99
#961157.3

JUL 13 1999 - MOTION (MISCIKOWSKI-WACHS) ADOPTED
IN-LIEU OF REPORT

MOTION

On today's Council agenda, July 13, 1999, item #32 is a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment (C.F. 96-1157 S3).

I THEREFORE MOVE, that item #32 on today's Council agenda (CF 96-1157 S3), July 13, 1999, a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment, be **AMENDED** to include the following new subsections and language to the Ordinance as follows:

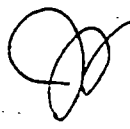
AMEND Article 2, Section 22.805, Board of Neighborhood Commissioners, by including the following new subsection (D):

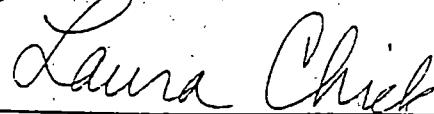
"The Board members shall have community organizing experience."

PRESENTED BY


JACKIE GOLDBERG

COUNCILMEMBER, 13TH DISTRICT


SECONDED BY


Laura Chick

JUL 13 1999 REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

CF 96-1157 S3
32B

MOTION

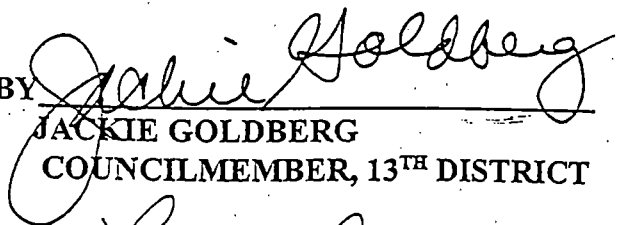
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I THEREFORE MOVE, that item #32 on today's Council agenda (CF 96-1157 S3), July 13, 1999, a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment, be AMENDED to include the following new subsections and language to the Ordinance as follows:

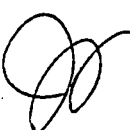
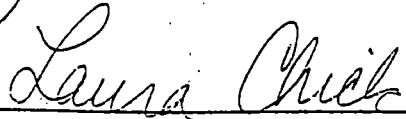
AMEND Article 2, Section 22.803, Appointment and Removal of the General Manager, by including the following:

"The Mayor shall appoint a screening panel of a minimum of 5 members- all of whom have had and continue to have experience as community organizers, to recommend at least five (5) candidates to the Mayor."

PRESENTED BY


JACKIE GOLDBERG

COUNCILMEMBER, 13TH DISTRICT

 SECONDED BY 

JUL 13 1999 - Referred to Ad Hoc Comte on
Charter Implementation

(2) 96-1157 S3
320

MOTION

On today's Council agenda, July 13, 1999, item #32 is a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment (C.F. 96-1157 S3).

I THEREFORE MOVE, that item #32 on today's Council agenda (CF 96-1157 S3), July 13, 1999, a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment, be AMENDED to include the following new subsections and language to the Ordinance as follows:

AMEND Article 2, Section 22.805(b), Board of Neighborhood Commissioners, by including the following:

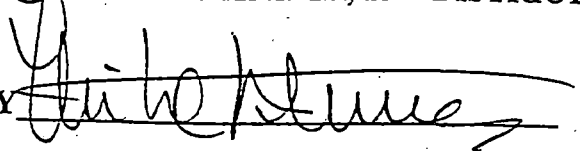
"and... income, primary language, and residential status (renters and homeowners)."

PRESENTED BY


JACKIE GOLDBERG

COUNCILMEMBER, 13TH DISTRICT

SECONDED BY




JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

MOTION

On today's Council agenda, July 13, 1999, item #32 is a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment (C.F. 96-1157 S3).

I THEREFORE MOVE, that item #32 on today's Council agenda (CF 96-1157 S3), July 13, 1999, a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment, be AMENDED to include the following new subsections and language to the Ordinance as follows:

AMEND Article 1, Section 22.801, Duties of the Department, by including the following, new subsection (P):

"The Department shall mitigate obstacles to widespread community participation, including but not limited to, childcare, language translation, transportation to and from meetings, and disability access."

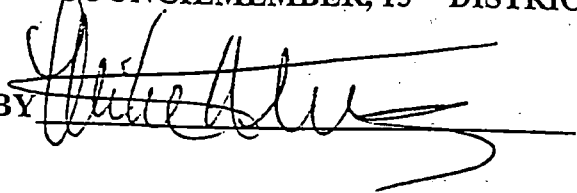
PRESENTED BY



JACKIE GOLDBERG

COUNCILMEMBER, 13TH DISTRICT

SECONDED BY



JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

32E

AMENDING MOTION

(Item 32 - C.F. 96-1157, S-3 - City Council Agenda of July 13, 1999)

IMOVE that the Ordinance to add a new Chapter 28 to the Los Angeles Administrative Code to create the Department of Neighborhood Empowerment BE AMENDED to delete the following section:

That the City Council:

1. Delete Section 22.801(k) of the ordinance as follows:

(k) "facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to; acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils."

- * 2. Add the following language to Section 22.800:

"by coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils."
(Hernandez - Chick)

PRESENTED BY

Mike Hernandez
MIKE HERNANDEZ
Councilmember, 1st District

SECONDED BY

Laura Chick

AMENDING
MOTION

ADOPTED

* AS AMENDED

JUL 13 1999

Los Angeles City Council

July 13, 1999

*Adopted as amended by Council action on 7-13-99. Larke

MOTION

32F

I MOVE THAT Section 22.805 (c) of the ordinance to establish the Department of Neighborhood Empowerment be clarified to read as follows:

The Board members shall be appointed by the Mayor and confirmed by the City Council and may be removed and vacancies filled in accordance with the provisions of the City Charter.

* by the Mayor (Walters - Galanter)

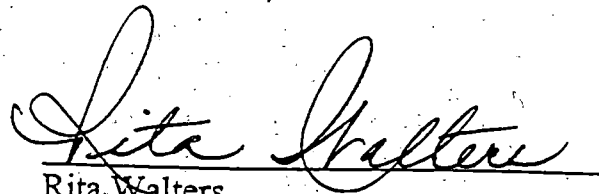
AMENDING
MOTION

ADOPTED

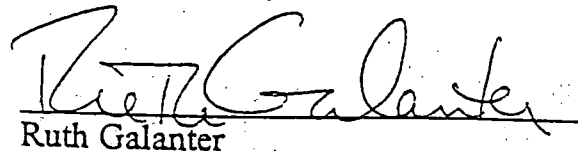
* AS AMENDED

JUL 13 1999

Los Angeles City Council


Rita Walters

Council Member, 9th District

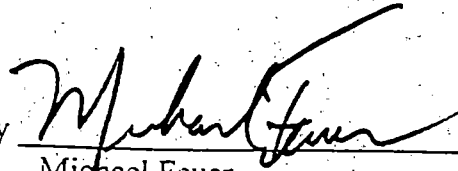

Ruth Galanter

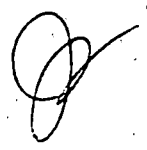
Council Member, 6th District

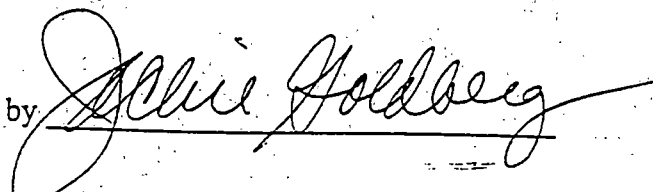
I MOVE THAT Section 22.805(b) of the draft ordinance establishing the Department of Neighborhood Empowerment be amended as follows: B 2 G

The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities of interests (such as residential property owners and tenants, commercial, educational, and non-profit), neighborhoods, ethnicity, race, gender, age and sexual orientation.

Presented by


Michael Feuer
Councilman, Fifth District


Seconded by


Shlue Goldberg

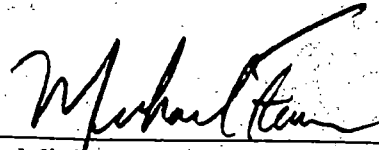
JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

I MOVE THAT Section 22.800 of the draft ordinance establishing the Department of Neighborhood Empowerment be amended as follows:

32H

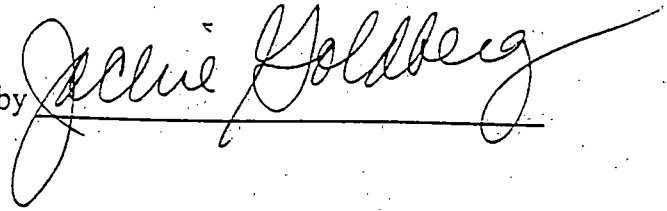
The Department shall ensure that every part of the City is within the boundaries designated for of a neighborhood council.

Presented by



Michael Feuer
Councilman, Fifth District

Seconded by



JUL 13 1999

REFERRED TO

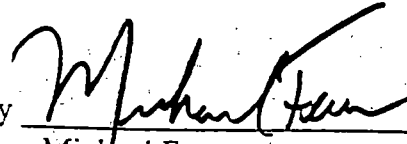
AD HOC COMTE ON

CHARTER IMPLEMENTATION

I MOVE THAT Section 22.811(a)(1) of the draft ordinance establishing the Department of Neighborhood Empowerment be amended as follows:

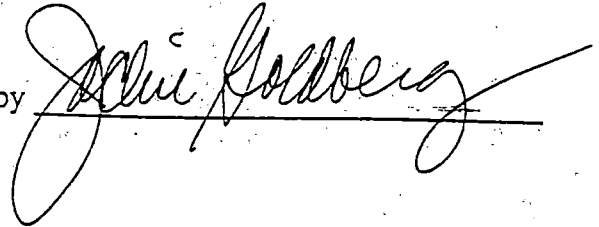
(1) the method by which their officers are chosen to ensure that officers reflect the diversity of interests that exist within the Neighborhood Council, including but not limited to residential property owners and tenants, commercial, educational, non-profit and public institutions, as well as the diversity of ethnicity, race, gender, age and sexual orientation;

Presented by



Michael Feuer
Councilman, Fifth District

Seconded by



JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

MOTION

Under item (e), Sec. 22.809, Development of the Neighborhood Council Plan, the following language was added:

"However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council."

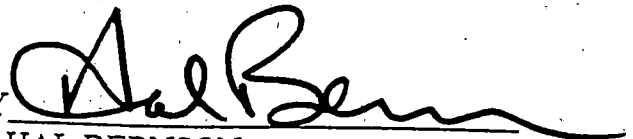
This language as drafted would make it possible for neighborhood council meetings to be held anywhere in the city without regard to neighborhood boundaries.

I THEREFORE MOVE that new language added to (e) of Sec. 22.809 be deleted.

I FURTHER MOVE that the following new language be substituted for the language deleted, "Neighborhood council meetings shall be held in areas represented by that neighborhood council unless the topic of the meeting has greater or city-wide impact."



PRESENTED BY

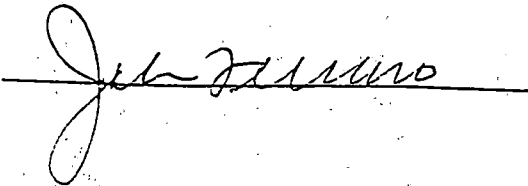


HAL BERNSON

Councilman, 12th District

JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

SECONDED BY



32K

MOTION

Section 22.811, Certification of Neighborhood Councils, needs further modification and/or clarification.

I THEREFORE MOVE that the addition of "otherwise identifies themselves as a stakeholder" in (a) (2) By Laws of Section 22.811 is too broad and should be deleted.

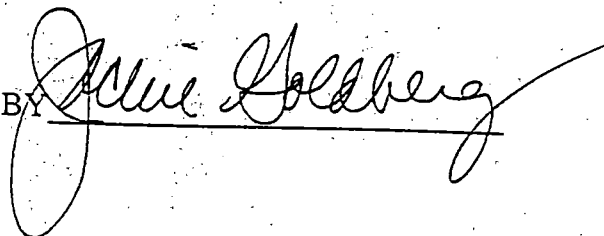
I FURTHER MOVE that (a) (2) of Section 22.811 be modified to read:

"(2) that neighborhood council membership will be open to everyone who lives, works, owns property or a business in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations within the neighborhood."

PRESENTED BY


HAL BERNSONCouncilman, 12th District

SECOND BY


Julie Goldberg

JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

CF# 96-1157-S14
321

ITEM 32 L

MOTION

I MOVE that the matter of a Governmental Efficiency Committee Report and Ordinance relative to establishing a new City Department of Neighborhood Empowerment, Item 32 on today's Council Agenda (CF 96-1157-S3) BE AMENDED to include under Section 22.804 of the proposed amendment a requirement that the General manager of the Department be directed to provide monthly status reports to the full Council on implementation of the plan.

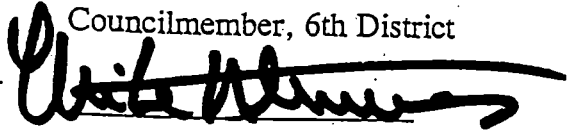
PRESENTED BY



RUTH GALANTER

Councilmember, 6th District

SECONDED BY



July 13, 1999

ak

JUL 13 1999 - REFERRED TO
AD HOC COMTE ON
CHARTER IMPLEMENTATION

VERBAL MOTION

I HEREBY MOVE that Council ADOPT the following recommendations relative to the establishment of a new City Department of Neighborhood Empowerment (Council agenda Item No. 32, CF 96-1157-S3, et al.):

1. PRESENT and ADOPT accompanying ORDINANCE dated July 13, 1999, as presented by the Governmental Efficiency Committee and as revised to incorporate the following amendments:
 - a. Amending Motion 32E, as amended (Hernandez - Chick) (attached to the Council file).
 - b. Amending Motion 32F, as amended (Walters - Galanter) (attached to the Council file).
2. REFER all other Amending Motions submitted in Council relative to this matter, to the Ad Hoc Committee on Charter Implementation.

PRESENTED BY

CINDY MISCIKOWSKI
Councilmember, 11th District

SECONDED BY

JOEL WACHS
Councilmember, 2nd District

July 13, 1999

Motion 32M
CF 96-1157-S3, et al.

calagend\9611573.mot

**MOTION
ADOPTED
IN-LIEU OF COMTE RPT
JUL 13 1999**

Los Angeles City Council

ORD OVER ONE WEEK TO ... JULY 20, 1999

AD HOC on charter MOTION
Cmtee.

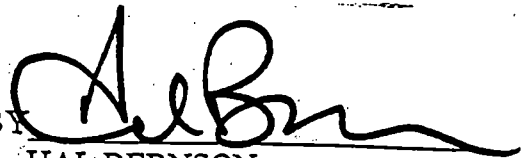
The new Chapter 28 of Division 22 of the Los Angeles Administrative Code establishes a Department of Neighborhood Empowerment.

While campaigning for changes to the Los Angeles City Charter, the current mayor frequently advocated for the mayor's office to have greater powers and control. Item (k) under Sec. 22.801, Duties of the Department, places the Department in the role of facilitator to coordinate involving relevant City Staff and neighborhood councils in integrated problem-solving for meeting the needs for City services.

Because the City Council no longer has control of the services to neighborhood and the mayor's office has expanded control,

I THEREFORE MOVE that the mayor's office have final responsibility for the duties as outlined in item (k).

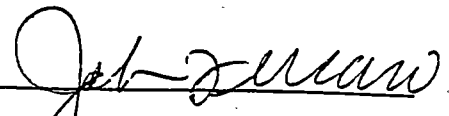
PRESENTED BY



HAL BERNSON

Councilman, 12th District

SECONDED BY



JUL 13 1999 - Referred to Ad Hoc Cmte on
Charter Implementation

COUNCIL VOTE

13-Jul-99 11:50:47 AM, #16

RECONSIDER ORD

ITEM NO. (32)

Voting on Item(s): 32
Roll Call

ORD OVER ONE WEEK TO

July 20, 1999

BERNSON	Yes
CHICK	Yes
FEUER	Yes
GALANTER	Yes
GOLDBERG	NO YES
HERNANDEZ	NO YES
HOLDEN	No
MISCIKOWSKI	Yes
PACHECO	Yes
PADILLA	Yes
RIDLEY-THOMAS	Yes
SVORINICH	Absent
WACHS	Yes
WALTERS	Yes
*FERRARO	Yes

Present: 14, Yes: ~~11~~ No: ~~7~~

13

1

COUNCIL VOTE

13-Jul-99 11:47:09 AM, #15

ITEM NO. (32)

Voting on Item(s): 32M

Roll Call

BERNSON	No
CHICK	Yes
FEUER	No
GALANTER	No
GOLDBERG	No
HERNANDEZ	No
HOLDEN	No
MISCIKOWSKI	Yes
PACHECO	Yes
PADILLA	Yes
RIDLEY-THOMAS	Yes
SVORINICH	Absent
WACHS	Yes
WALTERS	Yes
*FERRARO	Yes
Present: 14, Yes: 8	No: 6



JAMES K. HAHN
CITY ATTORNEY

Office of the City Attorney
Los Angeles, California

WRITER'S DIRECT DIAL: (213) 237-0562

FAX: (213) 485-8899

TTY:

REPORT NO. R99-0181
JUNE 18, 1999

REPORT RE:

DRAFT OF ORDINANCE ESTABLISHING A
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

The City Council
Of The City Of Los Angeles
Room 395, City Hall
200 North Spring Street
Los Angeles, California 90012

Attention: Barbara Greaves

(Council File No. 96-1157 S3 - not transmitted)

Honorable Members:

Pursuant to your Governmental Efficiency Committee instructions, we have prepared a draft of an ordinance establishing a new Department of Neighborhood Empowerment. We now transmit it to you for your review and action, approved as to form and legality. Some of the provisions of the ordinance involve requirements of the new charter and some have been added by your Committee. We have prepared for your convenience, a version of this ordinance that sets forth underlined the provisions which are in addition to those in the new charter. Pursuant to the Committee's instructions, we have prepared and the Clerk will transmit to you a version of the ordinance which includes some alternative language suggested by the Mayor's Office.

A member of this office will be available when you consider this matter to answer any questions you may have.

Very truly yours,

JAMES K. HAHN, City Attorney

Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

CC:rp
Transmittal

(44617)

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
DUTIES OF THE DEPARTMENT**

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils' officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(o) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed by the Mayor, as provided in Charter Section 508.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter Section 510.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities, neighborhoods, ethnicity, race, gender, age and sexual orientation.

(c) The Board members shall be appointed and may be removed and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and

regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) **Early Notification Procedures.** The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809.

Sec. 22.811. Certification of Neighborhood Councils.

(a) **By Laws.** Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;

(2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(6/17/99-44507)

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____

Deputy

Approved _____

Mayor

Approved as to Form and Legality

June 18, 1999
James K. Hahn, City Attorney

By Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3

4
UNDERLINED VERSION INDICATING MATERIAL
ADDED TO CHARTER REQUIRED LANGUAGE

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
DUTIES OF THE DEPARTMENT**

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

- (a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;
- (b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;
- (c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils' officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(o) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed by the Mayor, as provided in Charter Section 508.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter Section 510.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities, neighborhoods, ethnicity, race, gender, age and sexual orientation.

(c) The Board members shall be appointed and may be removed and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and

regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809.

Sec. 22.811. Certification of Neighborhood Councils.

(a) **By Laws.** Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;

(2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(6/17/99-44660)

MAYOR'S ALTERNATIVE LANGUAGE

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
DUTIES OF THE DEPARTMENT**

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate communications from the Neighborhood Councils to City departments regarding the delivery of City services to the neighborhoods so that the needs of the communities are identified and coordinated with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

- (a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;
- (b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;
- (c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils' officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(o) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed by the Mayor, as provided in Charter Section 508.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter Section 510.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety. The members shall reflect the diverse geographic areas of the City and the diversity of communities, neighborhoods, ethnicity, race, gender, age and sexual orientation.

(c) The Board members shall be appointed and may be removed and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and

regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) **Early Notification Procedures.** The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809.

Sec. 22.811. Certification of Neighborhood Councils.

(a) **By Laws.** Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;

(2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

(5) a system for financial accountability of its funds; and

(6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(6/17/99-44616)



JAMES K. HAHN
CITY ATTORNEY

Office of the City Attorney
Los Angeles, California

WRITER'S DIRECT DIAL: (213) 237-0562
FAX: (213) 485-8899
TTY:

REPORT NO. R99-0172
JUNE 16, 1999

REPORT RE:

DISCUSSION DRAFT OF ORDINANCE ESTABLISHING A
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

The Governmental Efficiency Committee
Of The City Of Los Angeles
Room 395, City Hall
200 North Spring Street
Los Angeles, California 90012

Attention: Barbara Greaves

(Council File No. 96-1157 S3 - not transmitted)

Honorable Members:

Pursuant to your May 24 and April 7, 1999 instructions, I have prepared another discussion draft of an ordinance establishing a new Department of Neighborhood Empowerment. As you directed at your last meeting, the Planning Department provided me with a list of seven areas to be used for geographic diversity of Board members. As you will recall, the recently adopted Charter calls for appointment of commissioners for the Department of Neighborhood Empowerment to be from "diverse geographic areas, as further specified by ordinance." Section 902 (a). To that end, I have inserted the areas provided by the Planning Department and their reference into the ordinance. Please review this draft and provide me with further direction. I will then complete a draft and send it to your Committee for its final review or directly to Council, whichever you so direct.

Our Office has been contacted by the Mayor's Office with respect to whether language which is in the Charter, needs to be repeated in this ordinance. At the time this ordinance was originally drafted, the election had not yet occurred and so it was necessary for preservation of those goals and requirements to be included. Now that the Charter has been adopted, it is not legally required to repeat Charter required provisions in the ordinance.

The Governmental Efficiency Committee
Of The City Of Los Angeles
Page 2

A member of this office will be available when you consider this matter to answer any questions you may have.

Very truly yours,

JAMES K. HAHN, City Attorney

Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

CC:rp
Transmittal

(44536)

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
DUTIES OF THE DEPARTMENT**

Sec. 22.800. Purposes. There shall be a department in the City government known as the Department of Neighborhood Empowerment which shall be referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

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(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(o) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

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Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Charter Section 510.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) The Board of Neighborhood Commissioners shall consist of seven board members and be referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety, chosen one each from the following geographic areas, the maps and boundaries for which shall be prepared by the Director of Planning:

- (i) North Valley;
- (ii) South Valley;
- (iii) West Los Angeles;
- (iv) Metro;
- (v) Mid-City;

(vi) South Los Angeles; and

(vii) Harbor.

(c) The Board members shall be appointed and may be removed and vacancies filled in accordance with the provisions of the City Charter.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft

ordinance format. These regulations, when adopted by ordinance, shall be sufficient to implement the Plan and shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent

with the requirements of the plan set forth above in Section 22.809.

Sec. 22.811. Certification of Neighborhood Councils.

(a) By Laws. Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1)** the method by which their officers are chosen;
- (2)** that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;
- (3)** assurances that the members of the neighborhood council will reflect the diverse interests within their area;
- (4)** a system through which the neighborhood council will communicate with stakeholders on a regular basis;
- (5)** a system for financial accountability of its funds; and
- (6)** guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____

Deputy

Approved _____

Mayor

Approved as to Form and Legality

James K. Hahn, City Attorney

By _____

CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3



JAMES K. HAHN
CITY ATTORNEY

Office of the City Attorney
Los Angeles, California

#1
WRITER'S DIRECT DIAL: (213) 237-0562

FAX: (213) 485-8899

TTY:

REPORT NO. R99-1157 S3
JUNE 1, 1999

REPORT RE:

DISCUSSION DRAFT OF ORDINANCE ESTABLISHING A
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

The Governmental Efficiency Committee
Of The City Of Los Angeles
Room 395, City Hall
200 North Spring Street
Los Angeles, California 90012

Attention: Barbara Greaves

(Council File No. 96-1157 S3 - not transmitted)

Honorable Members:

Pursuant to your May 24 and April 7, 1999 instructions, I have prepared a discussion draft of an ordinance establishing a new Department of Neighborhood Empowerment. Please review this draft and provide me with direction as to what you would like the ordinance to include. I will then complete a draft and send it to your Committee for its final review.

A member of this office will be available when you consider this matter to answer any questions you may have.

Very truly yours,

JAMES K. HAHN, City Attorney

Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

CC:rp
Transmittal

(44021)

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

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DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
CREATION AND DUTIES OF DEPARTMENT**

Sec. 22.800. Creation of the Department and Purposes.

There is hereby created a department in the City government to be known as the Department of Neighborhood Empowerment, referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.810;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.810;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.810 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

- (o) facilitate meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed and may be removed by the Mayor, subject to the provisions of Charter Section 79.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Section 80 of the Los Angeles City Charter.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) There is hereby created a Board of Neighborhood Commissioners, consisting of seven board members and referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, one each from the following geographic areas:

- (i) _____;
- (ii) _____;
- (iii) _____;
- (iv) _____;
- (v) _____;
- (vi) _____; and
- (vii) _____.

(c) The Board members shall be appointed and may be removed by the Mayor, subject in both actions to the approval of the City Council by majority vote. If a vacancy occurs during the term of office of any member, the vacancy shall be filled by the appointment by the Mayor for the period of the unexpired term, subject to the approval of the Council by majority vote. Board members shall serve for a term of four years. Once appointed, the length of each initial board member's term shall be determined by lot so that the terms of no more than two members expire in any one year.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Terms of Members of the Board. The term of office for each member of the Board shall be for four years, which shall begin on the date the member is confirmed and sworn into office and shall end on the June 30 of the fourth year. Each appointment to fill a vacancy on the Board shall be for the period of the unexpired term of the incumbent.

Sec. 22.809. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.810. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft

ordinance format (regulations) which, if adopted by ordinance, would be sufficient to implement the Plan. These regulations shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.822. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and,

within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.821.

Sec. 22.823. Certification of Neighborhood Councils.

(a) By Laws. Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;
- (2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;
- (3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;
- (4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;
- (5) a system for financial accountability of its funds; and
- (6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.824. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.825. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(5/28/99-42211)

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____

Deputy

Approved _____

Mayor

Approved as to Form and Legality

James K. Hahn, City Attorney

By _____
CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3

GOVERNMENTAL EFFICIENCY COMMITTEE, SPECIAL MEETING

MONDAY, MAY 24, 1999

ROOM 316, CITY HALL - 10 AM
200 N. MAIN ST., LOS ANGELES, CA 90012

MEMBERS: COUNCIL MEMBER JOEL WACHS, CHAIR
COUNCIL MEMBER MARK RIDLEY-THOMAS
COUNCIL MEMBER LAURA CHICK

(Barbara Greaves - Legislative Assistant - 213-237-1615)

Note: Assistive listening devices are available at the meeting; upon 24 hour advance notice, other accommodations, such as sign language interpretation, and translation services will be provided. Contact the Legislative Assistant listed above for the needed services. TDD available at (213) 485-4735.

FILE NO.

SUBJECT

(1)
Continued from April 7, 1999
96-1157 City Attorney draft Ordinance relative to the establish-
-S3 ment of the Department of Neighborhood Empowerment, as
described in the proposed Unified Charter, and as
requested by the Governmental Efficiency Committee on
April 7, 1999. (pursuant to Motion Ridley-Thomas -
Ferraro).

Fiscal Impact Statement Submitted: No

DISPOSITION *Continued to next meeting and
in the interim asked City Attorney
to make recommended
changes to ordinance*

ge0524sp.agd

GOVERNMENTAL EFFICIENCY COMMITTEE, SPECIAL MEETING
MONDAY, MAY 24, 1999

96-1157-S3

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0011

[Handwritten mark]
Date: May 21, 1999

To: The Governmental Efficiency Committee

From: Paul K. Cauley, Acting City Administrative Officer *PK*
Ronald F. Deaton, Chief Legislative Analyst *RPD*

Subject: **ESTIMATED COSTS TO OPERATE THE DEPARTMENT
NEIGHBORHOOD EMPOWERMENT**

RECEIVED
CITY CLERK'S OFFICE
99 MAY 24 AM 6:46
BY CITY CLERK
DEPUTY

At its April 7, 1999 meeting, the Governmental Efficiency Committee (GE) requested the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA) to provide cost estimates to establish and operate a Department of Neighborhood Empowerment (DONE).

The estimated cost for the DONE's first-year of operation is \$1.4 million, including ongoing costs (\$1.1 million) and one-time costs (\$300,000). During its first year, the DONE will focus on establishing a headquarters office and setting up its operations. First-year costs are based on providing a downtown headquarters, including a communications infrastructure, and hiring a core staff of 12 employees with requisite equipment.

The second-year cost estimate is \$4.4 million, including ongoing costs (\$3.2 million) and one-time costs (\$1.2 million). Second-year costs include 35 staff members for downtown and field offices, and establishing 15 field offices. The Department of General Services (GSD) has provided cost estimates for office needs. Depending on space availability, GSD indicates that locating the DONE in City facilities will be the most cost efficient. If leased space is required for 15 field offices, annual lease costs are estimated to be an additional \$360,000. Actual costs will vary based on the specific location of each office, the required tenant improvements and custodial, security and building maintenance arrangements.

The Information and Technology Agency (ITA) has provided cost estimates of establishing communications networks. These ITA costs are included in the budget estimates described above. ITA has reported that three candidate locations for the downtown headquarters, namely, the Los Angeles Mall, Spring Street or the Figueroa Plaza building already have the necessary communications infrastructure and would be cost efficient choices.

First-year staffing for the DONE is based on the Unified Charter proposal which states that the DONE must: (1) develop a plan to establish a City-wide system of neighborhood councils; and (2) seek public input in developing the plan. As a result, we estimate that first-year staffing would include 12 positions (executive director, assistant executive director, secretary, administrative position, senior systems analyst, five project coordinators, and two clerical positions). The expectation is that all of the positions will assist the executive director with the public input process.

For second-year staffing, we estimate that DONE staffing will expand to 35 positions (executive director, assistant executive director, secretary, administrative position, senior systems analyst, 15 project coordinators, and 15 clerical positions). The expectation is that two positions (one project coordinator and one clerical position) will be assigned to each of 15 field offices. Note that the above field office costs would change proportionately if the actual number of field offices is greater than fifteen. Additional discretionary funding may also be required for individual neighborhood council organizations.

RECOMMENDATION

Note and file.

FISCAL IMPACT STATEMENT

There is no General Fund impact at this time. Actual cost will depend on the number of department staff and the number of field offices. If the City establishes a Citywide system of neighborhood councils, the first-year General Fund impact could total \$1.4 million, including \$1.1 million in ongoing costs and \$300,000 in one-time costs. Second-year General Fund impact could total \$4.4 million, including \$3.2 million for ongoing costs plus one-time costs totaling \$1.2 million. Additional discretionary funding may also be required for individual neighborhood council organizations.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 21, 1999

To: Councilmember Joel Wachs, Chair
Governmental Efficiency Committee

From: Frances T. Banerjee, General Manager
Department of Transportation



Subject: **PROPOSED ORDINANCE TO CREATE THE DEPARTMENT OF
NEIGHBORHOOD EMPOWERMENT**

The proposal to create neighborhood councils is an opportunity for increased community input and tailoring our various services to the specific needs of communities. However, it could also mean a major increase in work load to the Department of Transportation, depending upon how the proposal is implemented.

One opportunity is to afford communities to be more proactive in the design of neighborhood traffic calming initiatives. There are requirements in the ordinance that specify that the neighborhood councils include both business and residential interests. This mixture is ideal for the kind of input we need to have successful neighborhood traffic management plans. This program could augment the Department's current activities with Mobility Action Committees (MAC's) and Community Police Advisory Boards (CPAB's) and could continue the extensive work recently completed regarding transit needs assessment on a citywide basis.

The increase in workload of this program will depend upon how the program is managed as to depth and scope. As drafted, there are no limitations as to the number of neighborhood councils and so, we cannot at this point estimate the number of staff and/or overtime we will need to attend neighborhood council meetings. Also, the ordinance should specify which subjects that the councils may hear.

The following suggestions are aimed at clarifying some of our Department's concerns:

1. Department Purpose (Section 22.800)

The following addition to the language would better recognize that operating departments are constrained by their budget in the desire to provide unlimited service.

....The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities and available resources of the City Departments.

2. Duties (Section 22.801(k))

This section also does not adequately address the fact that operating departments have budget restrictions and cannot accommodate competing demand for services. Further, and more specifically, there are legal constraints governing the Departments operation of traffic control devices. The concern is that the new department would adopt rules and regulations that would empower neighborhood councils to over-rule the Department's use of warrants for traffic control devices that are set by State and Federal guidelines.

The following language change is suggested:

- (k) ~~facilitate the delivery of~~ identify and clarify needs for City services to the neighborhoods subject to legal and budgetary constraints;

3. Neighborhood Council Boundaries (Section 22.810(a))

The number and size of neighborhood councils are unlimited as proposed. Limiting the minimum size of a neighborhood at the outset would lead to more productive input and help put some management around the problem of trying to serve all of them equally.

The following language is suggested:

- (a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall be no smaller than a minimum size and maintain currently established neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

We look forward to working with you and the Committee as this policy initiative is further defined. If you have any questions, please call me directly or Allyn Rifkin of the Transportation Planning Bureau at 580-1195.

adr a:done1

J. MICHAEL CAREY
City Clerk

When making inquiries
relative to this matter
refer to File No.

CITY OF LOS ANGELES
CALIFORNIA



RICHARD J. RIORDAN
MAYOR

Office of the
CITY CLERK
Council and Public Services
Room 615, City Hall
Los Angeles, CA 90012
Council File Information - (213) 485-5703
General Information - (213) 485-5705

May 14, 1999

CF 96-1157, 96-1157-S1, 96-1157-S3 &
97-0731

James Hahn
City Attorney
Rm. 1800, CHE
ATTN.: Claudia Culling

Ron Deaton
Chief Legislative Analyst
Rm. 512, CHE

Paul Cauley, Acting CAO
Rm. 1500, CHE

Randall Bacon, General Manager,
Department of General Services &
Purchasing Agent
Rm. 701, CHS

William T. Fujioka,
General Manager
Personnel Department
700 E. Temple St., Rm. 305

John Hwang
General Manager
Information Technology Agency
Suite 1400, CHE

Dear City Officials and Department Heads:

Attached is Section 900 through Section 915 of the proposed Charter Amendment which is on the June 8, 1999 ballot. This measure proposes the creation of a citywide system of Neighborhood Councils, and a new City Department of Neighborhood Empowerment (DONE).

At the April 7, 1999 meeting of the Governmental Efficiency Committee, the Chair and Committee Members instructed the City Attorney to work with the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO), to begin drafting an ordinance which would define the requirements of the Board of Neighborhood Commissioners and expand the duties of the DONE as described in Section 901 (e) of the proposed Article. The draft ordinance will be reviewed by the Governmental Efficiency Committee at a Special Meeting scheduled on Monday, May 24, 1999 (in Room 316, at 10 AM). The ordinance is to include the following:

- 1) a requirement for the City to provide training for the DONE and top-level City officials. Specific types of training include leadership training, cultural awareness, dispute

mediation, civics, communication, and equipment training. This training is in addition to the training required in Section 901 (e) for neighborhood councils' officers and staff.

- 2) Require the DONE to assist in the facilitation and delivery of City Services, and work with the neighborhood councils on the coordination of City Services.
- 3) Require the DONE to develop a database system accessible to the neighborhood councils which also may be used by the DONE in facilitation and delivery of City services.

In addition, specific instructions were given to the CLA, CAO, Personnel Department, Department of General Services (GSD) and Information and Technology Agency (ITA) to report back to committee for the expeditious implementation of the charter amendment/or ordinance.

INSTRUCTIONS FOR THE CAO and CLA and Personnel and ITA:

If you will note in Section 904 (h), the Mayor and Council City has to appoint the general Manager of the DONE within 120 days after the effective date of the charter amendment. The CLA and CAO in addition to working with the City Attorney on the ordinance, were instructed by the Committee to work with the Personnel Department to develop a job description for the DONE General Manager, and to identify the core, or minimal staff and funding needed for the Department of Neighborhood Empowerment. Also, the amending Motion (Svorinich - Ridley Thomas), adopted in Council on March 23, 1999, instructs the CLA and CAO to report to the Council with respect to the fiscal impact of establishing a DONE and the proposed structure of such a department. Finally, the CLA and CAO are to work with the ITA and determining potential systems needs.

INSTRUCTIONS FOR THE GSD:

The GSD was instructed by the Committee to identify office space for the DONE and possibly for the unknown number of community-based offices that are likely to be proposed in the DONE's plan. The Committee asked that GSD look into the use of the 6 or 7 existing constituent service centers as potential space to be used by the DONE and the Neighborhood Councils.

It is anticipated by the Committee that the ordinance will be ready for City Council presentation immediately after the June 8, 1999 election. The Personnel Department has already committed to get an immediate start on the job description for the general Manager of the DONE.

Please send all written reports in response to your respective request to the Office of the City Clerk, c/o Governmental Efficiency Committee, Rm 615, City Hall.

If you have any questions regarding this matter, you may contact me at
(213) 237-1615.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Barbara Greaves".

Barbara Greaves, Legislative Assistant
Governmental Efficiency Committee

ATTACHEMENT

cc: Governmental Efficiency Committee Members

ARTICLE IX
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

Sec. 900. Purpose.

To promote more citizen participation in government and make government more responsive to local needs, a citywide system of neighborhood councils, and a Department of Neighborhood Empowerment is created. Neighborhood councils shall include representatives of the many diverse interests in communities and shall have an advisory role on issues of concern to the neighborhood.

Sec. 901. Department of Neighborhood Empowerment.

The Department of Neighborhood Empowerment shall have the duties and responsibilities set forth in this Article and elsewhere in the Charter to implement and oversee the ordinances and regulations creating the system of neighborhood councils enacted pursuant to Section 905. Duties and responsibilities shall include:

(a) prepare a plan for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council, and has an opportunity to form a neighborhood council (Plan);

(b) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that do not divide communities, and organizing themselves, in accordance with the Plan;

(c) arrange Congress of Neighborhood meetings if requested to do so by recognized neighborhood councils;

(d) assist neighborhood councils with the election or selection of their officers;

(e) arrange training for neighborhood councils' officers and staff;

(f) assist neighborhood councils to share resources, including offices, equipment, and other forms of support for them to communicate with constituents, other neighborhood councils and with government officials; and

(g) perform other duties as provided by ordinance.

Sec. 902. Board of Neighborhood Commissioners.

(a) There shall be a board of seven commissioners to be known as the Board of Neighborhood Commissioners (board). Commissioners shall be appointed by the Mayor, and shall be from diverse geographic areas, as further specified by ordinance. Appointment and removal of commissioners shall otherwise be in accordance with Section 502.

(b) The board shall be responsible for policy setting and policy oversight, including the approval of contracts and leases and the promulgation of rules and regulations, but shall not be responsible for day-to-day management.

(c) The board shall operate in accordance with Sections 503 through 508 and 510 of the Charter.

Sec. 903. General Manager.

(a) There shall be a general manager of the Department of Neighborhood Empowerment who shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed as provided in Section 508.

(b) The general manager shall have those powers and duties set forth in Section 510.

(c) The general manager shall appoint, discharge and prescribe the duties of staff, consistent with the civil service provisions of the Charter.

Sec. 904. Development of the Neighborhood Council Plan.

The Department of Neighborhood Empowerment shall develop a Plan for a citywide system of neighborhood councils, in conformance with the following:

(a) The Department of Neighborhood Empowerment shall seek public input in the formulation of the Plan.

(b) The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format (Regulations) which, if adopted by ordinance, would be sufficient to implement the Plan.

(c) The Regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible, and may consider community planning district boundaries where appropriate.

(d) The Regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(e) The Regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(f) The Regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(g) The Regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business.

(h) The Mayor and Council shall provide for the creation of the Department of Neighborhood Empowerment and appointment of the general manager within 120 days of the effective date of this Article.

Sec. 905. Implementation of the Plan.

The Department of Neighborhood Empowerment shall complete development of the Plan and present the Plan and all necessary Regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the Regulations, and within six months after presentation of the Plan to Council may adopt ordinances to implement the Regulations as proposed, or as modified by the Council consistent with the requirements of the Plan set forth in Section 904. If implementing ordinances are not adopted within this time period, the Regulations shall become effective, and to the extent not inconsistent with law shall be binding upon all City departments and offices.

Sec. 906. Certification of Neighborhood Councils.

(a) By-laws. Each neighborhood council seeking official certification or recognition from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

(1) the method by which their officers are chosen;

(2) neighborhood council membership will be open to everyone who lives, works or owns property in the area (stakeholders);

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

- (5) a system for financial accountability of its funds; and
- (6) guarantees that all meetings will be open and public, and permit, to the extent feasible, every stakeholder to participate in the conduct of business, deliberation and decision-making.

(b) **Petitioning for Certification and Approval.** Neighborhood councils may petition for certification or recognition in accordance with rules and procedures set forth in the Plan.

Sec. 907. Early Warning System.

The Regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council Committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical, and a reasonable opportunity to provide input before decisions are made. Notices to be provided include matters to be considered by the City Council, City Council Committees, and City boards or commissions.

Sec. 908. Powers of Neighborhood Councils.

Subject to applicable law, the City Council may delegate its authority to neighborhood councils to hold public hearings prior to the City Council making a decision on a matter of local concern.

Sec. 909. Annual City Budget Priorities.

Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 910. Monitoring of City Services.

Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with

responsible officials of City departments, subject to their reasonable availability.

Sec. 911. Appropriation.

The Mayor and Council shall appropriate funds for the Department of Neighborhood Empowerment and for the startup and functioning of neighborhood councils for the first two years after the effective date of this Article. Funds shall be appropriated into a special fund to be established by ordinance. The Mayor and Council shall thereafter appropriate funds for the department and neighborhood councils at least one year in advance of each subsequent fiscal year.

Sec. 912. Review.

The Mayor and Council shall appoint a commission as prescribed by ordinance to evaluate the provisions of this Article, the Regulations adopted pursuant to this Article, and the efficacy of the system of neighborhood councils no later than seven years after the adoption of the Charter. The commission shall make recommendations to the Council regarding changes to the Charter or the Regulations, as it deems appropriate.

Sec. 913. Transfer of Powers.

Notwithstanding any other provision of the Charter, the Mayor and Council shall not transfer powers, duties or functions of the Department of Neighborhood Empowerment to any other department, office or agency pursuant to Section 514 during the first five years after implementation of the Plan pursuant to Section 905.

Sec. 914. Effect of Ordinances.

The Council may adopt ordinances concerning neighborhood councils consistent with requirements for the Plan set forth in Section 904 at any time, which ordinances shall supercede any inconsistent Regulations that have become effective pursuant to Section 905.

ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
CREATION AND DUTIES OF DEPARTMENT**

Sec. 22.800. Creation of the Department and Purposes. There is hereby created a department in the City government to be known as the Department of Neighborhood Empowerment, referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.809;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together on a citywide basis and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.809;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.809 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

(o) facilitate citywide meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed and may be removed by the Mayor, subject to the provisions of Charter Section 79.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Section 80 of the Los Angeles City Charter.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) There is hereby created a Board of Neighborhood Commissioners, consisting of seven board members and referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, all of whom shall represent the City in its entirety, chosen one each from the following geographic areas, the maps and boundaries for which shall be prepared by the Director of Planning:

- (i) North Valley;
- (ii) South Valley;
- (iii) West Los Angeles;
- (iv) Metro;
- (v) Mid-City;
- (vi) South Los Angeles; and
- (vii) Harbor.

(c) The Board members shall be appointed and may be removed by the Mayor, subject in both actions to the approval of the City Council by

majority vote. If a vacancy occurs during the term of office of any member, the vacancy shall be filled by the appointment by the Mayor for the period of the unexpired term, subject to the approval of the Council by majority vote. Board members shall serve for a term of four years. Once appointed, the length of each initial board member's term shall be determined by lot so that the terms of no more than two members expire in any one year.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.809. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood

Council system, and shall contain specific regulations, in draft ordinance format (regulations) which, if adopted by ordinance, would be sufficient to implement the Plan. These regulations shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.810. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and, within six

months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.809.

Sec. 22.811. Certification of Neighborhood Councils.

(a) **By Laws.** Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;
- (2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;
- (3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;
- (4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;
- (5) a system for financial accountability of its funds; and
- (6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) **Petitioning for Certification and Approval.** Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.812. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.813. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(6/14/99-42211)

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____

Deputy

Approved _____

Mayor

Approved as to Form and Legality

James K. Hahn, City Attorney

By _____
CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3



JAMES K. HAHN
CITY ATTORNEY

Office of the City Attorney
Los Angeles, California

WRITER'S DIRECT DIAL: (213) 237-0562
FAX: (213) 485-8899
TTY:

REPORT NO. R99-1157 S3
JUNE 1, 1999

REPORT RE:

DISCUSSION DRAFT OF ORDINANCE ESTABLISHING A
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

The Governmental Efficiency Committee
Of The City Of Los Angeles
Room 395, City Hall
200 North Spring Street
Los Angeles, California 90012

Attention: Barbara Greaves

(Council File No. 96-1157 S3 - not transmitted)

Honorable Members:

Pursuant to your May 24 and April 7, 1999 instructions, I have prepared a discussion draft of an ordinance establishing a new Department of Neighborhood Empowerment. Please review this draft and provide me with direction as to what you would like the ordinance to include. I will then complete a draft and send it to your Committee for its final review.

A member of this office will be available when you consider this matter to answer any questions you may have.

Very truly yours,

JAMES K. HAHN, City Attorney

Claudia Culling
CLAUDIA CULLING
Deputy City Attorney

CC:rp
Transmittal

(44021)

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ORDINANCE NO. _____

An ordinance amending Division 22 of the Los Angeles Administrative Code, creating a Department of Neighborhood Empowerment.

**THE PEOPLE OF THE CITY OF LOS ANGELES
DO ORDAIN AS FOLLOWS:**

Section 1. Division 22 of the Los Angeles Administrative Code is hereby amended by adding a new Chapter 28 to read:

**CHAPTER 28
THE DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT**

**ARTICLE 1
CREATION AND DUTIES OF DEPARTMENT**

Sec. 22.800. Creation of the Department and Purposes.

There is hereby created a department in the City government to be known as the Department of Neighborhood Empowerment, referred to in this Chapter as the "Department." This Department shall be charged with the goal of promoting increased citizen participation in government and working to make government more responsive to local needs. The Department shall ensure that every part of the City is within the boundaries of a neighborhood council. The Department shall provide equal opportunity for all by enabling neighborhood groups to form neighborhood councils. The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities of the City departments.

Sec. 22.801. Duties of the Department. The Department shall:

(a) implement and oversee compliance with City ordinances and regulations relating to a system of neighborhood councils;

(b) prepare a Neighborhood Council Plan (Plan) for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council and that each neighborhood has an opportunity to form a neighborhood council, in accordance with Section 22.810;

(c) determine methods for certification of neighborhood councils;

(d) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that minimize the division of communities and organizing themselves in accordance with the Plan;

(e) help neighborhood councils to meet together and facilitate these meetings if and when requested to do so by recognized neighborhood councils;

(f) assist neighborhood councils with the election or selection of their officers;

(g) assist neighborhood councils to share resources, including offices, equipment and other forms of support and to communicate with constituents, other neighborhood councils and with government officials;

(h) arrange training for department staff and neighborhood councils officers and staff, such as training in leadership, cultural awareness, dispute mediation, civics, communications, equipment utilization and any other training necessary to achieve the goals set forth in Section 22.810;

(i) arrange community empowerment education for top level City officials, including elected officials and commissioners;

(j) with the assistance of the Information Technology Agency, create and maintain an internal and external information and communication network, including a Citywide database of neighborhood organizations and similar information, that would be available for public use;

(k) facilitate the delivery of City services to the neighborhoods as requested by neighborhood councils, including, but not limited to, acting as an advocate for meeting the neighborhood needs for City services, and coordinating and involving the relevant City staff in integrated problem-solving with the neighborhood councils;

(l) help coordinate the relationships between existing and newly created advisory committees and neighborhood councils;

(m) perform other duties as provided by ordinance;

(n) ensure that notification required in Section 22.810 (f) is provided to the neighborhood councils along with sufficient committee or staff reports on the matters of interest to facilitate meaningful participation; and

- (o) facilitate meetings to be held, on at least a semi-annual basis, of representatives of all neighborhood councils.

ARTICLE 2 CONTROL AND MANAGEMENT

Sec. 22.802. General Manager. The Department shall be under the control of a General Manager.

Sec. 22.803. Appointment and Removal of the General Manager. The General Manager shall be appointed and may be removed by the Mayor, subject to the provisions of Charter Section 79.

Sec. 22.804. Powers and Duties of the General Manager. The powers and duties of the General Manager shall be those specified in Section 80 of the Los Angeles City Charter.

Sec. 22.805. Board of Neighborhood Commissioners.

(a) There is hereby created a Board of Neighborhood Commissioners, consisting of seven board members and referred to in this Chapter as the "Board" or the "Commission."

(b) The Board shall be comprised of seven members, one each from the following geographic areas:

- (i) _____;
- (ii) _____;
- (iii) _____;
- (iv) _____;
- (v) _____;
- (vi) _____; and
- (vii) _____.

(c) The Board members shall be appointed and may be removed by the Mayor, subject in both actions to the approval of the City Council by majority vote. If a vacancy occurs during the term of office of any member, the vacancy shall be filled by the appointment by the Mayor for the period of the unexpired term, subject to the approval of the Council by majority vote. Board members shall serve for a term of four years. Once appointed, the length of each initial board member's term shall be determined by lot so that the terms of no more than two members expire in any one year.

Sec. 22.806. Powers and Duties of the Board. The Board shall be responsible for setting and overseeing policy, approving contracts and leases and promulgating rules and regulations. It shall not be responsible for the day-to-day management of the Department.

Sec. 22.807. Conflict of Interest. Members of the Board and Board nominees shall be subject to all ethics and conflict of interest laws and regulations applicable to governing boards and commissions in the City of Los Angeles.

Sec. 22.808. Terms of Members of the Board. The term of office for each member of the Board shall be for four years, which shall begin on the date the member is confirmed and sworn into office and shall end on the June 30 of the fourth year. Each appointment to fill a vacancy on the Board shall be for the period of the unexpired term of the incumbent.

Sec. 22.809. Organization and Meetings of the Board.

(a) The Board shall adopt rules of order and appoint from among its members a president and vice-president who each shall hold office for one year or until their successors are elected, unless their respective membership on the Board ceases sooner. The Board shall hold regular public meetings at least once each month and may hold meetings more often if necessary to conduct business. All meetings shall be noticed and held in accordance with law. Members of the Board shall be paid \$50 per meeting for each meeting of the Board attended, not to exceed \$250 in any one calendar month.

(b) At least four members shall constitute a quorum, but a smaller number may adjourn from time to time until a quorum is present. The Board may establish a committee or committees composed of three of its members to consider matters for, to conduct hearings on behalf of, and make recommendations to the board on matters relating to neighborhood empowerment.

(c) The powers conferred on the Board shall be exercised by order or resolution adopted by a majority of its members and recorded in the Board's minutes.

Sec. 22.810. Development of the Neighborhood Council Plan. The Department of Neighborhood Empowerment shall seek public input in its development of a Plan for a Citywide system of neighborhood councils. The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft

ordinance format (regulations) which, if adopted by ordinance, would be sufficient to implement the Plan. These regulations shall conform with the following:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined based on standards adopted by the Commission and approved by City Council. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

(b) The regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(c) The regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(d) The regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(e) The regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business. However, neighborhood council meetings are not all required to be held within the boundaries of the area represented by the neighborhood council.

(f) Early Notification Procedures. The regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical and a reasonable opportunity to provide input before decisions are made. That notice shall be required for matters that will be considered by the City Council, City Council committees, City boards or commissions and any other City official who is required to hold a noticed public hearing. However, failure of a neighborhood council to receive notice shall not invalidate any action of the City Council, City Council Committees, City boards or commissions or any other City official.

Sec. 22.822. Implementation of the Plan. The Department of Neighborhood Empowerment shall complete development of the Plan and present it and all necessary regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the regulations and,

within six months after presentation of the Plan to Council, may adopt ordinances to implement the regulations as proposed or as modified by the Council consistent with the requirements of the plan set forth above in Section 22.821.

Sec. 22.823. Certification of Neighborhood Councils.

(a) By Laws. Each neighborhood council seeking official certification from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

- (1) the method by which their officers are chosen;
- (2) that neighborhood council membership will be open to everyone who lives, works, owns property or otherwise identifies themselves as a stakeholder in the area, based on their participation in among other things, educational institutions, religious institutions, community organizations or other non-profit organizations;
- (3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;
- (4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;
- (5) a system for financial accountability of its funds; and
- (6) guarantees that all meetings will be open and public, and permit, to the extent feasible, stakeholders to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval. Neighborhood councils may petition for certification in accordance with rules and procedures set forth in the Plan.

Sec. 22.824. Annual City Budget Priorities. Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 22.825. Monitoring of City Services. Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with responsible officials of City departments, subject to their reasonable availability.

(5/28/99-42211)

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of _____.

J. MICHAEL CAREY, City Clerk

By _____

Deputy

Approved _____

Mayor

Approved as to Form and Legality

James K. Hahn, City Attorney

By _____

CLAUDIA CULLING
Deputy City Attorney

File No. C.F. 96-1157 S3

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0011

Date: May 21, 1999

To: The Governmental Efficiency Committee

From: Paul K. Cauley, Acting City Administrative Officer *PK*
Ronald F. Deaton, Chief Legislative Analyst *RFD*

Subject: **ESTIMATED COSTS TO OPERATE THE DEPARTMENT OF
NEIGHBORHOOD EMPOWERMENT**

At its April 7, 1999 meeting, the Governmental Efficiency Committee (GE) requested the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA) to provide cost estimates to establish and operate a Department of Neighborhood Empowerment (DONE).

The estimated cost for the DONE's first-year of operation is \$1.4 million, including ongoing costs (\$1.1 million) and one-time costs (\$300,000). During its first year, the DONE will focus on establishing a headquarters office and setting up its operations. First-year costs are based on providing a downtown headquarters, including a communications infrastructure, and hiring a core staff of 12 employees with requisite equipment.

The second-year cost estimate is \$4.4 million, including ongoing costs (\$3.2 million) and one-time costs (\$1.2 million). Second-year costs include 35 staff members for downtown and field offices, and establishing 15 field offices. The Department of General Services (GSD) has provided cost estimates for office needs. Depending on space availability, GSD indicates that locating the DONE in City facilities will be the most cost efficient. If leased space is required for 15 field offices, annual lease costs are estimated to be an additional \$360,000. Actual costs will vary based on the specific location of each office, the required tenant improvements and custodial, security and building maintenance arrangements.

The Information and Technology Agency (ITA) has provided cost estimates of establishing communications networks. These ITA costs are included in the budget estimates described above. ITA has reported that three candidate locations for the downtown headquarters, namely, the Los Angeles Mall, Spring Street or the Figueroa Plaza building already have the necessary communications infrastructure and would be cost efficient choices.

First-year staffing for the DONE is based on the Unified Charter proposal which states that the DONE must: (1) develop a plan to establish a City-wide system of neighborhood councils; and (2) seek public input in developing the plan. As a result, we estimate that first-year staffing would include 12 positions (executive director, assistant executive director, secretary, administrative position, senior systems analyst, five project coordinators, and two clerical positions). The expectation is that all of the positions will assist the executive director with the public input process.

For second-year staffing, we estimate that DONE staffing will expand to 35 positions (executive director, assistant executive director, secretary, administrative position, senior systems analyst, 15 project coordinators, and 15 clerical positions). The expectation is that two positions (one project coordinator and one clerical position) will be assigned to each of 15 field offices. Note that the above field office costs would change proportionately if the actual number of field offices is greater than fifteen. Additional discretionary funding may also be required for individual neighborhood council organizations.

RECOMMENDATION

Note and file.

FISCAL IMPACT STATEMENT

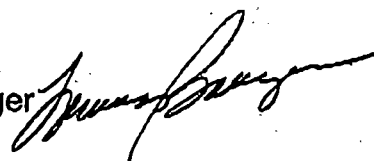
There is no General Fund impact at this time. Actual cost will depend on the number of department staff and the number of field offices. If the City establishes a Citywide system of neighborhood councils, the first-year General Fund impact could total \$1.4 million, including \$1.1 million in ongoing costs and \$300,000 in one-time costs. Second-year General Fund impact could total \$4.4 million, including \$3.2 million for ongoing costs plus one-time costs totaling \$1.2 million. Additional discretionary funding may also be required for individual neighborhood council organizations.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 21, 1999

To: Councilmember Joel Wachs, Chair
Governmental Efficiency Committee

From: Frances T. Banerjee, General Manager
Department of Transportation



**Subject: PROPOSED ORDINANCE TO CREATE THE DEPARTMENT OF
NEIGHBORHOOD EMPOWERMENT**

The proposal to create neighborhood councils is an opportunity for increased community input and tailoring our various services to the specific needs of communities. However, it could also mean a major increase in work load to the Department of Transportation, depending upon how the proposal is implemented.

One opportunity is to afford communities to be more proactive in the design of neighborhood traffic calming initiatives. There are requirements in the ordinance that specify that the neighborhood councils include both business and residential interests. This mixture is ideal for the kind of input we need to have successful neighborhood traffic management plans. This program could augment the Department's current activities with Mobility Action Committees (MAC's) and Community Police Advisory Boards (CPAB's) and could continue the extensive work recently completed regarding transit needs assessment on a citywide basis.

The increase in workload of this program will depend upon how the program is managed as to depth and scope. As drafted, there are no limitations as to the number of neighborhood councils and so, we cannot at this point estimate the number of staff and/or overtime we will need to attend neighborhood council meetings. Also, the ordinance should specify which subjects that the councils may hear.

The following suggestions are aimed at clarifying some of our Department's concerns:

1. Department Purpose (Section 22.800)

The following addition to the language would better recognize that operating departments are constrained by their budget in the desire to provide unlimited service.

....The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities and available resources of the City Departments.

Governmental Efficiency Committee

-2-

May 21, 1999

2. Duties (Section 22.801(k))

This section also does not adequately address the fact that operating departments have budget restrictions and cannot accommodate competing demand for services. Further, and more specifically, there are legal constraints governing the Departments operation of traffic control devices. The concern is that the new department would adopt rules and regulations that would empower neighborhood councils to over-rule the Department's use of warrants for traffic control devices that are set by State and Federal guidelines.

The following language change is suggested:

(k) ~~facilitate the delivery of~~ identify and clarify needs for City services to the neighborhoods subject to legal and budgetary constraints;

3. Neighborhood Council Boundaries (Section 22.810(a))

The number and size of neighborhood councils are unlimited as proposed. Limiting the minimum size of a neighborhood at the outset would lead to more productive input and help put some management around the problem of trying to serve all of them equally.

The following language is suggested:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall be no smaller than a minimum size and maintain currently established neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

We look forward to working with you and the Committee as this policy initiative is further defined. If you have any questions, please call me directly or Allyn Rifkin of the Transportation Planning Bureau at 580-1195.

adr a:done1

J. MICHAEL CAREY
City Clerk

When making inquiries
relative to this matter
refer to File No.

CITY OF LOS ANGELES
CALIFORNIA



RICHARD J. RIORDAN
MAYOR

Office of the
CITY CLERK
Council and Public Services
Room 615, City Hall
Los Angeles, CA 90012
Council File Information - (213) 485-5703
General Information - (213) 485-5705

May 14, 1999

CF 96-1157, 96-1157-S1, 96-1157-S3 &
97-0731

James Hahn
City Attorney
Rm. 1800, CHE
ATTN.: Claudia Culling

Ron Deaton
Chief Legislative Analyst
Rm. 512, CHE

Paul Cauley, Acting CAO
Rm. 1500, CHE

Randall Bacon, General Manager,
Department of General Services &
Purchasing Agent
Rm. 701, CHS

William T. Fujioka,
General Manager
Personnel Department
700 E. Temple St., Rm. 305

John Hwang
General Manager
Information Technology Agency
Suite 1400, CHE

Dear City Officials and Department Heads:

Attached is Section 900 through Section 915 of the proposed Charter Amendment which is on the June 8, 1999 ballot. This measure proposes the creation of a citywide system of Neighborhood Councils, and a new City Department of Neighborhood Empowerment (DONE).

At the April 7, 1999 meeting of the Governmental Efficiency Committee, the Chair and Committee Members instructed the City Attorney to work with the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO), to begin drafting an ordinance which would define the requirements of the Board of Neighborhood Commissioners and expand the duties of the DONE as described in Section 901 (e) of the proposed Article. The draft ordinance will be reviewed by the Governmental Efficiency Committee at a Special Meeting scheduled on Monday, May 24, 1999 (in Room 316, at 10 AM). The ordinance is to include the following:

- 1) a requirement for the City to provide training for the DONE and top-level City officials. Specific types of training include leadership training, cultural awareness, dispute

mediation, civics, communication, and equipment training. This training is in addition to the training required in Section 901 (e) for neighborhood councils' officers and staff.

- 2) Require the DONE to assist in the facilitation and delivery of City Services, and work with the neighborhood councils on the coordination of City Services.
- 3) Require the DONE to develop a database system accessible to the neighborhood councils which also may be used by the DONE in facilitation and delivery of City services.

In addition, specific instructions were given to the CLA, CAO, Personnel Department, Department of General Services (GSD) and Information and Technology Agency (ITA) to report back to committee for the expeditious implementation of the charter amendment/or ordinance.

INSTRUCTIONS FOR THE CAO and CLA and Personnel and ITA:

If you will note in Section 904 (h), the Mayor and Council City has to appoint the general Manager of the DONE within 120 days after the effective date of the charter amendment. The CLA and CAO in addition to working with the City Attorney on the ordinance, were instructed by the Committee to work with the Personnel Department to develop a job description for the DONE General Manager, and to identify the core, or minimal staff and funding needed for the Department of Neighborhood Empowerment. Also, the amending Motion (Svorinich - Ridley Thomas), adopted in Council on March 23, 1999, instructs the CLA and CAO to report to the Council with respect to the fiscal impact of establishing a DONE and the proposed structure of such a department. Finally, the CLA and CAO are to work with the ITA and determining potential systems needs.

INSTRUCTIONS FOR THE GSD:

The GSD was instructed by the Committee to identify office space for the DONE and possibly for the unknown number of community-based offices that are likely to be proposed in the DONE's plan. The Committee asked that GSD look into the use of the 6 or 7 existing constituent service centers as potential space to be used by the DONE and the Neighborhood Councils.

It is anticipated by the Committee that the ordinance will be ready for City Council presentation immediately after the June 8, 1999 election. The Personnel Department has already committed to get an immediate start on the job description for the general Manager of the DONE.

Please send all written reports in response to your respective request to the Office of the City Clerk, c/o Governmental Efficiency Committee, Rm 615, City Hall.

If you have any questions regarding this matter, you may contact me at
(213) 237-1615.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Barbara Greaves".

Barbara Greaves, Legislative Assistant
Governmental Efficiency Committee

ATTACHEMENT

cc: Governmental Efficiency Committee Members

ARTICLE IX
DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT

Sec. 900. Purpose.

To promote more citizen participation in government and make government more responsive to local needs, a citywide system of neighborhood councils, and a Department of Neighborhood Empowerment is created. Neighborhood councils shall include representatives of the many diverse interests in communities and shall have an advisory role on issues of concern to the neighborhood.

Sec. 901. Department of Neighborhood Empowerment.

The Department of Neighborhood Empowerment shall have the duties and responsibilities set forth in this Article and elsewhere in the Charter to implement and oversee the ordinances and regulations creating the system of neighborhood councils enacted pursuant to Section 905. Duties and responsibilities shall include:

(a) prepare a plan for the creation of a system of neighborhood councils to ensure that every part of the City is within the boundary of a neighborhood council, and has an opportunity to form a neighborhood council (Plan);

(b) assist neighborhoods in preparing petitions for recognition or certification, identifying boundaries that do not divide communities, and organizing themselves, in accordance with the Plan;

(c) arrange Congress of Neighborhood meetings if requested to do so by recognized neighborhood councils;

(d) assist neighborhood councils with the election or selection of their officers;

(e) arrange training for neighborhood councils' officers and staff;

(f) assist neighborhood councils to share resources, including offices, equipment, and other forms of support for them to communicate with constituents, other neighborhood councils and with government officials; and

(g) perform other duties as provided by ordinance.

Sec. 902. Board of Neighborhood Commissioners.

(a) There shall be a board of seven commissioners to be known as the Board of Neighborhood Commissioners (board). Commissioners shall be appointed by the Mayor, and shall be from diverse geographic areas, as further specified by ordinance. Appointment and removal of commissioners shall otherwise be in accordance with Section 502.

(b) The board shall be responsible for policy setting and policy oversight, including the approval of contracts and leases and the promulgation of rules and regulations, but shall not be responsible for day-to-day management.

(c) The board shall operate in accordance with Sections 503 through 508 and 510 of the Charter.

Sec. 903. General Manager.

(a) There shall be a general manager of the Department of Neighborhood Empowerment who shall be appointed by the Mayor, subject to confirmation by the Council, and may be removed as provided in Section 508.

(b) The general manager shall have those powers and duties set forth in Section 510.

(c) The general manager shall appoint, discharge and prescribe the duties of staff, consistent with the civil service provisions of the Charter.

Sec. 904. Development of the Neighborhood Council Plan.

The Department of Neighborhood Empowerment shall develop a Plan for a citywide system of neighborhood councils, in conformance with the following:

(a) The Department of Neighborhood Empowerment shall seek public input in the formulation of the Plan.

(b) The Plan shall contain a statement of goals, policies and objectives of the Neighborhood Council system, and shall contain specific regulations, in draft ordinance format (Regulations) which, if adopted by ordinance, would be sufficient to implement the Plan.

(c) The Regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall maintain neighborhood boundaries to the maximum extent feasible, and may consider community planning district boundaries where appropriate.

(d) The Regulations must ensure that all areas of the City are given an equal opportunity to form neighborhood councils.

(e) The Regulations shall establish the procedure and criteria for recognition or certification of neighborhood councils.

(f) The Regulations shall not restrict the method by which the members of a neighborhood council are chosen, if the process otherwise satisfies the requirements of this Article.

(g) The Regulations shall require that neighborhood councils adopt fair and open procedures for the conduct of their business.

(h) The Mayor and Council shall provide for the creation of the Department of Neighborhood Empowerment and appointment of the general manager within 120 days of the effective date of this Article.

Sec. 905. Implementation of the Plan.

The Department of Neighborhood Empowerment shall complete development of the Plan and present the Plan and all necessary Regulations for a system of neighborhood councils to the Council and Mayor within one year of the establishment of the department and commission. The Council shall consider the Regulations, and within six months after presentation of the Plan to Council may adopt ordinances to implement the Regulations as proposed, or as modified by the Council consistent with the requirements of the Plan set forth in Section 904. If implementing ordinances are not adopted within this time period, the Regulations shall become effective, and to the extent not inconsistent with law shall be binding upon all City departments and offices.

Sec. 906. Certification of Neighborhood Councils.

(a) **By-laws.** Each neighborhood council seeking official certification or recognition from the City shall submit an organization plan and by-laws to the Department of Neighborhood Empowerment showing, at a minimum:

(1) the method by which their officers are chosen;

(2) neighborhood council membership will be open to everyone who lives, works or owns property in the area (stakeholders);

(3) assurances that the members of the neighborhood council will reflect the diverse interests within their area;

(4) a system through which the neighborhood council will communicate with stakeholders on a regular basis;

- (5) a system for financial accountability of its funds; and
- (6) guarantees that all meetings will be open and public, and permit, to the extent feasible, every stakeholder to participate in the conduct of business, deliberation and decision-making.

(b) Petitioning for Certification and Approval.

Neighborhood councils may petition for certification or recognition in accordance with rules and procedures set forth in the Plan.

Sec. 907. Early Warning System.

The Regulations shall establish procedures for receiving input from neighborhood councils prior to decisions by the City Council, City Council Committees and boards and commissions. The procedures shall include, but need not be limited to, notice to neighborhood councils as soon as practical, and a reasonable opportunity to provide input before decisions are made. Notices to be provided include matters to be considered by the City Council, City Council Committees, and City boards or commissions.

Sec. 908. Powers of Neighborhood Councils.

Subject to applicable law, the City Council may delegate its authority to neighborhood councils to hold public hearings prior to the City Council making a decision on a matter of local concern.

Sec. 909. Annual City Budget Priorities.

Each neighborhood council may present to the Mayor and Council an annual list of priorities for the City budget. The Mayor shall inform certified neighborhood councils of the deadline for submission so that the input may be considered in a timely fashion.

Sec. 910. Monitoring of City Services.

Neighborhood councils shall monitor the delivery of City services in their respective areas and have periodic meetings with

responsible officials of City departments, subject to their reasonable availability.

Sec. 911. Appropriation.

The Mayor and Council shall appropriate funds for the Department of Neighborhood Empowerment and for the startup and functioning of neighborhood councils for the first two years after the effective date of this Article. Funds shall be appropriated into a special fund to be established by ordinance. The Mayor and Council shall thereafter appropriate funds for the department and neighborhood councils at least one year in advance of each subsequent fiscal year.

Sec. 912. Review.

The Mayor and Council shall appoint a commission as prescribed by ordinance to evaluate the provisions of this Article, the Regulations adopted pursuant to this Article, and the efficacy of the system of neighborhood councils no later than seven years after the adoption of the Charter. The commission shall make recommendations to the Council regarding changes to the Charter or the Regulations, as it deems appropriate.

Sec. 913. Transfer of Powers.

Notwithstanding any other provision of the Charter, the Mayor and Council shall not transfer powers, duties or functions of the Department of Neighborhood Empowerment to any other department, office or agency pursuant to Section 514 during the first five years after implementation of the Plan pursuant to Section 905.

Sec. 914. Effect of Ordinances.

The Council may adopt ordinances concerning neighborhood councils consistent with requirements for the Plan set forth in Section 904 at any time, which ordinances shall supercede any inconsistent Regulations that have become effective pursuant to Section 905.

CITY LOS ANGELES SPEAKER CARD

Date

Council File No., Agenda Item, or Case No.

I wish to speak before the

CIA Graft Eff. Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

Name:

Juliet Musso

(X) General comments

Business or Organization Affiliation:

School of Policy, Planning, Devt, USC

Address:

USC
Street

LA
City

CA
State

90089
Zip

Business phone:

213 740 0636

Representing:

Self

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

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Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

(3)

----- Discussion on Motion (Ridley - Thomas - Ferraro) adopted, in Council on March 23, 1999, which instructs the City Attorney to prepare and present the necessary ordinances to establish a Department of Neighborhood Empowerment, as described in the Unified Charter, in order to begin the implementation process for a citywide network of neighborhood Councils; and amending Motion (Svorinich - Ridley - Thomas) which instructs the CLA and the CAO to report to Council with respect to the fiscal impact of establishing a Department of Neighborhood Empowerment and the proposed structure of the department.

Fiscal Impact Statement Submitted: No

DISPOSITION

Continue

COMMENTS FROM PUBLIC ON ITEMS OF PUBLIC INTEREST
WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

ge0407.agd

GOVERNMENTAL EFFICIENCY COMMITTEE, REVISED

WEDNESDAY, APRIL 7, 1999

ROOM 316, CITY HALL - 2 PM
200 N. MAIN ST., LOS ANGELES, CA 90012

NOTE: REVISED TO CHANGE MEETING TO ROOM 316

MEMBERS: COUNCIL MEMBER JOEL WACHS, CHAIR
COUNCIL MEMBER MARK RIDLEY-THOMAS
COUNCIL MEMBER LAURA CHICK

(Barbara Greaves - Legislative Assistant - 213-237-1615)

Note: Assistive listening devices are available at the meeting; upon 72 hour advance notice, other accommodations, such as sign language interpretation, and translation services will be provided. Contact the Legislative Assistant listed above for the needed services. TDD available at (213) 485-4735.

FILE NO.

SUBJECT

(1)

96-1157 Continued from May 6, 1998 meeting
Chief Legislative Analyst (CLA) and (CAO) joint reports
on Neighborhood Councils Proposals.

Fiscal Impact Statement Submitted: Yes, by CAO and CLA

DISPOSITION

(2)

97-0731 Continued from May 6, 1998 meeting
CLA and CAO joint report on identifying City services and
operations of City departments which involve community
participation and related matters; and Motion (Chick -
Wachs) relative to creating an Office of Neighborhoods
which will coordinate services and resources available to
neighborhoods and related matters.

Fiscal Impact Statement Submitted: No

DISPOSITION

GOVERNMENTAL EFFICIENCY COMMITTEE, REVISED
Wednesday - April 7, 1999

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0000

Date: June 17, 1998

To: The Governmental Efficiency Committee

From: Ronald Deaton, Chief Legislative Analyst
Keith Comrie, City Administrative Officer*RFD by S. Long*
*KPC*Subject: **NEIGHBORHOOD COUNCIL PROPOSALS**

From May 20 - 23, 1998, staff attended the 23rd Annual Neighborhoods USA (NUSA) Conference in Portland, Oregon. In addition to the information gained from the general NUSA sessions, staff conducted in-depth interviews after the sessions with representatives from several cities, including Dayton, Ohio; Birmingham, Alabama; Seattle, Washington; Portland, Oregon, Pasadena, California and Little Rock, Arkansas. Staff also spoke at length with Ken Thomson, co-author of Rebirth of Urban Democracy. The information learned from that conference is reported in the Findings section of this report.

At the May 6, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to meet with each Committee Member to outline each Member's neighborhood council proposal. Councilmember Ridley-Thomas, in consultation with his Eight District Neighborhood Councils Task Force, has submitted comments and questions for GE to consider as GE continues its evaluation of neighborhood council proposals. As a result of GE's request to staff to conduct in-depth interviews with representatives from other cities and to enable GE to study staffs' NUSA Conference report, this report only addresses the NUSA Conference. The proposals of the Councilmembers will be provided after the Councilmembers have had an opportunity to evaluate this information.

Recommendation

Note and File.

Fiscal Impact Statement

There is no General Fund impact at this time.

FILED
CITY CLERK'S OFFICE

'98 JUN 17 A9:25

CITY CLERK

BY. _____ DEPT. 1

Findings

The 23rd Annual Neighborhoods USA (NUSA) Conference was held in Portland, Oregon, from May 20 - 23, 1998. In addition to the information gained from the general NUSA sessions, staff conducted in-depth interviews after the sessions with representatives from several cities, including Dayton, Ohio; Birmingham, Alabama; Seattle, Washington; Portland, Oregon, Pasadena, California and Little Rock, Arkansas. Staff also spoke at length with Ken Thomson, co-author of Rebirth of Urban Democracy.

Summarized herein are comments from conference participants on several issues which GE is currently addressing, including boundaries, the selection process and inclusiveness.

Boundaries

Representatives from each of the cities represented stated that the community stakeholders determined the boundaries for their neighborhoods. In many instances, there are overlapping boundaries but, in general, the neighborhoods accept this.

In 1996, the City of Portland conducted an evaluation of its neighborhood participation program. Specifically, the City examined its Neighborhood Associations (NA), District Coalitions (DC) and Office of Neighborhood Associations (ONA). NAs are equivalent to the Tier One Neighborhoods proposed by GE. DCs are equivalent to Tier Two, Regional Councils. Portland's findings are as follows:

- The City determined that there were more than 30 overlapping boundaries.
- Most NAs were satisfied sharing overlapping boundaries.
- To assist dissatisfied neighborhoods, the City determined that the ONA should provide conflict resolution/mediation services.
- If the conflict is not resolved within six months, the ONA may withdraw funding.
- For administrative purposes, the City, with the involvement of the citizens, may define neighborhoods without overlapping boundaries.
- City notices on land use matters should be distributed based on all NAs' self-defined boundaries.

Neighborhoods

Discussions about the size of neighborhoods brought forth the following comments:

- Size matters!
- Ken Thomson stated that, ideally, a neighborhood should be no larger than 10,000 people. It should be small enough to provide the community stakeholders an opportunity to participate at a grassroots level. (For Los Angeles, that could mean 350 or more communities of 10,000 people each)

- Ken Thomson also stated that each added layer of structure further removes the government from its grassroots; each structural layer must always be accountable to the grass roots.

Selection Process

What do you think about appointments to either the neighborhood organizations or to the Tier Two organizations?

- Bad idea!
- This is an organization of "the people" and "the people" should make the decisions!
- Appointments are considered to be politically motivated and therefore suspect.

What do you think about a combination of self-selection and appointments?

- Perhaps that could work, but it would be better to let "the people" decide for themselves.
- A better idea than all appointments.

How do people self-select?

- A slate of candidates is determined several weeks before the meeting at which the election is to occur.
- Elections occur at a designated meeting.
- In Dayton, OH, neighborhood elections are conducted during the summer (not at the time of the primary or general elections). Voters mail in their ballots to the City Clerk; run-off decisions are determined at a designated local meeting.

How do your organizations prevent one person from monopolizing or taking over the organization?

- Organization monopoly can sometimes be an uncomfortable issue.
- Encourage "reasonable" people to run for office.
- Organization participants must learn to assert themselves so that the monopoly does not occur.
- Leadership and conflict resolution training help community stakeholders address that possibility.

Neighborhood Councils and the Business Community

How do you address the Not In My Back Yard (NIMBY) issue?

- Neighborhood organizations are often considered NIMBYs because of their stand on various land use issues.
- Most important, let the people know what the plan is and provide an opportunity for neighborhood input.
- If people know that their actions will not make a difference, they tend to take extreme positions; if, however, they know they will be heard and their issues addressed, they tend to take a more moderate position.
- Neighborhoods are often able to address situations in ways that government did not consider; there is often more than one answer.

Two Dayton, Ohio Situations:

The City presents all issues, including land use issues to the neighborhood associations and Priority Boards (PBs) for comment. In land use cases, the PB then conducts a public hearing with the developer, home owners, the neighborhood associations and block club leaders in the impacted area. After discussion with the developer, the PB makes recommendations and presents its recommendations to the City's Planning Board. The Planning Board then conducts a public hearing on the issue and presents its recommendations to the City Commission. The City Commission conducts a public hearing on the issue and those decisions are binding, unless overturned by the courts.

1. Zone Change to Site a Landfill

In winter 1992, Waste Management, a private company, proposed to site a landfill in the Southwest PB area, a fairly affluent, canyon area of Dayton. Because that area of Southwest is zoned residential, siting a landfill there required a zone change. The City established a landfill study committee which included the environmental agencies and all impacted City departments. The Southwest community unanimously recommended that the area remain residential and that the zoning change be denied.

After review of the environmental, City department reports and the PB's recommendations, the Planning Board recommended no zoning change. The zoning for Southwest would not have to change to accommodate the landfill. The City Commissioners also concurred with the staff recommendations.

Subsequent to the Commissioners' action, Waste Management sued the City of Dayton in federal court. The case was negotiated out of court. As part of the negotiation, the City agreed to avoid fines and penalties by rezoning the area to accommodate the landfill. Waste Management agreed to pay the City of Dayton \$500,000/year to compensate the two neighborhoods determined to be impacted by the landfill.

It was determined that the Southwest and Innerwest areas were impacted by the zone change. Those areas will receive \$500,000/year for the 10 years the landfill will be open. One half of those funds are spent on economic development initiatives and the other half on social and housing projects. The two PBs have a citizen representatives on the review committee which recommends which projects to fund. The City Manager reviews these recommendations and almost always follows the recommendations of the PBs.

Since the siting of the landfill in the summer of 1995, the citizens actively monitor the situation and Waste Management has responded to the citizens' complaints.

2. Zone Change to Accommodate a Drug Store

In winter 1997, a bank closed its local branch and sold the land to a retail drug store chain. A portion of the land must be rezoned to accommodate the drug store. The PB conducted a public meeting with the developer and the community. The community worked with the developer for concessions in several areas, including: 1) the ingress for the proposed pharmacy, 2) the building's exterior so that it conforms to other buildings in the area, 3) landscaping and 4) security. Because the developer worked with the neighborhood association, the neighborhood association recommended approval of the zone change and the Planning Board concurred with the community's recommendation at its April 20, 1998 meeting.

The City Commission will hear this issue at its meeting on Wednesday, June 17, 1998. PB staff have indicated that the Commission will most likely approve the zone change because the neighborhood associations and the PB have had input and also approve the zone change. According to the PB staff, developers have learned that it's better to work with the community to reach consensus prior to going to the Planning Board and the City Commission.

Diversity/Inclusiveness

What are obstacles to diversity/inclusiveness?

- The biggest obstacles are language and cultural differences, particularly in immigrant populations.
- It is a challenge to address populations with little or no experience with the democratic process.
- In certain countries and cultures, there is a backlash against the participant for belonging to such organizations; therefore, fear is a factor, as well.

How do you insure that the neighborhood organizations reflect the community?

- Build trust and be persistent in outreach efforts.
- Provide resources and information to the neighborhoods to enable them to reach a broader audience.

- The City of Los Angeles is on target to be concerned about inclusiveness because the other cities continue to address that issue.

Funding

- Most cities provide resources at Tier Two, the Regional Council, neighborhood cluster or coalition level.
- Individual neighborhood organizations usually receive funding through Matching Fund programs.

General Comments from the various cities

- Citywide participation will not occur overnight. The programs in the cities we reviewed have been in place from 10 to 25 years or more and the programs are still evolving, growing and addressing the same questions the City of Los Angeles is currently asking!
- Accountability and a method of evaluation should be built in to any participation system.
- Grassroots level organizations must be able to reach as many people as possible.
- The neighborhood organizations provide input to the City on a wide range of issues and is not restricted to any one area or issue.
- Leadership training, teaching outreach methods and capacity building are critical to success.
- Leadership training and capacity building empower neighborhoods.
- Neighborhood leaders acknowledge that their organizations' position on issues will not win every time; however, neighborhoods are able to better accept the final outcome if they have had the opportunity for input and their concerns were listened to, acknowledged and, to the extent possible, acted on.
- The democratic process is sometimes messy and often time consuming because all discussions are conducted in public, but the results are far more satisfactory.

RD:KC\JOS:dbu

Attachment

Eighth District Neighborhood Councils Task Force

TO: Government Efficiency Committee

FROM: Eighth District Neighborhood Councils Task Force

RE: Comments on Proposed Neighborhood Councils Structure

DATE: Thursday, June 11, 1998

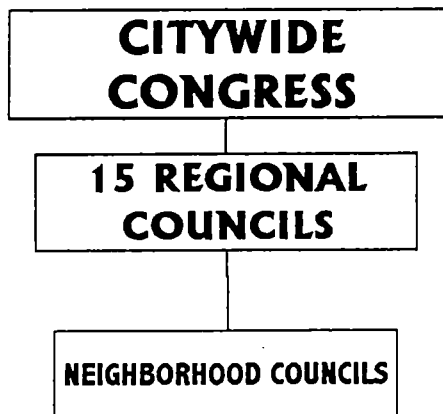
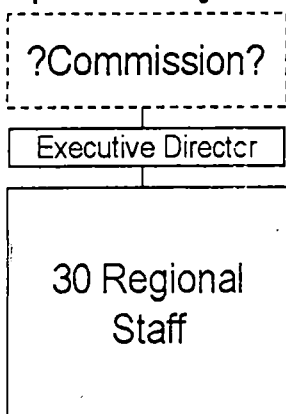
In light of the current citywide discussion and significant debate about neighborhood councils, the Eighth District Empowerment Congress recently empowered a Neighborhood Council Task Force. This task force is composed of representatives of the four Area Assemblies of the Empowerment Congress. They are:

Anthony Thigpenn, Chair
David Gutierrez, North Area
Romerol Malveaux, West Area
Clarence Jackson, Southwest Area
Harold Greenberg, North Area

This task force has reviewed the work of the two Charter Commissions and the Government Efficiency Committee. The following is a chart and summary of the proposed recommendations made by the Government Efficiency Committee as the task force understands it. Additionally, the task force has raised several important points for consideration as well as key questions about the proposed structure for the Government Efficiency Committee to answer.

Summary of Government Efficiency Committee Recommendations

Department of Neighborhoods



1. Councils would be advisory.
2. Councils structure would have 3-tiers:
 - A. Neighborhood Councils based on self-defined boundaries
 - B. Regional Councils based on boundaries of Council districts
 - C. Citywide Congress
3. There would be an early warning system on issues.
4. There would be a Department of Neighborhoods with 30 regional staff persons with a budget of \$3 million to provide staff support for the Councils.
5. Councils would be constructed based on some form of self-selection.

COMMENTS ON PROPOSED STRUCTURE:

1. Charter amendments should provide principles and guidelines, but allow flexibility in the development of the details of neighborhood councils structure/process.
2. The development of the neighborhood councils structure should be seen as an overlay on existing neighborhood groups such as block clubs and neighborhood associations.
3. The success of the structure will be based on the degree to which it is seen as an official vehicle for getting broader information and a way of getting things done.
4. Self-identifying neighborhoods must be thought through carefully to balance empowering neighborhoods with developing a manageable structure.
(for example, the committee identified at least 12 potential neighborhoods in the 8th District. If this was replicated in each of the 15 regional areas that would be 180 neighborhood councils citywide)
5. Language barriers will be a key issue to address.
6. Staff for the Department of Neighborhoods must be selected very carefully to ensure they have the background and attitude needed to assist in the development of the councils.
7. System must ensure that there are live people to talk to and interact with as oppose to automated phone systems.
8. A tremendous outreach effort will be needed to ensure that the structure reaches beyond groups already organized and increases the overall civic participation in neighborhoods.
9. The use of technology in the developing of Neighborhood Councils could make the difference between success and failure.

KEY QUESTIONS:

1. What will be the selection process and timeline?
 - A. How will boundaries of neighborhood councils be determined?
 - B. How will representatives be selected?
 - C. What will be the mechanisms to ensure the various levels of the structure reflect the diversity of the communities?
2. Who will the various levels of the structure be advisory to?
3. What will be the relationship of the various levels of the structure to the City Council offices?
4. What will be the role of technology?

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 8, 1998

To: Honorable Members, Governmental Efficiency Committee

From: Ronald F. Deaton, Chief Legislative Analyst
Keith Comrie, City Administrative Officer *KSC*
my m fr

Subject: **GOVERNMENTAL EFFICIENCY COMMITTEE MEMBERS' PROPOSALS
FOR NEIGHBORHOOD COUNCILS**

At the May 6, 1998 meeting of the Governmental Efficiency Committee (Committee), the Committee instructed the Office of the City Administrative Officer (CAO) and the Office of the Chief Legislative Analyst (CLA) to meet with each Committee Member to develop each Members' concept of neighborhood councils for the City of Los Angeles. The report will cover each Committee Member's view on the establishment, structure, boundaries, selection process and role of neighborhood councils in the governing process. The CAO and the CLA were further instructed to provide the proposals to the Committee in June. The report will also identify the areas of similarity and difference in the proposals.

The CAO and the CLA are now requesting an opportunity to further discuss neighborhood councils with each Committee Member or his/her staff. We will contact your Offices by May 13, 1998 to schedule meetings.

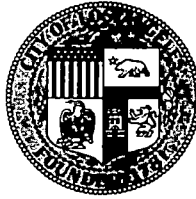
Thank you for your assistance with this matter.

RFD:KC:JP:JOS

J. MICHAEL CAREY
City Clerk

CITY OF LOS ANGELES

CALIFORNIA



RICHARD J. RIORDAN
MAYOR

When making inquiries
relative to this matter
refer to File No.

Office of
CITY CLERK
Council and Public Services
Room 395, City Hall
Los Angeles, CA 90012
Council File Information - (213) 485-5703
General Information - (213) 485-5705

Pat Healy
Chief Legislative Assistant

96-1157-S1
(file transmitted)

May 7, 1998

Ad Hoc Committee on the City Budget
Council Member Alatorre, Chair
Room 504, City Hall

BUDGET CONSIDERATION OF FUNDS FOR A DEPARTMENT OF NEIGHBORHOODS

At its May 6, 1998 meeting, the Governmental Efficiency Committee discussed budgetary needs related to ongoing efforts to create and implement a system of neighborhood councils.

The Committee (Wachs, Ridley-Thomas voting "yes"; Chick voting "no") recommends the allocation of \$1.8 million in the first year (FY 98-99), which represents a prorata amount of a \$3 million annualized budget. This amount would allow for the staffing of a Department of Neighborhoods which would be responsible for the organization and implementation of a system of Citywide neighborhood councils by the end of the fiscal year. The Department of Neighborhoods would proceed with its task under parameters still to be determined by City Council.

Inasmuch as the Motion (Ridley-Thomas - Wachs) initiating this Council File was dually referred to the Governmental Efficiency and Budget & Finance Committees, this item is now being transmitted to the Ad Hoc Committee on the City Budget for deliberation during the budget process.

Thank you for your consideration of this matter.

Sincerely,

A handwritten signature in cursive script that reads "Rhoda Lukjaniec".

Rhoda Lukjaniec
Legislative Assistant
Governmental Efficiency Committee

cc: Council Member Joel Wachs
Attn: Greg Nelson



CITY OF LOS ANGELES SPEAKER CARD

Date

5/6/98

Council File No., Agenda Item, or Case No.

1

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Governmental Efficiency

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

Name: Gordon Murley (X) General comments

Business or Organization Affiliation: FED! HLSD & CYN ASN - S.F. VALLEY FED.

Address: 4128 Morro DR. Woodland Hills CA 91364
Street City State Zip

Business phone: (818) 346-5842 Representing: _____

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Client Address: _____
Street City State Zip

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CITY OF LOS ANGELES SPEAKER CARD

Date

5/4/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

Governmental Efficiency

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

Name: CAROL SCHATZ (X) General comments

Business or Organization Affiliation:

CCA

Address:

606 S Olive St. 1000

Street

City

State

Zip

Business phone:

(213) 624-1213

Representing:

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

Budget for Department of Neighborhoods

	First Year	Full Funding
Salaries		
General	615,146	1,331,400
Total	615,146	1,331,400
Expense Items		
Printing & Binding	150,000	150,000
Travel	20,000	25,000
Contractual Services	30,000	35,000
Transportation	5,000	10,000
Office & Administration	10,000	10,000
Operating Supplies	10,000	10,000
Total	225,000	240,000
Furniture, Office Technical Equipment		
Furniture	50,000	75,000
Equipment	120,000	194,000
Total	170,000	269,000
Interdepartmental Chargebacks		
Interdepartmental Charges*	600,000	900,000
Total	600,000	900,000
Total Office of Neighborhoods	1,610,146	2,740,400
Related Costs	188,522	259,575
Total	1,798,668	2,999,975

*Postage costs estimated at \$260,000 & handling at \$17,000

*Submitted in Committee
5/6/98*

Councilmember Laura Chick's Proposal for Community Councils and Neighborhood Councils

	"Community Councils"	"Neighborhood Councils" ***
Number	45 – 3 per City Council district. Two or three geographically contiguous "neighborhoods" would be combined into each community council.	No set number, but potentially 100 or more, one for each "neighborhood" as self-defined.
Purpose/Structure	To provide an organized, regular forum for community involvement and addressing City issues of concern to local neighborhoods. In order to assure adequate staffing and to minimize fragmentation and confusion, the community councils, rather than the neighborhood councils, would address planning and land use issues, resource allocation and neighborhood infrastructure decisions, and citywide policies through the "early warning" system. All meetings would be open and include time for public comment and discussion.	To serve as a more self-sustaining, informal, truly grass-roots organization encompassing all neighborhood stakeholder groups – homeowners, tenants, business owners, non-profits, schools. Neighborhood councils would meet regularly to work on common problems, exchange neighborhood information, become a lobbying force, and feed into the community council system.
Selection	12 to 15 members on each council chosen for two- and three-year terms through a combination of self-selection and appointment. A majority (roughly eight members) to be self-selected by neighborhood councils within the community council area. Remaining four to seven seats appointed by Councilmember to assure that the appointments fill "holes" in stakeholder representation after self-selection process is completed.	Completely self-selected based on City criteria to assure that all community stakeholder groups are represented on the council.
Bound-aries	In order to minimize border disputes and facilitate good coordination with Council offices, would remain within single Council districts. In CD 3, for example, the community councils could be: 1) Woodland Hills-West Hills; 2) Canoga Park-Winnetka; 3) Reseda-Encino-Tarzana-West Van Nuys.	Would respect accepted neighborhood boundaries. Neighborhood councils could cross over Council district lines (Woodland Hills neighborhood council, for example, would send representatives to CD 3 and CD 11 community councils).
Staffing	15 staff members (one per Council district), with three clerical/support staff, to help organize the community councils, arrange issues to be discussed, staff meetings, and provide follow-up. While some central administration work from City Hall may be necessary, most staff time would be spent in the community, perhaps based from buildings housing Council members' offices.	No city staff would attend meetings, in part because staffing over 100 meetings monthly would prove difficult and expensive, and also because the neighborhood councils should function as true grass-roots organizations.
Funding	The \$2.3 million proposed price tag for the community/neighborhood council function of the Office of Neighborhoods is too high. Limiting the staff to 15 will reduce the total cost at about \$1 million. In addition, to make the proposal revenue neutral, Council offices could turn over the equivalent of one staff person to this effort, as the Community Councils' work should free up some functions currently performed by Council staff.	Same as for Community Councils

*** The Neighborhood Council level may be considered optional if this structure of Community Councils is created. Under such an alternative option, existing community organizations may continue to define themselves, partner and flourish without City involvement, feeding into the Community Council structure directly.

*Rec'd in Committee
5/6/98*

CITY OF LOS ANGELES SPEAKER CARD

Date

4/29/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

Governmental Efficiency
Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

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Name:

VALERIE SHAW

Business or Organization Affiliation:

NETPR

Address:

4814 HUB ST.

Street

L.A.

City

CA

State

90042

Zip

Business phone:

213/257-8664

Representing:

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CITY OF LOS ANGELES SPEAKER CARD

#2

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(213) 624-1213

Representing:

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CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0000

Date: April 27, 1998

To: The Governmental Efficiency Committee

From: Ronald F. Deaton, Chief Legislative Analyst
Keith Comrie, City Administrative Officer

*RFD by S/bn
KBC by mfo*

Subject: NEIGHBORHOOD COUNCIL PROPOSAL

At the April 22, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to provide a proposal and recommendations for the establishment of neighborhood councils and an Office of Neighborhoods based on previous GE decisions. GE also requested the selection procedures for other cities with neighborhood councils. The procedures are provided in the Attachment.

The Charter Reform Commission (CRC), established by the City Council in September 1996, has made preliminary recommendations regarding neighborhood councils. An explanation of the CRC's actions and how those actions may impact GE's recommendations is included in the Findings Section of this report. One CRC recommendation was modified as a result of GE's decisions.

The Elected Charter Reform Commission (ECRC), established by the voters in April 1997, is scheduled to take action on proposals for neighborhood councils at its regular evening meeting on April 27, 1998. The actions of the ECRC will be reported to GE at the next GE meeting.

Recommendations

If the City Council would like to establish neighborhood councils, then the City Council, subject to the approval of the Mayor, should take the following actions:

1. Create a citywide system for neighborhood participation based on the proposal of the Governmental Efficiency Committee;
2. Create an Office of Neighborhoods to support the citywide neighborhood participation system;

3. Request that the Ad Hoc Committee on the Proposed Budget find funds to implement the Office of Neighborhoods;
4. Direct the Department of General Services to provide office space for the staff of the Office of Neighborhoods in each of the following areas: City Hall, West Los Angeles, West Valley, East Valley, Northeast Los Angeles; and,
5. Request the City Attorney to prepare ordinances establishing the Office of Neighborhoods and an Early Warning Ordinance by June 30, 1998.

Fiscal Impact Statement

First year funding for the Office of Neighborhoods will be provided at a General Fund cost of \$1,378,668, including related costs. If the Office of Neighborhoods is fully operational in FY 1999-00, full-year funding will be provided at a General Fund cost of \$2,265,975.

Findings

1. Background

Since its January 21, 1998 meeting, the Governmental Efficiency Committee (GE) has conducted regular and special GE Committee meetings to discuss proposals to establish a neighborhood council program, an Office of Neighborhoods and to provide general guidelines for implementation of the program.

At its most recent meeting of April 22, 1998, GE requested the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) to provide a proposal and recommendations for the establishment of neighborhood councils and an Office of Neighborhoods based on previous GE decisions. GE also requested the selection procedures for other cities with neighborhood councils. The procedures are provided in the Attachment. In addition, the preliminary decisions of the Charter Reform Commission, established by the City Council in September 1996, are included.

2. Preliminary Decisions of the Charter Reform Commission (CRC)

At its April 22, 1998 meeting, the CRC made several preliminary decisions regarding the provision of neighborhood councils. Because the CRC and Elected Charter Reform Commissions (ECRC) are working to provide one Charter document to the voters for consideration, the CRC's preliminary decisions may change after consideration of the ECRC's decisions at its meeting the evening of April 27, 1998.

CRC Preliminary Decisions:

- ▶ Create an Office of Neighborhoods in the Charter to facilitate the development of a citywide system that encourages neighborhood input and participation;
- ▶ Mandate the creation of neighborhood councils in the Charter, but leave some or all other the details to ordinance;
- ▶ Require that before certain City decisions can be made, they must first pass through a neighborhood council review and recommendation period;
- ▶ Require adoption of an ordinance to detail the types of decisions and the process;
- ▶ Seek a change to the Charter that would prescribe the selection process for neighborhood council members is determined by ordinance; and,
- ▶ Seek a change to the Charter that would require that neighborhood council boundaries are established by ordinance.

Prior to GE action regarding neighborhood council boundaries, the CRC considered a Charter amendment requiring that neighborhood council boundaries conform to identifiable communities. However, as a result of GE's action to use current council district boundaries

for administrative purposes and to allow flexibility for exceptions, such as for neighborhoods on the borderlines, the CRC has acted to require that neighborhood council boundaries be established by ordinance.

The CRC has also stated that detailing in the Charter exactly how neighborhood councils should be formed and should function may be premature. The CRC has determined that flexibility should be maintained in the Charter to facilitate the further discussion and development of neighborhood councils.

The CRC's actions to date are compatible with the actions of GE because GE is proceeding with implementation of a system of neighborhood councils. GE is also providing the specifics for a neighborhood council program that the CRC proposes to leave to ordinance.

3. GE Committee Proposal for Neighborhood Councils

GE has proposed the following purpose and general guidelines for the neighborhood participation plan.

A. Purpose for Neighborhood Councils

- ▶ To educate and empower all stakeholders in a neighborhood by providing both a means to give input to elected officials and to a way directly participate in the system; and,
- ▶ To foster a sense of community within local areas.

B. Guidelines for Neighborhood Councils; Neighborhood Councils will be:

- ▶ Advisory, because a Charter amendment is required to provide decision-making authority;
- ▶ Flexible, because a proposal for one neighborhood may not fit all neighborhoods;
- ▶ Evolving, because neighborhood councils may wish to change their procedures and operations over time;
- ▶ A two-tiered operation:
 - ▶ Tier One: Neighborhoods - identifiable neighborhoods, citywide;
 - ▶ Tier Two: Regional Councils - regions of the City; and,
- ▶ A means for representatives to meet quarterly to be informed of and to discuss Citywide issues at a Congress of Neighborhoods.

C. Boundaries

- ▶ Tier One - Neighborhoods: boundaries will conform to identifiable neighborhoods, as determined by the neighborhoods;
- ▶ Tier Two - Regions: boundaries will conform to current council district boundaries and will be used for administrative purposes;
- ▶ If an identifiable neighborhood falls 49 percent or less within a council district boundary, the neighborhood may determine the Regional Council by which it would like to be represented; and,
- ▶ Other exceptions to the general guidelines will be addressed on a case by case basis.

D. Selection Process for Tier Two - Three Proposals

1. Modified Self-Selection

- ▶ All communities of interest (COI) within a Regional Council area work together to form a consortium to determine its representation;
- ▶ The COI will determine the number of neighborhood council members required to provide complete and effective representation;
- ▶ The COI will be required to show evidence to the Office of Neighborhoods (ON) that its membership represents all stakeholders; and,
- ▶ If a stakeholder within a Region is not represented **after** the COI membership process, the Councilmember may appoint a representative for that unrepresented stakeholder.

2. Appointments

- ▶ Establish 15 seats for Regional Council representation;
- ▶ Councilmembers appoint 15 members to the Regional Councils;
- ▶ Appointments sunset after a designated period of one or two years; and,
- ▶ Thereafter, the neighborhoods self-select.

3. Combination of Self-Selection and Appointments

- ▶ Within each Region, establish 15 seats for Regional Council representation;
- ▶ Councilmember appoints five members; and,
- ▶ The Office of Neighborhoods selects 10 members through an application process.

4. **Office of Neighborhoods** (name consistent with the proposed Charter changes)

A. **Staff**

- ▶ Provide position authority for 34 positions;
- ▶ Begin with 13 positions, and add the remaining 21 positions by the end of the fiscal year;
- ▶ City Hall - begin with three positions: a) one executive director; b) one assistant executive director; c) one senior clerk typist;
- ▶ Field Staff - begin with ten field positions - one project coordinator and one clerk typist each in the following areas: a) West Los Angeles; b) West Valley; c) East Valley (Van Nuys); d) South Central and e) Northeast Los Angeles;
- ▶ After six months, the executive director will provide a progress report and may fill additional positions;
- ▶ To provide flexibility and enable neighborhoods to eventually provide input in the local hiring process, it is recommended that the following positions be exempt: a) executive director; b) assistant executive director; and c) all 15 project coordinators; and,
- ▶ The executive director of the Office of Neighborhoods will provide specific proposals for the operation of the Office (within the guidelines established by GE) after the first six months of operation.

B. **Funding**

- ▶ Ten months funding provided for one position (executive director);
- ▶ Nine months funding provided for 12 positions (one assist executive director; one senior clerk typist; five project coordinators and five clerk typists);
- ▶ Three months funding provided for remaining 21 positions (ten project coordinators, ten clerk typists and one management analyst)
- ▶ Total first year cost for 34 positions - \$615,146;
- ▶ It will cost approximately \$310,000/year to provide one annual mailing of the Neighborhood Council Newsletter to each one of the 1.3 million households in the City of Los Angeles for the newsletter (\$33,000), postage (\$260,000) and handling (\$17,000);
- ▶ Total first year cost for all 34 positions (\$615,146), expense (\$125,000), furniture (\$50,000), equipment (\$100,000), and interdepartmental chargebacks (\$300,000) is \$1,190,146, including related costs - \$1,378,668.
- ▶ Projected annual full funding cost for 34 positions (\$1,331,400), expense items (\$150,000), furniture (\$75,000), and equipment (\$150,000) and interdepartmental chargebacks (\$300,000) is - \$2,006,400; including related costs - \$2,265,975.
- ▶ Funding in future years for furniture and equipment will be substantially reduced after expenditures for one-time start-up costs.

C. Office Space

- ▶ It is recommended that the Department of General Services secure office space for the Office of Neighborhoods staff in the following areas: City Hall, West Los Angeles, West Valley, East Valley, South Central and Northeast Los Angeles; and,
- ▶ Subsequent locations for ON field staff will be determined by the executive director of the ON.

RFD:KCVJOS:dbu

Attachment

Selection Process of Various Cities

- **BIRMINGHAM, ALABAMA**

Birmingham is divided into 99 Neighborhood Associations (NA), with 180 to 8,200 persons in each geographic area. The members of the NA Boards are selected through a city-wide election every two years. The election is conducted by the City of Birmingham. Voters are residents 16 years of age or older. Others who own property or businesses cannot vote but can voice their opinions at the NA meetings. Candidates for office must be 18 years of age or older, must reside in the area for a minimum of 90 days, and attended at least 2 NA meetings during the previous 12 months. The 99 NAs are grouped into 22 Community Advisory Committees (larger geographic areas) whose members consist solely of the president, vice-president, and secretary of each NA within its geographic area.

- **DAYTON, OHIO**

The seven Priority Board (PB) members are selected through a city-wide election conducted by the City of Dayton, Division of Neighborhood Affairs. Each PB is required to prepare an election plan consisting of: 1) a representation plan which divides the entire PB into smaller election districts and establishes which seats are to be filled in the coming election; and 2) a determination of the term which new members will serve. The length of the PB members' term and the number of members on each PB varies. The plan, along with an election timetable and budget, is submitted to the PB Chairpersons Council for approval. The Division of Neighborhood Affairs also submits a Code of Election Operations and Conduct to the Priority Board Chairpersons Council. To vote or to be a candidate, a person must be a registered voter in the City of Dayton.

- **NEW YORK, NEW YORK**

The 59 Community Board (CB) members are selected through an application process. Each Board has up to 50 members. The Community Board members serve a two-year term with 50 percent of the seats open each year. The applications are open for filing with the Borough President all year. Most CBs do not have term limits. City Councilmembers do recommend candidates from the area of their district that overlaps with the open Community Board seat. Borough Presidents generally, though not always, appoint the persons recommended by the Councilmember. Applicants are required to be a resident of New York City, own a business, or have a professional or other significant interest in the area. For example, if an applicant is affiliated with a non-profit organization in the area, the applicant must have a ranking board position within that organization to be considered as having a significant interest in the area.

- **PORTLAND, OREGON**

Portland is divided into eight District Coalition (DC) Boards. Each DC Board is incorporated as a nonprofit and is the umbrella organization for the Neighborhood Associations (NA) within its boundaries. Portland has approximately 90 NAs. Each NA determines how it will select its members. NAs select one delegate each to the DC Board. However, participation on the DC Board is optional for NAs.

- **ST. PAUL, MINNESOTA**

The 17 District Councils (DC) are non-profit organizations. Their board members are elected annually. The number of members on the DC is determined by each DC and incorporated in the by-laws for each. Each DC funds its own election. The only requirement for voting is usually proof of residency, which is verified with a utility bill. The elections are overseen by the League of Women Voters.

- **SEATTLE, WASHINGTON**

Seattle is divided into 13 District Councils (DC). Over 100 neighborhoods are grouped into the DCs. DC members are appointed by the individual neighborhood groups within their boundaries. Each DC determines the number of seats required to reflect its community. The DC must reflect the diversity of the community. If the DC does not reflect this diversity, the Office of Neighborhoods requests the DC to appoint members of the unrepresented groups to the DC Board.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0000

Date: April 20, 1998

To: The Governmental Efficiency Committee

From: Ronald F. Deaton, Chief Legislative Analyst
Keith B. Comrie, City Administrative Officer*RFD by S/By
KBC by [signature]*Subject: **NEIGHBORHOOD COUNCILS**

At the April 15, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to: 1) report back on the decisions GE agreed to regarding neighborhood councils, 2) provide options for consideration for the areas requiring further discussion and 3) determine how other cities with neighborhood councils programs determined their selection process, boundaries and verify that the councils represent all segments of the neighborhood.

GE decided that:

1. It would proceed with implementation of the program and not wait for recommendations from the Charter Commissions;
2. All councils would be advisory because a Charter amendment is required to make the councils decision-making bodies;
3. The City would begin with a pilot program of advisory councils and allow the councils to reconvene on this issue after two or three years to determine whether or not the councils should remain advisory or become decision-making bodies;
4. There would be a three-tiered system for the councils: a) tier one - neighborhoods - throughout the City each neighborhood will determine its own boundaries (which may overlap); b) tier two -- that there would be Regional Councils and c) tier three -- the City-wide Congress of Neighborhoods (Attachment I);
5. Through the Office/Department of Neighborhoods, staff would be provided at the second-tier (Regional Council level) to insure that all neighborhoods are fully and fairly represented and to provide the staff support necessary to assist the neighborhood groups;
6. The City would establish an early warning ordinance which allows neighborhoods a specified period of time within which to submit input;

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**The Governmental Efficiency
Committee - 2**

7. The City would establish community service centers throughout the City; and,
8. Staff would determine the resources both financial and personnel to support this proposal.

The areas for which further discussion are required are listed in Attachment II. In the Findings Section of this report is a discussion of the boundary, selection and inclusiveness issues.

RECOMMENDATION

Note and file.

Fiscal Impact Statement

There is no General Fund impact at this time.

(Statement of Findings attached)

*KC:RFD:JOS:JP
u/group2jos.wpd*

Attachments

FINDINGS:

1. Background

At the April 15, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to: 1) report back on the decisions GE agreed to regarding neighborhood councils, 2) provide options for consideration for the areas requiring further discussion and 3) determine how other cities with neighborhood councils programs determined their boundaries, selection process, and verify that the councils represent all segments of the neighborhood. A discussion of the boundary and selection process at tier two, Regional Councils, and how other cities address the issue of inclusiveness, is included in the Findings.

2. Discussion of the Boundary Issues for the Second Tier - Regional Councils

If Regional Councils are divided by:

A. Council Districts (CD) or three subdivisions of each CD for a total of 45 Regional Councils -

Arguments For:

1. All CDs are the same size, approximately 250,000 people and 45 subdivisions would provide more manageable areas of approximately 83,000 people;
2. City staff and many citizens may already be familiar with their CD boundaries and subdivisions may be easily drawn;
3. CD staff may assist with Regional Council issues because they know the areas and issues; and,
4. Although required redistricting will occur in two years, in 2000, implementation of redistricting may not occur until 2002 because it takes at least two years to implement the change; therefore Regional Councils may operate without change for approximately four years;

Arguments Against:

1. Redistricting requires that CD boundaries change every ten years;
2. The next redistricting of CD boundaries is scheduled in two years and the Regional Council boundaries would be required to change, as well;
3. Redistricting may significantly change the CD and/or Regional Council boundaries; and,
4. As residents become familiar with their Regional Council areas, redistricting may require the residents to become familiar with newly redrawn boundaries.

The Governmental Efficiency
Committee - 4

B. 35 Planning Areas (with possible adjustments)

Arguments For:

1. The boundaries are already identified;
2. Adjustments may be made within the boundaries of the more populous planning areas to insure that all planning areas contain approximately the same number of people and the City may be more evenly divided;
3. Redistricting does not impact the boundaries; the boundaries rarely change;
4. Boundary stability may be more reassuring to the residents;

Arguments Against:

1. The population within certain planning areas includes as many as 250,000 and as few as 40,000 people;

C. 70 Library Areas (with possible adjustments)

Arguments For:

1. The library areas are much smaller than either CDS or planning areas;
2. Many more people may be more familiar with their library area than with any other area;
3. Library boundaries are stable and are only modified if a new library facility is introduced into an especially large area;

Arguments Against:

1. It may be too expensive to provide staff, office space, supplies, etc. to 70 or more areas;
2. If the City has to withdraw resources due to budgetary constraints, it may negatively impact the Regional Councils structure;

3. Regional Councils - Self-Selection; Appointment or Combination

A. Self-Selection

Arguments For:

1. Each region has the opportunity/freedom to make its own selections based on the resident's knowledge of its neighborhoods;
2. Each region would be required to show how its membership represents the entire community;
3. Regions may perceive this process to be empowering because they are making the decisions and are responsible for implementation;

**The Governmental Efficiency
Committee - 5**

Arguments Against:

1. Regional representation may not be broad-based;
2. Regions may not be able to show how its membership represents the entire community;
3. Regions may have to overcome the perception that one segment of the community has co-opted the process for the entire community;

B. Appointments

Arguments For:

1. Councilmembers know their communities and can insure that the selections are broad-based;
2. Appointments may be used to "jump-start" the neighborhood council process and may be phased out later;

Arguments Against:

1. With the exception of New York City and the Eighth District Empowerment Congress (which uses a combination process), no other city we studied uses the appointment process;
2. Those cities did not use the appointment process because, after public input, residents stated that: a) the self selection process is empowering and b) it provides the residents "ownership" of the process;

C. Combination of Self-Selection and Appointments

Arguments For:

1. The neighborhoods and the Councilmembers would both have an opportunity for input into the process;
2. Councilmembers could insure that participation is broad-based;

Arguments Against:

1. With the exception of New York City and the Eighth District Empowerment Congress, none of the cities we studied conducted the combination process because some cities adopted a self-selection policy only after public input.

4. Inclusiveness/Broad-Based Representation

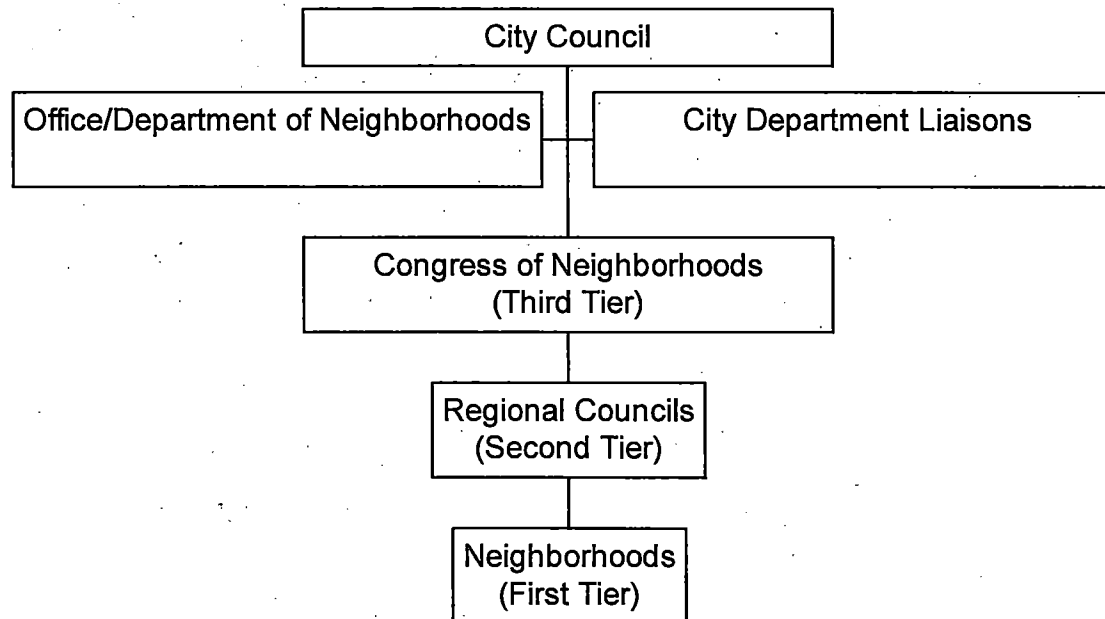
We asked the cities of Pasadena, CA; St. Paul, MN; Portland, OR; and Birmingham, AL how they addressed the issue of inclusiveness and broad-based representation in their programs. All cities stated that: 1) they continue to address that issue on an on-going basis and 2) there are no easy solutions. However, all cities use some or all of the following methods to insure inclusiveness:

**The Governmental Efficiency
Committee - 6**

- 1. The Regional Council equivalents in those cities are required to show that their membership and participation process is inclusive;**
- 2. There is a City recognition process which includes a detailed discussion of the Regional Council's selection process; and,**
- 3. If some residents of a Regional Council area believe that their interests are not being fairly represented or addressed, the City is notified and that Regional Council is required to develop and implement a solution.**

Neighborhood Councils

THREE-TIERED ORGANIZATION



ATTACHMENT II

AREAS FOR FURTHER DISCUSSION

1. **Neighborhoods** - should include interested individuals; existing neighborhood associations, such as homeowners and tenant organizations, community-based organizations, such as block clubs and neighborhood watch groups; schools; religious institutions; ethnic organizations; businesses; etc.
2. **Tier One - Neighborhoods** (refer to number one above)
 - A. **Recognition Process**
 1. Should the City recognize neighborhoods - tier one?
 2. Should recognition for tier one occur at tier two?
 3. Is formal recognition for tier one unnecessary because tier one should be open to individuals, existing organizations and self-defined?
3. **Tier Two - Regional Councils**
 - A. To assist in the initial implementation of the process, should the City prepare a preliminary set of guidelines which include a discussion of: a) advisory or decision-making; b) early warning system; c) the recognition process; d) organizational structure; e) member selection; f) representation (inclusiveness); g) voting requirements; and h) boundaries; or,
 - B. Should neighborhoods be responsible for the preparation of the above?
4. **Tier Two - City Implementation of Regional Councils**
 - A. **Advisory or Decision-making**
 1. **The Committee agreed to an advisory role for neighborhood councils because decision-making authority requires a Charter amendment.**
 2. **After a two or three-year period, the citizens may determine the effectiveness of the advisory role and whether or not the councils should become decision-making bodies.**
 - B. **Early Warning System**
 1. **The Committee agreed that neighborhoods should be allowed a specified period of time during which they may submit input, with no obligation for the City to consider input after the deadline.**

2. Within what period of time should neighborhoods be required to respond?
 - a. 30 days
 - b. 60 days
 - c. Other
3. For which neighborhood issues should the early warning system be operative:
 - a. All issues;
 - b. Zoning and Land use;
 - c. Issuance of licenses, such as liquor;
 - d. Infrastructure changes, such as libraries, recreation and parks facilities;
 - e. Expenditure of funds within the neighborhood area;
 - f. Combination of some of the above.
4. Whose responsibility is it to insure that neighborhoods are aware of issues impacting their neighborhoods so that neighborhoods may respond prior to the deadline?
5. Should City departments be required to include in their report to the City Council the neighborhood council's input on issues impacting the neighborhood?

C. Recognition Process

1. Are Regional Councils automatically considered recognized because the City provides the organization details; or,
2. Is a formal recognition process still necessary to insure that all Regional Councils abide by the City's organizational structure?

D. Organization/Structure of the Regional Councils

1. Rules/Regulations/By-laws
 - a. Should the City provide general by-laws that Regional Councils may modify to reflect their neighborhood's goals and vision?
 - b. Should the City set strict by-laws that Regional Councils may not modify without prior City approval?

E. Member Selection

1. Should the Regional Councils self-select their members?
2. Should Regional Council members be appointed?
3. Should there be a combination of self-selection and appointments to the Regional Councils?
4. Should there be an application process by which interested volunteers may participate in the Regional Councils?

5. Should there be some combination of numbers 1,2,3 and 4?
- F. Representation/Inclusiveness
1. Should the Regional Councils be responsible for insuring that all segments of their community are represented?
 2. What acceptable forms of evidence may the neighborhood councils provide?
 3. To whom should this evidence be provided - the City Council; the Department/Office of Neighborhoods; other entity?
- G. Voting Requirements - Who should be eligible to vote and who should be eligible to be elected?
1. Registered voters only? (If so, should the City conduct the elections?)
 2. All residents, regardless of whether or not registered?
 3. Everyone with a vested interest in the community, including residents, business owners, agency representatives, etc.?
 4. Should there be minimum age requirements?
 5. Should these decisions be left to the neighborhood to determine in its by-laws? (Neighborhoods would also be responsible for conducting their own elections).
 6. Should members be elected at-large?
 7. Should members represent a defined geographic area within the Regional Council?
 8. Should members represent specific issues?
- H. Boundaries
1. **The Committee agreed that:**
 - a. **at tier one, neighborhoods may select their own boundaries, which may overlap; and,**
 - b. **at tier three, there will be a City-wide Congress.**
 2. At Tier two, Regional Councils (Detailed discussion of boundaries is in Findings, No. --), should Regional Councils be divided by:
 - a. The 15 Council Districts or 45 areas City-wide (three subdivisions of each Council District)?
 - b. The 35 Planning Areas with some adjustments for more highly populated planning areas?
 - c. The 70 library branch areas with some adjustments for more highly populated library branch areas?
 - d. Should new lines be drawn and who should determine the boundaries?
 3. Adjustments to the Boundaries
 - a. Who should determine boundary adjustments at each tier?

- b. What issues/circumstances should determine the need for these adjustments?
- c. How often should the boundaries be adjusted?

5. **Tier Two -- Neighborhood Implementation of Regional Councils**

- A. For all issues in Number 4, should neighborhoods be responsible for the decisions and implementation of Regional Councils, with assistance provided through the Office/Department of Neighborhoods?

6. **The City Hall Infrastructure to Support Neighborhood Councils**

A. Office/Department of Neighborhoods

- 1. **The Committee agreed that City resources should be provided at the second tier, Regional Councils.**
- 2. Should staff be provided in City Hall and the Regional Council Offices or in both the Regional Council Offices and in City Hall?
- 3. Should the staff for the Office/Department be civil service or exempt?
- 4. Should the Regional Council members be allowed to select their staff from a short list of approved candidates or should City Hall select the staff for the Regional Councils?
- 5. Should the Regional Council staff work under short-term contracts of one or two years, renewable by the Regional Council Committee?
- 6. How should the City address resolution of disputes?

B. Source of Funds for Regional Councils

- 1. From what funding sources should the City pay for the Regional Councils and for the City Hall infrastructure?
- 2. Are there special grants available for some or all portions of the City's program?
- 3. Should the City begin with an initial General Fund outlay and at the same time pursue grants from all available sources?

C. Constituent Service Centers (CSC)

- 1. The Committee has stated that it would like CSCs throughout the City. May the provision of CSCs be researched and reported to the Committee after GE makes decisions on Regional Council?
- 2. Should the provision of CSCs begin with the assessment by the Department of General Services (GSD) (see joint CLA & CAO report dated April 7, 1998 for details).

D. Special Programs

1. Should the City provide special incentive programs to the neighborhoods?
2. Should the City's Neighborhood Matching Fund program be included in the Office/Department of Neighborhoods?

E. Method of Outreach

1. By what means should the City advertise and educate Los Angeles about this program to insure the broadest participation?
2. Should there be a regular mailing of a City-wide newsletter to every resident in Los Angeles?
3. How should the City address the non-English speaking residents?

COMMENTS FROM OTHER CITIES ON NEIGHBORHOOD COUNCILS

St. Paul, MN

General Comments

- St. Paul faced the same issues that LA is currently facing in terms of the decisions that must be made.
- City Council members were nervous about the process and how to strike a balance.
- Real power doesn't come from a resolution, but from the first amendment.
- Neighborhood councils allow the Councilmember to look at more of the issues that matter to the entire community because the neighborhoods will look at the specifics within a neighborhood.

Selection Process

- Self-selection process only, as a City policy; appointments or combination process were not considered.
- If the City Council or governing body doesn't control the system, then it won't be the Councilmember's fault when something goes wrong or when, for the welfare of the entire City, a Councilmember must vote against a neighborhood decision.

Inclusiveness

- Still uncomfortable and nervous that everyone is not represented.
- It continues to evolve.
- Set down guidelines and asked each organization to address a series of 10 questions through an interview process.
- One group, in the 70's, decided not to include women, but quickly changed their minds when they knew they would have to go through the 10 point process of questions.
- Taken as a whole, does the group make recommendations that are reflective of the community.

Pasadena, CA

General Comments

- Impact of neighborhood councils does not occur overnight.
- Be realistic about the outcomes.
- Sometimes people do resist change and do not readily accept empowerment.
- There should be established, over time, a partnership between the City government and the neighborhoods.

(CLA/CAO)
Submitted in Committee
4/22/98

- City staff (in the Office/Department of Neighborhoods) must be sensitive to communities, neighborhoods, inclusiveness issues, etc.
- Staff must build trust among neighbors.

Selection Process

- Self-selection process only, as a City policy; appointments or combination process were not considered.
- Appointments from the neighborhood's perspective, are perceived as suspect and therefore may be problematic.
- Neighborhoods selected the boundaries and worked out boundary issues amongst themselves.

Inclusiveness

- It is still a struggle, even after ten years in operation.
- It's a long-term process.
- City staff resources (neighborhood organizers) must be applied to under represented areas.

Birmingham, AL

General Comments

- Input from the neighborhoods in establishing the process was essential.

Selection Process

- Self-selection process only, as a City policy.
- After the people read the City's first draft of the Participation Plan, and rejected it, the City established a process that was self-selection.
- The people were adamant that the City not be involved with the selection process and were willing to be held accountable for providing evidence that selections are broad-based.

Inclusiveness

- Ongoing issue.
- Advisory boards were established with representatives which include residents, businesses, churches, etc.
- Each household receives a monthly newsletter which the City mails out.
- The City proposes to merge non-responsive neighborhoods, which usually draws a response from the impacted neighborhood.

Portland, OR

General Comments

- Participation system began with a ground up philosophy, rather than a government structure down philosophy beginning in the 1960's with the "power to the people" movement.
- One Councilmember said that the City was funding a revolution, by providing resources for neighborhood participation.
- People expect to be listened to.
- As the neighborhood system improved, responsiveness by City departments improved.
- A stronger sense of community was fostered and the empowered communities are more productive.

Selection Process

- Self-selection process only, as a City policy; appointments or combination process were not considered.
- If City Council members appoint the Regional Council members and choose to divide the regions by Council Districts boundaries, political opponents may challenge the incumbent if anything goes wrong.
- Even if things go well, if the City Council members appoint the Regional Council members and choose to divide the regions by Council Districts boundaries, it may be difficult for the Councilmember to go against a local decision for the greater good of the City.

Inclusiveness

- Still addressing the issue.
- Contractual requirement that by-laws include a recruitment and implementation plan for unreached populations.
- Training is provided to show groups how to reach out to unreached populations.
- Provide cultural fairs with build-in structural follow-up.
- Community should perform a Needs Assessment regularly.

New York City, NY

General Comments

- Good luck. There's no right answer.
- What is the purpose of the Regional Councils? That answer may help determine the answer to the other questions. In NYC, the purpose of the Community Boards

(CB) is to provide better service delivery.

Selection Process

- Application process - people apply, are investigated as to their participation levels, their intentions (to help or for resume purposes), and then selected. The Borough President (BP) selects all of the members with input from the Councilmembers.
- Members serve staggered two-year terms; some CBs have term limits.
- Self-selection process is too complicated and doesn't always insure broad-based participation.
- The election process at that level is considered a fiasco, especially when school board elections are considered (held apart from general elections and turn-out is very poor).
- Sometimes BP selections are perceived by members of the general public to be favorites of the BP.
- Questions how a City of our size may achieve fairness with a self-selection process.

Boundaries

- Established to conform naturally to neighborhoods within each borough. Neighborhoods were kept in tact. Highways, major cross streets, bridges, geographical and other landmarks were used to determine neighborhoods.
- Boundaries are coterminous with service delivery.
- Boundaries were established temporarily in 1975.
- NYPD was required to change its precincts (LAPD Divisions) to conform with the boundaries; Sanitation and Parks Departments made modifications, as well.
- Council districts were not used at all because they were considered artificial.
- Redistricting requires a major disruption every ten years.

Inclusiveness

- It takes time (years) to insure inclusiveness because of the terms people serve.
- As neighborhoods change, there's a lag before the new group becomes represented because of staggered terms, selection every two years and committed people doing a good job who are selected repeatedly.
- Addressed through the selection process.
- Councilmembers select within their area, but the BP looks at the entire area and makes selections to insure inclusiveness.
- Depending on the area, staff in District Offices may be bi-lingual, although most meetings are conducted in English.

CITY OF LOS ANGELES SPEAKER CARD

Date

4/22/96

Council File No., Agenda Item, or Case No.

96-1157

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(☒) General comments

Name:

CAROL SCHARTZ

Business or Organization Affiliation:

CCPA

Address:

606 So Blue
Street City

LA 90014
State Zip

Business phone:

(213) 624-213

Representing:

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CITY OF LOS ANGELES SPEAKER CARD

Date

4/22/98

Council File No., Agenda Item, or Case No.

96-1157

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Governmental Efficiency

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Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? ☒ For proposal
☒ Against proposal
☐ General comments

Name:

Jon Shughnessy

Business or Organization Affiliation:

Neighborhood Councils Movement

Address:

2049 Butler Ave., L.A., CA 90025

Street

City

State

Zip

Business phone:

310/449-5391

Representing:

N.C.M.

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**CENTRAL CITY
ASSOCIATION
of Los Angeles**

**To: The Honorable Richard J. Riordan
Honorable Members of the Los Angeles City Council
Honorable Commissioners of the City of Los Angeles Charter
Reform Commission
Honorable Commissioners of the Elected Los Angeles Charter
Reform Commission**

From: Carol E. Schatz, President & CEO

Date: April 21, 1998

Subject: CCA Position on Neighborhood Councils

The Central City Association of Los Angeles has spent a great deal of time and effort deliberating on various issues related to the potential reform of the City's charter. We have also been working jointly with the L.A. Area Chamber of Commerce, the Valley Industry and Commerce Association (VICA), the Los Angeles Business Advisors and others to develop a unified position on behalf of the business community.

Central City Association is strongly committed to charter reform that creates a responsive and accountable structure of governance. The issue of Neighborhood Councils has been the issue of greatest interest and concern to our members. Neighborhood Councils must be very carefully scrutinized to assure that we are not creating an additional layer of government but are creating a structure to provide true input from residents and businesses alike. Neighborhood Councils must also be examined in the broader context of charter reform.

In order to increase citizen participation in Los Angeles city government and to promote accountability and responsiveness of elected officials, the City Council should be expanded. Each city council district should have initially no more than 125,000 residents, with an uneven total number of districts. City Council districts should be drawn so that neighborhoods and communities are kept intact to the

greatest extent possible. Expansion of the City Council should not result in increased costs (i.e., budget neutral).

If Neighborhood Councils are ultimately approved, we believe the following principles are critical to developing a system that ensures a good quality of life and strong business climate for Los Angeles:

1. Neighborhood Councils should have an advisory role seeking input from involved community members. Advisory Neighborhood Councils are the prevalent practice throughout the country. Formal decision making authority for Neighborhood Councils would create an additional layer of government review making an already cumbersome process more costly and worse.
2. Neighborhood Councils should have input and advisory jurisdiction over such issues as public safety, parks and recreation, library, schools, graffiti abatement and neighborhood clean up.
3. It is essential that Neighborhood Councils reflect the communities they will serve. Therefore, they must be comprised of representatives of business owners, property owners and employees as well as residents and non-profit organizations.
4. We believe that Neighborhood Councils should be appointed by the City Council, rather than elected. The costs and process of such an election are costly and time consuming. Such a structure should be bringing communities together and bringing them closer to government as well, and appointment will best achieve that goal.
5. It is critical for an informed voting populace to have all the facts before it regarding any significant change in its governance structure. The cost of any Neighborhood Council proposal must be fully disclosed and accurately evaluated. In reviewing the combined report of the CAO and CLA, which have looked carefully at the experience in other cities, it is very clear that even an informal structure may cost millions to set up and run.
6. If the Neighborhood Council structure is proposed and adopted by the voters, it must be evaluated to ensure that it is achieving its purposes or be adopted on a pilot program basis.
7. Land use authority should remain with the elected City Council which also has fiscal authority. Those with responsibilities for ensuring the City's revenue should have responsibility for evaluating projects which will generate those revenues.

Residents and businesses of Los Angeles want clean and safe streets and responsive bureaucracy that is committed to the delivery of high quality service. We want a city that we can be proud to call home. We must make sure that any new structure enhances the quality of life.

4/21/98

Proposal for Neighborhood Councils for the City of Los Angeles

By Jon Shaughnessy, Neighborhood Councils Movement, 310/477-7566

1. Elected, not appointed
 - a. Answerable to the voters within their neighborhood
 - b. Same electorate as all other city elections
 - c. All elected positions serve without pay
2. "Final" decisions on well-defined local matters
 - a. To include any variances from adopted land use plans and local allocation of services
 - b. Subject to over-ride by supermajority of City Council
 - c. Reduce workload of City Council & their staff, avoid redundancy of effort, hence no "additional layer of government"
 - d. Free City Council to focus on broad policy issues, leave micro-management to micro-governments
3. Neighborhood boundaries not dependent on Council District boundaries
 - a. Must reflect sense of community, remain stable over decades
 - b. NOT advisory to particular Councilperson
 - c. Population/size may vary without violating voting rights – each Neighborhood Council only makes decisions affecting particular neighborhood
4. Office of Neighborhood Councils needed to establish & maintain order
 - a. Set mutually agreeable boundaries
 - b. Conduct initial elections
 - c. Oversee future boundary, jurisdictional disputes
 - d. Allocate administrative support, leadership training
 - e. Cost to be recouped through savings in Council & department staff time

*Submitted in Committee
4/22/98*

ADDENDUM FOR G.E.C.

Government Efficiency Committee needs to prepare the way for fully empowered Neighborhood Councils likely to be created by Charter Reform next year. As such, point 2 should be reduced to advisory powers, with the clear intent of upgrading to decision-making power in the new City Charter.

Any progress on points 1, 3 and 4 should be compatible with the proposals now being shaped by the Charter Reform Commissions. Compatibility will ensure that much of the groundwork for implementation can be accomplished before adoption of the new City Charter. Drawing up the boundaries of the Neighborhood Council Districts alone would greatly expedite the process of setting up Neighborhood Councils that could better serve the people of this city.

CD.
subject
to change

Establishing and staffing the Office of Neighborhood Councils would be a necessary part of that process and would also reduce the time spent between adoption of the new City Charter and the implementation of Neighborhood Councils. Elections for the first set of Neighborhood Council members would be subject to whatever rules are set by the new City Charter, which would in all likelihood be in evidence long before such elections would take place under ordinances proposed by this committee.

April 15, 1998

Initial Items for Discussion - Neighborhood Councils

- ① Council implementation or
Council recommendation to Charter Commissions
- ② Advisory or decision making (or combination)
- ③ Boundaries
 - A. One tier or two tier or three tier
 - B. Existing or newly drawn (with respect to each tier)

April 15, 1998

Possible Additional Items for Discussion - Neighborhood Councils

- ① Self-selection or appointment or both (with respect to each tier)
- ② Responsibilities
 - A. Neighborhood concerns
 - B. City wide issues
- ③ Early warning ordinance
- ④ Staffing
 - A. Central (Dept. of Neighborhoods)
 - B. Neighborhood / community level
- ⑤ Neighborhood / community service centers
- ⑥ Funding sources
 - A. Existing city personnel
 - B. Grants (existing / new)
 - C. General Funds
 - D. Private (cash or in-kind)

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: April 13, 1998

To: The Governmental Efficiency Committee

From: Ronald F. Deaton, Chief Legislative Analyst *RFD by S/By*
Keith B. Comrie, City Administrative Officer *KBC*

Subject: **NEIGHBORHOOD COUNCILS AND CITY HALL INFRASTRUCTURE**

At the April 8, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to provide follow-up information on departments with citizen participation activities and field offices.

We have completed a survey of all City departments with citizen participation activities and field offices. Additional City departments with citizen participation activities include: Airports; Cultural Affairs; El Pueblo; Proposition K; Public Works, Operation Clean Sweep; Street Maintenance and Transportation. Additional City departments with field offices include: Aging; Animal Regulation; City Attorney; Personnel and Public Works.

In addition, the City Attorney has provided preliminary information regarding the legal ramifications for advisory neighborhood councils and neighborhood councils with limited decision-making authority in the City of Los Angeles.

RECOMMENDATION

Note and file.

Fiscal Impact Statement

There is no General Fund impact at this time.

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**The Governmental Efficiency
Committee - 2**

Findings

I. Background

At the April 8, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were requested to provide follow-up information on departments with citizen participation activities and field offices. In addition, the City Attorney has provided preliminary information regarding the legal ramifications for advisory neighborhood councils and neighborhood councils with limited decision-making authority in the City of Los Angeles.

II. City Departments with Community Participation Boards

- **Airports**

Program

There are two citizen advisory councils: The LAX and the Van Nuys Citizen's Advisory Councils. The 18 member LAX Citizen's Advisory Council consists of three persons each appointed by the Mayors or LA County Supervisors of El Segundo, Inglewood, Lennox, Culver City and Marina Del Rey. The 18 member Van Nuys Citizens Advisory Council consists of three persons each appointed by the Board of Airport Commissioners and the Mayor of Los Angeles and two each appointed by the City Councilmembers from Districts 2, 3, 5, 7, 11, and 12.

- **Cultural Affairs**

Program

Cultural Affairs recently established nine Regional Arts Councils to provide advice on programming and activities at its nine Community Arts Centers (William Grant Still, Art in the Park, Eagle Rock, Lankershim, McGroarty, Encino, Croatian, Unity, and Vision Complex), five Community Theaters (Madrid, Ebony, Warner Grand, Los Angeles Theater Center, and Gallery), and two Regional Arts Centers (Watts Towers and Barnsdall Art Park).

Level of Staff

Each facility is operated by Cultural Affairs Departments staff or a non-profit arts organization selected through a competitive bid process.

**The Governmental Efficiency
Committee - 3**

- **El Pueblo**

Program

The ordinance establishing El Pueblo also created two advisory committees. One is the El Pueblo de Los Angeles Historical Monument Merchants Advisory Committee made up of Olvera Street merchants. Appointments are made by the Olvera Street merchants. The other is the Friends of El Pueblo de Los Angeles Historical Monument Advisory Committee. The Commission establishes appointment criteria for the Friends of El Pueblo committee and minimum meeting requirements and rules for both committees. Both committees have authority to meet, consult and provide advice, assistance and information to the El Pueblo Commission on any matter affecting the El Pueblo Monument. The Friends of El Pueblo Committee has not yet been formed. The Merchants Advisory Committee is already in operation.

Level of Staff

The El Pueblo Commission Executive Assistant provides some support (typing agendas, recording meetings) and a department staff person attends the meetings to provide information and listen to concerns.

- **Proposition K**

Program

There are two citizen participation activities for Prop K. One citizen board advises on the setting of priorities as to when projects identified in the assessment measure are to be built. The other citizen board provides recommendations on the award of competitive grants. In addition, there are also local citizen groups at each park to advise on the scope and design parameters of each specific project.

Level of Staff

There are two part-time staff for these boards. There is a committee for each project. The Department of Recreation and Parks staffs those. However, for each project there is a project manager.

The Governmental Efficiency
Committee - 4

- **Public Works, Operation Clean Sweep**

Program

In FY 1997-98, the City established a Neighborhood Matching Program which provides grants of \$250 (minimum) to \$5,000 (maximum) for neighborhood-initiated improvement projects, such as building and installing playgrounds, planting and beautifying medians and parkways, establishing community gardens and painting classrooms. The neighborhoods must provide a dollar for dollar match the City's grant with cash, volunteer labor, valued at \$10/hour, materials or professional services. The Neighborhood Review Panel, composed of seven to nine citizens representing each of the five regions into which the City is divided, will score, rank and recommend proposals.

Level of Staff

No additional staff have been added for this program.

- **Street Maintenance**

Community Forest Advisory Committee: consists of 16 appointed individuals (one from each Council District; one for Mayor), that meet once a month to advise Street Services, Recreation & Parks, Harbor, Airports and DWP on policy and procedures relating to the Urban Forest.

Targeted Neighborhood Initiatives: consists of an estimated 11 neighborhoods, working through the Mayor's Office to improve the quality of life in designated neighborhoods. Issues before them include tree planting/trimming; pavement/improvements of alleys, sidewalks, curbs and unimproved streets. This group may be receiving funds from the Mayor and Council.

- **Department of Transportation**

The Mobility Action Committees in Chinatown, Laurel Canyon, Los Feliz, the Valley, Westchester and Westwood advise the Department on methods for improving mobility and decreasing traffic problems. There are also Traffic Subcommittees under the Community Police Advisory Boards in Hollywood, West Los Angeles, Pacific and Wilshire. The Citywide Bicycle Advisory Committees advise the Department on methods for improving bicycle safety and the Citywide Child Pedestrian Safety Committees focus on coordination with the LAUSD on methods for increasing safety along corridors to and from schools and during school hours.

III. City Departments with Field Offices

- **Aging**

The department has one staff person in the Constituent Services Center in Council District 8.

- **Animal Regulation**

The Department has six site offices located in the East Valley, North Central, South central, West Los Angeles, the West Valley, and the Harbor. From the site offices, staff pick up stray animals and provide low cost rabies vaccinations and pet adoptions.

- **City Attorney**

There are 21 branch offices of the City Attorney from which criminal misdemeanor and civil cases are prosecuted.

- **Personnel Department**

The department has one staff person in the Constituent Services Center in Council District 8.

- **Public Works**

Contract Administration

Contract Administration has site offices in the East valley, West Valley, El Segundo, LA-Glendale, Tillman Water Reclamation Plant, Harbor and West Los Angeles.

Engineering

Engineering has district offices in the Valley, West Los Angeles, the Harbor and El Segundo.

Sanitation

Sanitation has District offices in South Central, North Central, West Los Angeles, East Valley, West Valley and the Harbor.

Street Lighting

Street Lighting has offices in the San Fernando Valley and Hollywood.

Street Maintenance

Street Maintenance has 37 yards located throughout the City that provide street cleaning, and resurfacing services.

- **Department of Transportation**

There are 23 field offices from which staff provide parking and intersection control, crossing guard services, ticket hearing offices, and various engineering and design services for the City.

- **Department of Water and Power**

DWP operates 14 customer service centers in which customers may pay utility bills, report service problems, request or discontinue utility services and receive other utility bill information.

IV. Advisory or Decision Making Neighborhood Councils

The City Attorney reports that if neighborhood councils are given decision making or "gate-keeper" authority, the City may be required to:

1. **Amend the City Charter** - to the extent that the City Charter already grants powers to other agencies, the Charter may need to be amended to grant those powers to the neighborhood councils. Charter section 32.1 already gives the Mayor and Council some power to transfer responsibilities among "departments."
2. **Comply with the Voting Rights Act**, which requires that: a) the populations of neighborhood council areas must be equal to insure that each district is fairly represented, and districts within each area from which council members are elected must be of equal population; b) redistricting or redefining the neighborhoods must occur at least every 10 years; c) redistricting can not be done solely on the basis of race, and must include communities of interest and cohesiveness, although minority voting rights must not be diminished;

The Governmental Efficiency
Committee - 7

3. **Require neighborhood council representatives to complete all disclosure documents** required by the Ethics Commission and by applicable state and federal laws and comply with state and local conflict of interest and ethics laws;
4. **Provide resources for 103 or more elected officials**, (based on the number of identified neighborhoods, although more may be required when the Voting Rights Act is considered) which may include the costs for office space, staff for the elected officials as well as additional City staff to provide support to the officials;
5. **Conduct the elections**, which may cost approximately \$2 million, based on the cost of the 1995 General Election.
6. **Allow only registered voters to participate**, which could exclude approximately 40% of the population that live and/or have an interest in the community.
7. **Ensure that the decisions of those jurisdictional bodies are appealable to the City Council** - if decisions of neighborhood councils are not appealable to the City Council, there may be concern that such decisions could affect areas whose residents are not given the opportunity to vote for representatives who make decisions which affect them.

The City Attorney reports that if neighborhood councils are advisory, the City would be required to:

1. **Insure that the entire City has a right to participate in neighborhood councils.**
2. **Insure that neighborhood councils are not gate keepers**, that those seeking to do business with the City are not required to receive approval from the neighborhood councils before proceeding to the City Council with its request;
3. **Avoid conflicts of interest with neighborhood councils pertaining to City contracts.** For example, if a member of a neighborhood council has a business interest in a contract, the entire council may be ineligible to vote on that issue. In other cases, only the member would be disqualified.

The City Attorney also suggested that if the neighborhood groups organize as non-profits, the City could recognize them, provide assistance as it would to any non-profit and avoid conflict of interest issues, as defined by Government Code 1090. As non-profit organizations, they would also be able to raise funds, although all City provided funds would have to be spent in accordance with City requirements.

CITY OF LOS ANGELES SPEAKER CARD

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() Against proposal

() General comments

Name:

FREDERICK DOWEY

Business or Organization Affiliation:

Neighborhood Councils Movement

Address:

2825 2nd St.

Santa Monica, CA 90405

Street

City

State

Zip

Business phone:

310 392 6936

Representing:

NCM

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() General comments

Name: SUSAN BARR NELSON

Business or Organization Affiliation: FEDERATION OF HILLSIDE & CANYON ASSOCIATION
ELYSIAN HEIGHTS RESIDENTS

Address: 1675 SARGENT PLACE LA CA 90026
Street City State Zip

Business phone: (213) 250 3233 Representing: same

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I wish to speak before the

Governmental Efficiency Committee

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Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

() General comments

Name:

JERRY GAINES

Business or Organization Affiliation:

APPOINTED COMMISSION CD15

Address:

Street

City

State

Zip

Business phone:

Representing:

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Date

~~4~~ 4/8/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

GE Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

() General comments

Name:

Bennett Kayser

Business or Organization Affiliation:

Elected Charter Reform Commission

Address:

1503 N. Benton Way

Street

LA

City

CA

State

90026

Zip

Business phone:

(313) 413-5745

Representing:

Commission & Self

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Phone #:

Client Address:

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City

State

Zip

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Date

4/8/98

Council File No., Agenda Item, or Case No.

1

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GE Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

() General comments

Name:

Xandra Kayden

Business or Organization Affiliation:

League of Women Voters

Address:

Street

City

State

Zip

Business phone:

Representing:

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

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April 8, 1998

TO: Members of the Governmental Efficiency Committee

FROM: Ronald F. Deaton *RFD*
Chief Legislative Analyst

RE: Neighborhood Councils

In response to comments from the Committee at previous meetings, our office has drafted the attached charts listing some of the general issues which are inherent in the design of any neighborhood council system for the City of Los Angeles. For each issue we have noted questions which will have to be addressed in any neighborhoods system and in some instances have listed alternative approaches in those areas.

For drafting purposes, it is assumed, although certainly not required, that it would be a two-tiered system. That is, the City would initially be divided into relatively large areas which for purposes of this discussion we have called "Community Districts." Within each of these areas, neighborhoods would be free to organize in smaller units which we are calling "Neighborhood Associations" and select their local officers or "Neighborhood Councils." A "Community Board" would be selected for each Community District with responsibilities related to coordination and communication among and between neighborhoods, and generally assisting neighborhoods in establishing themselves.

It should be emphasized that the attached is by no means inclusive of all the issues involved in neighborhood councils nor do we claim that all the possible alternatives for each area are listed. This list only covers some of the basic facets of a system and is offered as a way to assist the Committee in framing its discussion of this issue. It is hoped that, if the Committee makes at least tentative choices in these areas, staff will be able to focus on those options which the Committee wishes to explore further and will be able to develop similar listings for the more detailed design features which incorporate those choices. We feel that these preliminary decisions will guide staff as it begins to develop the specifics of a neighborhood Council proposal which reflects the views of the Committee members.

RD:mab

cc. CAO
City Clerk

*Submitted in Committee
4/8/98*

1 - Role/Responsibilities

ROLE/RESPONSIBILITIES OF NEIGHBORHOOD COUNCILS		
<u>Actual power</u>	<u>Advisory only</u>	<u>Advisory w/o "Early Warning"</u>
<i>Approval/concurrence required for:</i> Land use decisions Liquor license issuance Infrastructure changes, e.g. libraries, recreation & parks facilities Expenditure of funds within neighborhood area ...	<i>Non-binding recommendation sought in areas such as:</i> Land use decisions Liquor license issuance Infrastructure changes, e.g. libraries, recreation & parks facilities Expenditure of funds within neighborhood area ...	<i>Council can advocate actions/positions on matters impacting neighborhood. In addition to the example cited under the other two options, Council's could:</i> Lobby on City policies of concern to the neighborhood Comment on budget priorities Raise issues of local concern Bring neighborhood problems to City's attention
<i>Advance notification pending actions ("early warning"):</i> City processes would be revised to add a step requiring neighborhood review and approval/disapproval.	<i>Advance notification of pending actions ("early warning"):</i> City processes would have to be revised to include referral to the involved neighborhood(s) of pending matters. Could either: Require that the City not act until recommendation is received, OR Allow neighborhood(s) a specified period of time during which they can submit input. (No obligation to consider any neighborhood input received after the deadline.)	<i>No early warning</i>

2 - Organization/Initiation

ORGANIZATION OF NEIGHBORHOOD COUNCILS		
<u>Strict Rules Specified by City</u>	<u>Each Neighborhood Sets its Own</u>	<u>City adopts General Guidelines/Requirements</u>
<i>City specifies:</i> Language of by-laws Member requirements Method of selecting Offices Frequency of meetings	<i>Each Neighborhood specifies its own:</i> Language of by-laws Member requirements Method of selecting Offices Frequency of meetings	<i>City sets basics such as:</i> Open meetings Non-discrimination <i>Each Neighborhood adopts detailed rules and procedures in their by laws</i>

INITIATION OF A NEIGHBORHOOD ASSOCIATION		
<u>City Must Recognize</u>	<u>Community Board Recognizes</u>	<u>Open to Any Existing Bona Fide Neighborhood Group</u>
<i>Group petitions City for recognition</i>	<i>Group petitions Board for recognition</i>	<i>Homeowners groups</i> <i>Merchants associations</i> <i>Apartment owners associations</i>

3A - Boundaries (Communities)

BOUNDARIES --- "COMMUNITIES" (First tier)		
<u>Utilize existing boundaries</u>	<u>Draw New Boundaries</u>	<u>Adjustments</u>
<i>Council District Lines</i> <i>Planning Areas</i> <i>Library Districts</i>	<i>How many?</i> <i>Maximum/minium size</i>	<i>Allowed?</i> <i>Who determines?</i> <i>What triggers?</i> <i>Frequency?</i>
	<i>Who determines?</i> City Residents City & residents jointly	
	<i>Basis for lines:</i> Population Geography # residences	

3B - Boundaries (Neighborhoods)

BOUNDARIES --- "NEIGHBORHOODS" (Second tier)		
<u>Create Boundaries</u>	<u>Adjustments</u>	<u>Additional Restrictions:</u>
<i>How many?</i> <i>Maximum/minium size?</i> <i>Basis for lines:</i> Population Geography # residences Location of businesses	<i>Allowed?</i> <i>What triggers?</i> <i>Frequency?</i>	<i>Respect CD lines?</i> <i>May not overlap?</i>
<i>Who determines:</i> City Residents City & residents jointly Businesses	<i>Who determines?</i>	

4A - Board Member Selection (Communities)

SELECTION OF COMMUNITY BOARD MEMBERS/OFFICERS		
<u>Each Neighborhood Assn. Elects a Representative on the Community Board</u>	<u>Each Neighborhood Assn. Appoints a Representative on the Community Board</u>	<u>Each Council decides method of selection</u>
Requirements for holding office: Active members of neighborhood assoc. Live in neighborhood area Work in the neighborhood area Own a business in the neighborhood area Minimum age Registered voter	Requirements for holding office: Active members of neighborhood assoc.	Could be appointed, elected, or a combination. Specifics would be established in the by-laws and operating rules adopted by the neighborhood associations within each Community Board area
Who gets to vote: Active members of neighborhood assoc. Live in neighborhood area Work in the neighborhood area Own a business in the neighborhood area Minimum age Registered Voter	How selected? Chair of neighborhood council is <i>ex officio</i> member of Community Board. Members of each neighborhood council chose one of their own to serve on the Community Board.	
How to become a Candidate Simple application Nominated by petition Nominated at meeting		
Election process: Town hall By mail Precinct conducted		

4B - Council Member Selection (Neighborhood Associations)

SELECTION OF NEIGHBORHOOD COUNCIL MEMBERS/OFFICERS		
<u>Elected</u>	<u>Appointed</u>	<u>Each Council decides</u>
Requirements for holding office: Live in neighborhood area Work in the neighborhood area Own a business in the neighborhood area Minimum age Registered voter	Requirements for holding office: Live in neighborhood area Work in the neighborhood area Own a business in the neighborhood area Minimum age Registered voter	Could be appointed, elected, or a combination.
Who gets to vote: Live in neighborhood area Work in the neighborhood area Own a business in the neighborhood area Minimum age Registered voter	Who appoints?	Specifics would be established in the by-laws and operating rules adopted by each neighborhood association.
How to become a Candidate: Simply apply Nominated by petition Nominated at meeting		
Election process: Town hall By mail Precinct conducted		

The following two lists are a check list of L.A. characteristics and/or problems that neighborhood councils should address.

I. What We are Trying to Solve with Neighborhood Councils

1. Educate residents about city government to make it more understandable, accessible and empower them to make it work for them.
2. Lessen the frustration common in the delivery of city services by building stronger relationships between local communities and city workers.
3. Foster a sense of community within local areas.
4. Create a structure that can facilitate relationships throughout the City and encourages a sense of being part of one great city.
5. Encourage participation of the many different communities -- new and old -- that live in the city, particularly among the new immigrant populations.

II. What Makes Los Angeles Different

1. The geographic size of the city.
2. The diversity of many large ethnic communities, including many who are new to the United States and come from societies that do not encourage participation in local government.
3. The rapidly transforming economy from heavy manufacturing to small business that may weaken the civic structure because the large corporations still headquartered in the city tend to be multi-national, and small business leaders usually don't have the resources or the standing to participate with equal clout.
4. A weak civic structure with few membership organizations that span the diversity of the city in its population or its activities.
5. Non-partisanship with an associated absence of strong local parties.
6. Institutional interests represented only by business, labor and homeowners.
7. Difficulty of communication of issues and activities through the media.
8. The weak governmental structure that works against emerging leadership.
9. A strong sense of frustration with local government by almost every sector including City employees, those who do business with the city, and residents.
10. A fragile economic base from which to provide services.
11. Political cleavage between growth and slow-growth advocates.

Xandra Kayden Submitted in Committee 4/8/98

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

#2

0220-03385-0000

Date: April 7, 1998

To: The Governmental Efficiency Committee

From: Ronald Deaton, Chief Legislative Analyst *RPD*
Keith Comrie, City Administrative Officer *KPC*

Subject: **NEIGHBORHOOD COUNCILS PROPOSALS FOR THE CITY OF LOS ANGELES**

At the April 1, 1998 meeting of the Governmental Efficiency Committee (GE), the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) were asked to: 1) address the similarities and differences between the various motions introduced by the GE members; 2) identify decentralized City services; and 3) identify the operations of City departments which involve community participation activities.

The City department information in this report includes: the Library; Building and Safety; Planning; Housing; Community Development; Community Redevelopment; the Commission on Children, Youth and their Families; Recreation and Parks; and the Los Angeles Police Department. Information about other City departments with programs in which your Committee may be interested will be provided at your next Committee meeting.

At the April 15, 1998 meeting, staff will also report on existing structures in the business community and provide proposals for ways in which neighborhood councils and the business community may interact.

RECOMMENDATION

Note and File.

Fiscal Impact Statement

There is no General Fund impact at this time.

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The Governmental Efficiency
Committee - 2

Findings

I. City Council Motions

The following five motions were introduced at various times regarding the creation and structure of neighborhood councils:

- I. Motion (Wachs; Ridley-Thomas, Chick, Alatorre, Braude, Feuer, Svorinch) for the GE Committee to develop and present to the City Council for adoption a plan to reform City government through the establishment of independent neighborhood councils - introduced June 1996 (C.F. 96-1157);
- II. Motion (Ridley-Thomas; Wachs, Chick, Goldberg, Hernandez) to adopt a three-year Citywide neighborhood congress pilot project which respects community and council district boundaries, as appropriate - introduced February 1997 (C.F. 96-1157);
May 1997 (C.F. 97-0731);
- III. Motion (Chick; Wachs) for the CLA and CAO to: 1) work with various City departments to present a proposal to restructure existing City resources without adding new bureaucracy to create a DON, 2) examine how other cities, such as Portland and Seattle, structure their neighborhood programs, 3) explore possible grant funds for this effort and 4) prepare a plan and time line for setting up the DON - introduced April 1997 (C.F. 96-1157-S1);
- IV. Motion (Ridley-Thomas; Wachs) for the CAO to chair a working group of various City departments to determine funding options for the DON and report back to the Budget and Finance and GE Committees within 30 days - introduced May 1997 (C.F. 97-0731); and,
- V. Motion (Ridley-Thomas - Hernandez) to add \$3 million to the Unappropriated Balance of the FY 1997-98 Proposed Budget to create a new City Department of Neighborhoods.

A. City Council Motions Addressing Similar Issues

1. Establish a city-wide system of neighborhood councils;
2. Establish a City Hall infrastructure to support the neighborhood councils;
3. Empower residents to participate in their neighborhoods (I and III);
4. Create an Office/Department of Neighborhoods using existing resources (III and IV);

**The Governmental Efficiency
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5. Allow each neighborhood council to establish its own by-laws and procedures for selecting representatives (I and II);
6. Examine the neighborhood councils of other cities, such as Seattle and Portland (I and IV); and,
7. Examine possible funding options to establish the Office/Department of Neighborhoods (III and IV);

B. City Council Motions Addressing Different Issues

1. Adapt neighborhood boundaries to council district boundaries (II);
2. Allow neighborhoods to define their boundaries, form their councils and select their leaders (I);
3. Model other neighborhood council programs after the Eighth District Empowerment Congress (II);
4. Establish an early warning system, guaranteed by ordinance, to allow residents sufficient time to review, debate and make recommendations on a wide range of matters including, but not limited to: transportation, planning and zoning decisions, street closures, police permits for parades, design of libraries, placement of park benches and determination of City budget and spending priorities (I);
5. Allow neighborhood councils to bid on contracts to perform local services such as park maintenance and graffiti removal and prevention to provide neighborhood job opportunities (I);
6. Fund councils from a combination of City funds, new and/or redirected state and federal grant funds, private foundation grants and fundraising by the councils themselves; funding accountability is required for City funds (I);
7. Add \$3 million to the Unappropriated Balance of the FY 1997-98 Proposed Budget to create a new City Department of Neighborhoods (V);
8. Convene neighborhood council leaders at least quarterly to discuss Citywide matters (I);
9. Insure that neighborhood representatives are not be appointed by government officials and that neighborhood issues come from the neighbors (I); and,
10. Inventory the City's neighborhood efforts to explore how City government may be restructured to advance and efficiently serve neighborhood groups (IV).

II. Decentralized City Services

In April 1995, the City Council and Mayor authorized the Department of General Services to contract with Gensler and Associates (GA), to create a database of City properties and recommend a strategic plan to maximize the use of the City's assets (C.F. 94-1152). The study also includes an assessment of the City's long range facilities needs as well as an assessment of how the City may decentralize its operations.

**The Governmental Efficiency
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Based on the preliminary results of that study, GA proposes eight areas throughout the City for decentralized services. The eight areas are: 1) South Central, 2) West Valley, 3) West LA, 4) Sunland-Tujunga, 5) San Pedro, 6) Hollywood - Mid-Wilshire, 7) Northeast LA and 8) Van Nuys. As proposed, several existing leases in a given area may be consolidated into one large leased or purchased building.

The Department of Building and Safety provides decentralized service at five locations (Attachment I) and the Planning Department at two locations, a full service office in Van Nuys and part-time service in the Eighth District Constituent Services Center. Both departments have stated that consideration for further decentralization should include an assessment of the: 1) need for additional 'fixed post' positions such as office managers, supervisors and cashiers, 2) impact a smaller decentralized staff would have on nine-eighty and other flex-time schedules, 3) need for additional fixed equipment items such as copiers, microfilm readers, etc. and 4) cost of additional communication and network resources for both voice and data.

III. City Departments with Community Participation Boards

The following is a preliminary list of City departments with community participation activities. Each department's program focuses on a specific activity. Information on other City departments with participation activities will be provided at subsequent meetings.

- **Los Angeles Police Department (LAPD)**

Program

Administrative Order N. 10 from the Chief of Police established the basis on which each of the 18 LAPD Divisions created a Community Police Advisory Board (CPAB). Each of the CPABs consists of residents and business owners from that area who meet monthly with the Division Captain. Initially, the representatives are selected by the Division Captain for one to two year terms and reflect the diversity in that area. Subsequent selections are made by CPAB members. They meet monthly to identify community police problems and to improve communication between the LAPD and the neighborhoods.

Level of Staff

One officer per division is assigned as a CPAB liaison officer.

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- **Los Angeles Public Library Department (LAPL)**

Program

LAPL has over 70 libraries throughout the City, including the Central Library in Downtown Los Angeles. The Friend's Group at each branch library consists of volunteers from the neighborhood surrounding the library. Their activities include fundraising, book drives and creating programs for children, youth and the elderly.

Level of Staff

Although no LAPL staff are directly assigned to the Friend's Groups, about eight to 10 staff are assigned to the Volunteer Office of LAPL to assist with all volunteer programs system-wide.

- **Department of Recreation and Parks (R&P)**

Program

R&P has over 150 recreation facilities throughout the City. Park Advisory Boards (PAB), now in the developmental stages, will provide a means of communication between the neighborhoods and the recreation center directors on all issues related to the facility. PABs will meet between four and 12 times per year in the recreation facilities. As proposed, the volunteers will be selected by the recreation center manager and may serve no more than three consecutive years as a board member and no more than six months as an officer of the PAB. Center directors will insure that the diversity of the community is served through these appointments.

Level of Staff

The recreation center director will be the direct liaison to the PABs.

- **Community Development Department (CDD)**

Program

CDD has six Community Improvement Planning Areas (CIPA). A Community Action Board (CAB) with 18 members advises CDD on the various human services programs needed in each CIPA. A representative from each CIPA is elected to the CAB every four years. The City Council President assigns six Council Offices to the CAB. Each Office assigns a representative from his/her staff. The Mayor nominates the last six members. The CAB meets once/month. In addition, under

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the LA Bridges program, CDD has established Neighborhood Advocacy Councils (NAC). The purpose of the NACs is to bring neighborhoods together to deal with community issues of crime, cultural diversity, education, economics, health and safety and to improve the quality of life.

Level of Staff

There are 10 CDD staff assigned to the LA Bridges program.

- **Commission on Children, Youth and their Families (CCYF)**

Program

CCYF has been charged with creating at least one Neighborhood NETWORKS4KIDS program for every 20,000 residents in the City of Los Angeles. CCYF is working with City departments, non-profit agencies, businesses, schools, parents and youth to provide facilities, activities and services for children and youth, from birth to age 22. CCYF's role is to facilitate the process and exit when it is agreed that the work can continue without the facilitation of CCYF. The meetings are held at least once/month. Staff conducts block-by-block canvassing of neighborhoods as part of the program to identify boundaries with community input.

Level of Staff

There are 28 program staff assigned to this program as follows: three full-time, 23 part-time and two full-time administrative staff with indirect supervisory responsibilities.

- **Community Redevelopment Agency (CRA)**

Program

The CRA has 26 Redevelopment Project Areas and three Revitalization Project Areas. State law mandates that each project has a Project Area Committee (PAC), required when redevelopment could negatively affect surrounding residents and businesses and/or a Community Advisory Committee (CAC), created when low income groups and the neighborhood will not be adversely impacted. Each committee has about 25 members. Members of PACs are local residents, community organizations and business owners and are elected for one to two year terms. Members of CACs are appointed by the City Council member in whose district the project is located. Both Committees help the CRA draft and implement

**The Governmental Efficiency
Committee - 7**

the redevelopment plan for that area. After a project area has existed for three years, the City Council may disband its PAC or CAC.

Level of Staff

The core staff for each project area may consist of one each: a project manager, assistant project manager, community affairs specialist and secretary and a located in a project site office (Attachment II). Additional technical staff may be assigned to the project, depending on the project's complexity.

- **Planning Department**

Program

The City is currently divided into 35 Planning areas, which are scheduled to be updated every five years. There are 12 permanent Design Review Boards (DRB), with seven persons each appointed by the Councilmember in whose district the plan is located. The DRBs insure that the proposed plans are in conformance with the specific plans. They meet in assorted locations including City offices or private facilities made available by the private sector. In addition to the permanent boards, there are temporary boards, established for a specific purpose, such as technical advisory committees and streetscape committees, and disbanded after adoption of the committee's plans.)

Level of Staff

Planning staff provide administrative and professional support for these committees.

- **Housing Department**

Program

Housing has two advisory participation programs, the Domestic Violence Shelter Program (DVSP) and the Housing Opportunity for People with AIDS (HOPWA). The DVSP was established in July 1994, to advise the City Council on domestic violence issues and to provide a coordinated response to domestic violence. The task force is comprised of representatives from each Council district and from City departments, including City Attorney, Commission on Children, Youth and their Families, the Commission on the Status of Women, LAPD, Community Development Department and the Mayor's Office of Criminal Justice Planning. The HOPWA grant provides states and localities with resources to devise long term comprehensive strategies to meet the housing needs of persons living with

**The Governmental Efficiency
Committee - 8**

HIV/AIDS and their families. The City and County of Los Angeles have formed the HOPWA Planning Committee, to advise the City Council on this issue. The list of Committee members is attached.

The Housing Department also has five field offices for its Neighborhood Preservation Program. Applicants may secure loans to rehabilitate their property at these field offices Attachment III).

Level of Staff

Each site office has seven full-time staff, including: one project manager, three rehabilitation construction specialists, one finance officer and two clerical.

RD:KC:JOS

ATTACHMENT I**DEPARTMENT OF BUILDING AND SAFETY
Facilities, Staffing and Services****FULL-SERVICE OFFICES**

Services at the following locations include plan submittal, plan check, and permit issuance (the Wilshire office is only full service Tuesday through Thursday):

OFFICE	LOCATION	STAFFING
Metro (downtown)	201/221 N. Figueroa	348
Van Nuys	14425 Erwin Street Mall	112
West Los Angeles	1849 Sawtelle Blvd.	74
Wilshire	425 Shatto Place	55
San Pedro	350 S. Fifth St, Rm 100	16
South Los Angeles (Constituents Services Center)	8475 S. Vermont Ave	19

ATTACHMENT II**COMMUNITY REDEVELOPMENT AGENCY - PROJECT SITE OFFICE LISTING:****BEACON STREET/LA HARBOR**

302 W. 5TH Street

San Pedro, CA 90731

(310) 521-0700

[A. JEFFERY SKORNECK, Project Manager]

**CRENSHAW, CRENSHAW EXPANSION, WESTERN/SLAUSON, CRENSHAW/SLAUSON,
CRENSHAW/CD6**

4332 Leimert Blvd.,

Los Angeles, CA 90008

(213) 290-2800

[ALVIN JENKINS, Project Manager]

HOLLYWOOD, EAST HOLLYWOOD

7022 Hollywood Blvd.

Hollywood, CA 90028

(213) 960-2660

[DONNA DEBRUHL-HEMER, Project Manager]

***HOOVER, BROADWAY-MANCHESTER, VERMONT-MANCHESTER**

2823 South Vermont Ave.

Los Angeles, CA 90007

(213) 766-9825

[OSCAR JAUREGUI, Project Manager]

***NORMANDIE/5, ADAMS/NORMANDIE, MID-CITIES**

WILSHIRE CENTER/KOREATOWN

2823 South Vermont Avenue

Los Angeles, CA 90007

(213) 766-9830

[EDWARD SAULET, Project Manager]

NORTH HOLLYWOOD, CD7, LAUREL CANYON

5651 Vineland Avenue

North Hollywood, CA 91601

(818) 753-1918

[LILLIAN BURKENHEIM, Project Manager]

***shared project site office space**

PICO UNION I & II, WESTLAKE Proposed Redevelopment

1316 South. Union Avenue

Los Angeles, CA 90015

(213) 385-6421

[MAXINE CHAVEZ, Project Manager]

WATTS, WATTS CORRIDORS

10221 S. Compton Avenue, #201

Los Angeles, CA 90002

(213) 249-1495

[BILL PRICE, Project Manager]

RESEDA/CANOGA PARK

19040 Van Owen St., Suite B

Reseda, CA 91335

(818) 623-1060

[LESLIE LAMBERT, Project Manager]

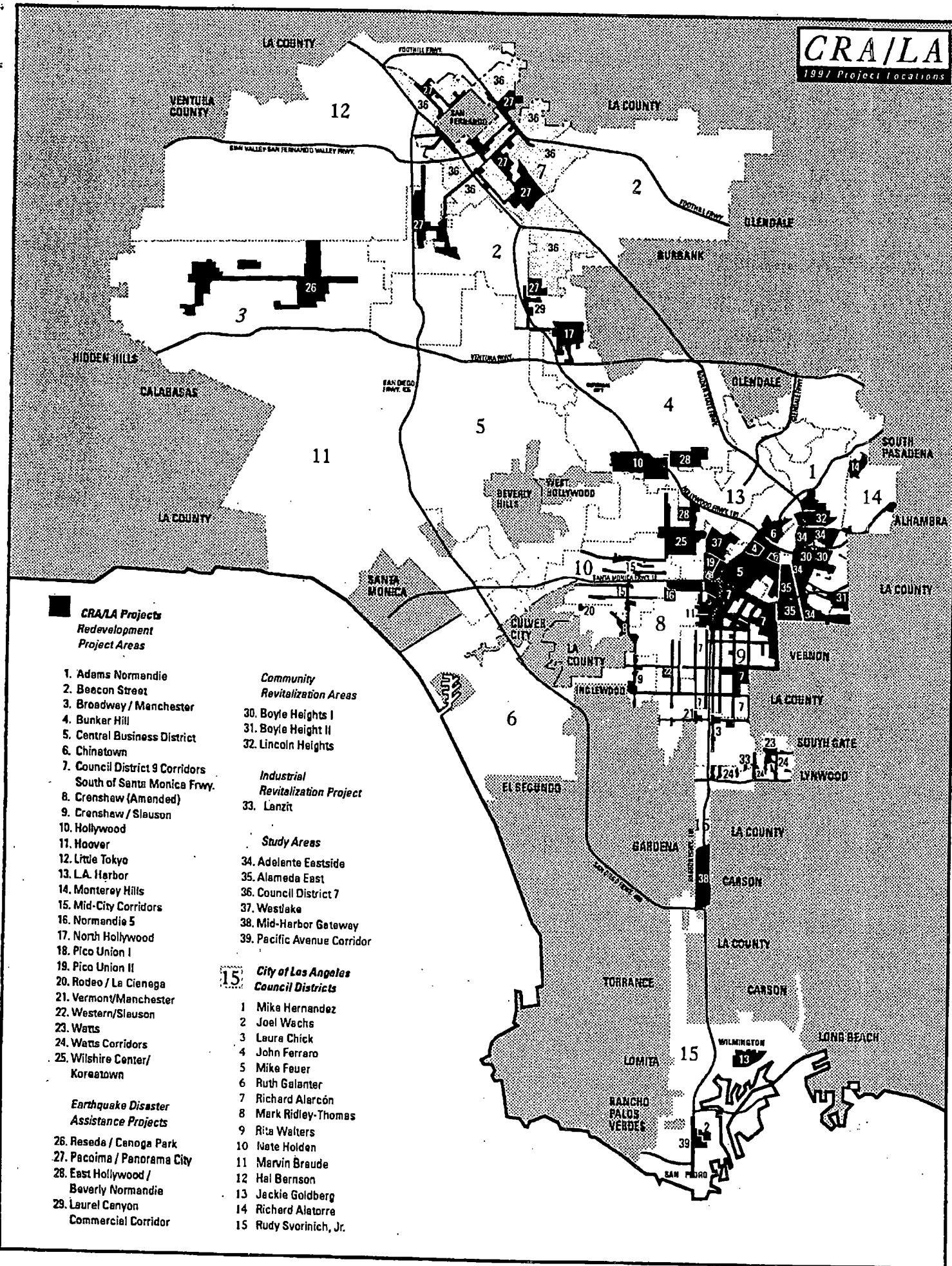
BOYLE HEIGHTS I & II, ADELANTE EASTSIDE Proposed Redevelopment

3500 Whittier Blvd., Suite 104

Los Angeles, CA 90023

(213) 264-3807

[AL SANTILLANES, Project Manager]

CRA/LA
 1997 Project Locations


NEIGHBORHOOD	PRESERVATION	PROGRAM
SOUTHWEST STOP 192 (Chesterfield Square) OTIS WILL, Project Manager 3761 Stocker Place #101 Los Angeles, CA 90008 (213) 299-0221 - Main office (213) 237-2728 - Fax - Main Office (213) 299-0698 - Fax - Construc.	EASTSIDE STOP 189 (El Sereno) BOB ZARDENETA, Project Manager 4837 Huntington Drive N #1 Los Angeles, CA 90032 (213) 225-8687 - Office (213) 847-3115 - Fax	HARBOR STOP 199 (Watts/Wilmington/Harbor) BRUCE ORTIZ, Project Manager 10221 Compton Avenue #104 Los Angeles, CA 90059 (213) 473-5141 - Office (213) 473-5155 - Fax
CENTRAL STOP 188 (Echo Park) LEON DAVIS, Project Manager 1910 Sunset Boulevard, Suite 720 Los Angeles, CA 90026 (213) 484-2885 - Office (213) 847-3119 - Fax	VALLEY STOP 198 DON BODNAR, Project Manager 8121 Van Nuys Blvd. Panorama City, CA 91401 (818) 786-3900 - Office (818) 756-7862 - Fax	

ATTACHMENT IV

**MEMBERS OF THE HOPWA
ADVISORY BOARD COMMITTEE**

1. L.A. Housing Department (LAHD)-City of Los Angeles
2. Community Development Commission (CDC)-County of Los Angeles
3. City of West Hollywood
4. City of Long Beach
5. City of Pasadena
6. AIDS Programs-County of Los Angeles
7. City of Los Angeles AIDS Coordinator
8. L.A. Homeless Services Authority (LAHSA)-Homeless Provider-selected by LAHSA
9. Non Profit Developer-Application process-LACHAC selection
10. Landlord-Apartment/Property Owner-Trade Association Representative-Application process-LACHAC selection
11. L.A. Housing Exchange
12. Emergency Shelter Provider-Elected by the Homeless Providers Caucus of the Housing Homeless Task Force of the AIDS Regional Board/Los Angeles County HIV Health Services Planning Council
13. Mental Health/Residential Provider Application process-LACHAC selection
14. Medically Based Residential Provider-Elected by the Housing & Homeless Task Force of the AIDS Regional Board/Los Angeles County HIV Health Services Planning Council
15. Transitional Housing Provider-Elected by the Housing & Homeless Task Force of the AIDS Regional Board/Los Angeles County HIV Health Services Planning Council
16. Substance Abuse/Residential Provider-Elected by the Substance Abuse Task Force of the AIDS Regional Board/Los Angeles County HIV Health Services Planning Council
17. Residential Provider for Children and their Caretakers-Elected by the Housing & Homeless Task Force of the AIDS Regional Board/Los Angeles County HIV Health Services Planning Council
18. HIV Planning Council Member-Elected by the Los Angeles County HIV Health Services Planning Council*
19. At large member-elected by the HIV Planning Council**
20. At large member-elected by the HIV Planning Council**
21. At large member-Application process-LACHAC selection
22. At large member-Application process-LACHAC selection

*AKA HIV Planning Council

** Must be HIV infected

CITY OF LOS ANGELES SPEAKER CARD

Date

4/1/98

Council File No., Agenda Item, or Case No.

96-1157, 1

I wish to speak before the

Governmental Efficiency Committee
Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

Name: ROB BLUSHON () Against proposal
() General comments

Business or Organization Affiliation: ELECTED CHARTER REFORM Comm.

Address: _____
Street City State Zip

Business phone: _____ Representing: _____

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name: _____ Phone #: _____

Client Address: _____
Street City State Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

CITY OF LOS ANGELES SPEAKER CARD

Date

4-1-98

Council File No., Agenda Item, or Case No.

97-0731

I wish to speak before the

Governmental Efficiency Committee
Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

Name: GORDON MURLEY

☒ General comments

Business or Organization Affiliation: FEDILSP & CYN - SAN FERNANDO VALLEY FED - WOODLAND HILLS

Address: 4128 MORRO DR WOODLAND HILLS CA 91364
Street City State Zip

Business phone: (818) 346-5842 Representing: ABOVE

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name: _____ Phone #: _____

Client Address: _____
Street City State Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

CITY OF LOS ANGELES SPEAKER CARD

Date

4/1/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

Governmental Efficiency Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

() General comments

Name: Bennett Kayser

Business or Organization Affiliation:

Elected Charter Reform Commission

Address:

1503 N. Benton Way LA CA 90026

Street

City

State

Zip

Business phone:

(213) 413-5745

Representing:

Commission and Self

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

CITY OF LOS ANGELES SPEAKER CARD

Date

4/1/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

Governmental Efficiency Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

Name: XANDRA KAYDEN () Against proposal

() General comments

Business or Organization Affiliation:

League of Women Voters

Address:

Street

City

State

Zip

Business phone:

Representing:

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

CITY OF LOS ANGELES SPEAKER CARD

Date

4/1/98

Council File No., Agenda Item, or Case No.

1

I wish to speak before the

Governmental Efficiency Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

(X) General comments

Name:

John E. Molloy

Business or Organization Affiliation:

Community Redev. Agency

Address:

Street

City

State

Zip

Business phone:

Representing:

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

IDEAS/PROPOSALS FOR COMMUNITY COUNCILS

The Problem

Los Angeles residents feel disconnected from City Hall and not believe that they have any real influence over matters affecting them, especially local, neighborhood issues. There is widespread support to include formal community or neighborhood participation in the City's structure of governance. Prior Charter and related studies have concluded that large city governments should establish a structure whereby local communities or neighborhoods could have either advisory or limited authority over local matters of concern.¹

The within proposals to allow for the formation of Community Councils is based upon three conclusions:

- (1) The Councils should be granted limited decision-making authority with respect to local land-use and zoning matters;
- (2) The Councils should determine local community priorities as to City services and to provide input to the City Council and Mayor on issues of concern.
- (3) The Councils will provide greater public participation in City government than the existing structure of City-wide Commissions.

¹ The Advisory Commission on Intergovernmental Relations ("ACIR"), made up of mostly elected officials, recommended that large cities and counties establish neighborhood subunits of government with limited powers as to functions including planning, zoning, urban renewal and crime prevention.

The Committee for Economic Development ("CED"), a private organization of prominent businesspeople and educators, suggested elected neighborhood councils to advocate and make recommendations on neighborhood needs to city government. Though advisory, the neighborhood councils would hopefully provide for greater citizen participation and a more responsive delivery of city services.

As a result of nationwide interest in this issue, a proposal was made in 1967 by Milton Kotler, a resident fellow on the staff of the Institute for Policy Studies, to the Subcommittee on Urban Affairs of the Joint Economic Committee of the United States Congress, that large, metropolitan cities should allow the formation of neighborhood corporations for the purpose of local self-government. Such corporations, which would be established through local neighborhood initiative, leadership and decision, would start out as non-profit, tax-exempt entities eligible for grants of funding. Kotler believed that these units would eventually become public bodies in a federated structure under the umbrella of city government.

Ever since 1906, there have been numerous proposals for Boroughs in Los Angeles. The most recent proposal, in 1968, came ironically from the late Los Angeles City Council President John S. Gibson who proposed amending the Charter to allow for the establishment of Boroughs to enable sections of the City to have greater control over as to how locally-collected taxes should be spent with respect to local services and improvements. The 1969 Charter Commission Report considered Boroughs but opted instead to recommend the formation of advisory neighborhood organizations, an elected Neighborhood Board and an appointed Neighborman.

PROPOSAL #1

ELECTED COMMUNITY COUNCILS

The new City Charter would provide for the establishment of elected Community Councils organized as follows:

1. To form a Community Council, at least 5% of the registered voters within the proposed boundaries of the Council, would need to sign an initiative petition. The petition would set forth the proposed name and boundaries for the Council. Upon certification by the City Clerk, the proposal would be submitted to the voters in the defined area. Those citizens seeking election to the Council would be required to submit nominating papers with at least 500 valid signatures of registered voters in such area. An election would be held at which time voters would determine whether to establish the proposed Community Council and, if so, they would elect five (5) to seven (7) members to be set forth in the Charter.

2. A Community Council would be a public body subject to the Brown Act, political and financial disclosure requirements and other regulations involving public officials. The Council would have limited decision-making authority as follows:

(A) On planning and zoning matters involving purely local area matters affecting the designated community, the Community Council would act, in lieu of the citywide Planning Commission and Board of Zoning Appeals, on all appeals of decisions on discretionary actions including zone variances, conditional use permits, zone changes, community plan amendments, parcel maps, tract maps, building code modifications and related actions.² To protect against parochial decisions not supported by factual evidence, not in the best interests of the broader general public, or potential lawsuits for unconstitutional "taking" or interference with private property rights, there would be a right of appeal to the City Council. In the event of such appeal, a 2/3 vote would be required to overturn the Community Council. Another check and balance is that the Mayor would have veto power over zoning ordinances as set forth in the existing Charter.

(B) A certain portion of City funds would be allocated based on the size

² Planning and zoning actions beyond a certain threshold, to be determined but which would affect the City as a whole and other areas outside of the subject community, would continue to be acted upon in a process which would require public hearings and an appeal process for which elected members of a City Council and a Mayor would be accountable. As to planning and zoning issues that would not be acted upon by Community Councils because of regional or Citywide impacts, consideration should be given to creating a structure of "Regional" Planning Commissions (ie: Valley, Westside, Harbor, Eastside and Central). This structure would provide for greater citizen participation and would alleviate the alienation that many residents feel when they observe one Citywide Planning Commission making decisions that affect communities where Planning Commissioners do not live or work.

of the area and/or population to be served by the Community Council in the City budget for **discretionary expenditures** restricted to the delivery of City services. In making decisions on such expenditures, the Community Council would be responsible for determining local priorities as between services such as increased street cleaning; tree trimming; hours and programs in local libraries, parks and other service centers; crime prevention; fire protection; and other services.

© The Community Council would be further empowered to hold public meetings and make recommendations to the Mayor, City Council and other City officials as to all City issues.

(D) While members of the Community Council would serve without pay, funding for a Director of Services, clerical staff and office operating expenses would be provided by the City budget in accordance with the City's budget procedure.

(E) The Community Council would also be eligible to receive grant funds and private contributions.

Other key features of this proposal would be to retain Citywide management over City services and to balance the interests of individual communities with the interests of the City at-large by retaining citywide control over regional issues including public safety, major economic development; utility rates and services; harbor; airports; legislative functions of the City Council and executive functions of the Mayor.

This proposal can be incorporated into any of the models of City government under consideration regardless of the allocation of power as between executive, legislative and administrative functions.

GOALS AND OBJECTIVES

- ☞ Increased public participation
- ☞ Limited powers of self-governance
- ☞ Decentralized and improved delivery of City services
- ☞ Accountability to voters
- ☞ No new layer of government as to land-use and zoning approvals

PROPOSAL #2

APPOINTED COMMUNITY COUNCILS

Under this proposal, Community Councils would have the same limited decision-making authority and functions as set forth in Proposal #1. The major difference is that members would be appointed rather than elected.

Many people have expressed concern that elected Community Councils would not be beneficial because:

A. Qualified residents who may be willing to serve the community (eg: as many do currently in various civic, community, business and homeowner groups), may not be willing to become "politicians" and be forced to raise money and campaign for elective public office. They may also be unwilling to sacrifice their privacy rights and be subject to financial and other disclosure requirements.

B. The electoral process does not provide for a balance of representation or interests. Community Councils which have worked well in Los Angeles have a membership which incorporates a wide variety of interest groups.³ For example, an electoral process might result in all members of a Community Council being "homeowner advocates" and there would be no representation for tenants, business or other interest-groups.

Proponents of "appointed" Community Councils argue that such process would have a higher likelihood of resulting in members with higher qualifications and expertise; members who have demonstrated the ability to work well with others; members who will not be inclined to promote "NIMBY" decisions that adversely impact the general public; and to provide a balance of interests that is necessary to achieve the broadest representation in every community as to issues of local concern.

Appointments could be made by the Mayor, City Councilmembers, or a combination of both.

Critics of an "appointed" process argue that independence from City Hall is a fundamental necessity for community councils to work.

³ The Neighborhood Empowerment Congress organized by Councilman Mark Ridley-Thomas in the Eighth Council District is viewed as an excellent example of broad community representation. Another example is the Pacific Palisades Community Council which includes representatives (some elected) from numerous community organizations.



Eleventh District

Rob Glushon
Commissioner

The Elected
Los Angeles Charter Reform Commission
1055 Wilshire Boulevard, Suite 1111
Los Angeles, CA 90017



office (310) 556-1444

Phone: (213) 977-6700
Fax: (213) 977-6711

ELECTED CHARTER REFORM COMMITTEE
Committee on a More Responsive City Government with an Involved Citizenry (CRCGIC)

QUESTIONNAIRE

ISSUE: NEIGHBORHOOD COUNCILS

- 1. SHOULD THE CHARTER PROVIDE FOR NEIGHBORHOOD COUNCILS?
SHOULD NEIGHBORHOOD COUNCILS BE ELECTED OR APPOINTED?**
- 2. WHAT POWERS SHOULD THE COUNCILS HAVE IN RELATION TO CITY
GOVERNMENT AND LOCAL ISSUES?
SHOULD NEIGHBORHOOD COUNCILS HAVE MANDATORY OR ADVISORY
POWERS?**
- 3. HOW MANY MEMBERS SHOULD SERVE ON NEIGHBORHOOD COUNCILS?**
- 4. SHOULD NEIGHBORHOOD COUNCILS HAVE INDEPENDENT BUDGETS OR
BUDGETS LINKED TO ANOTHER CITY DEPARTMENT?**
- 5. HOW SHOULD NEIGHBORHOOD COUNCILS AND OTHER CITY
DEPARTMENTS RELATE TO THE PLANNING COMMISSION? SHOULD THE
PLANNING COMMISSION CONSIST OF REPRESENTATIVES OF
NEIGHBORHOOD COUNCILS?**
- 6. SHOULD ONLY RESIDENTS OF AN AREA SERVE ON NEIGHBORHOOD
COUNCILS OR SHOULD BUSINESS PERSONS AND PROPERTY OWNERS ALSO
SERVE ON THE COUNCILS?**
- 7. SHOULD THE MAYOR OR THE CITY COUNCIL HAVE VETO POWER OVER
NEIGHBORHOOD COUNCIL DECISIONS? IF SO, OVER WHAT TYPE OF
ISSUES?**

When completed, please send to:
or Fax to (213)977-6711

Commissioner Bennett S. Kayser
Los Angeles Elected Charter Reform Commission
1050 Wilshire Blvd., Suite 1111
Los Angeles, CA 90017

Rec'd in Committee 4/1/98

The Los Angeles *Elected* Charter Reform Commission

Committee on a More Responsive City Government
with an Involved Citizenry (CRCGIC),
Bennett S. Kayser, Chair.

Public Hearing on Neighborhood Councils

Please join the Committee on a More Responsive City Government with an Involved Citizenry to discuss neighborhood councils as part of the new City Charter. Let us know what you think of neighborhood councils and charter reform in general.

The public hearing takes place on:

Monday, April 6, 1998

6:00PM

El Arco Iris Restaurant

5684 York Blvd.

Highland Park

(near Figueroa St & York Blvd)

For more information, or to receive directions to El Arco Iris,
please call Tony Torres at (213) 349-0661

Make Charter Reform Work for All of Us!

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-3385-0000

Date: March 30, 1998

To: The Governmental Efficiency Committee

From: Ronald Deaton, Chief Legislative Analyst *R7D by S. Long*
Keith Comrie, City Administrative Officer *KBC by m. j.*

Subject: **COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS**

At its March 4, 1998 meeting, the Governmental Efficiency Committee (GE) requested the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) to submit for GE consideration a comparison of selected cities with neighborhood council programs.

In the Attachment is a comparison of the neighborhood council programs in the cities of: Birmingham, AL; Dayton, OH; The Eighth District Empowerment Congress, Los Angeles; New York City, NY; Portland, OR; Seattle, WA; and St. Paul, MN. Each city was selected because its program is unique.

Staff also researched the participation programs of three cities in California: San Diego, Pasadena and Santa Monica. San Diego was not included because it has not yet implemented its Renaissance Project, a comprehensive proposal completed in 1996 for a system of neighborhood councils. Pasadena's neighborhood council program is similar to Seattle's.

The City of Santa Monica is not included in the comparison chart; however, a detailed discussion of this City is included in the Findings section of this report because Santa Monica had a neighborhood participation system in place for approximately 10 years and dismantled it one year ago after an in-depth review of its system.

On April 15, 1998, we will report on existing neighborhood structures within the City and proposed sources of funding for the City's neighborhood participation program. City structures include programs within the Department of Recreation and Parks, the Community Development Department, the Commission on Children, Youth and their Families, Public Works, the Community Redevelopment Agency and the Police Department. Neighborhood structures include Block Clubs, Neighborhood Watch Groups, Homeowners Associations and the Business Community, such as the Chambers of Commerce and the Merchant's Associations.

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RECOMMENDATION

That the Governmental Efficiency Committee select cities for further neighborhood participation program study and conduct hearings on those cities with representatives from the selected cities invited to attend and present testimony.

Fiscal Impact Statement

There is no General Fund impact at this time.

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Findings

1. Background

At its March 4, 1998 meeting, the Governmental Efficiency Committee (GE) requested the Chief Legislative Analyst (CLA) and the City Administrative Officer (CAO) to submit for GE consideration a comparison of selected cities with neighborhood council programs.

Selected for the neighborhood council program comparison were the cities of: Birmingham, AL; Dayton, OH; The Eighth District Empowerment Congress, Los Angeles; New York City, NY; Portland, OR; Seattle, WA; and St. Paul, MN (Attachment I). Each city was selected because its program is unique.

We also researched the neighborhood participation programs of three cities in California: San Diego, Pasadena and Santa Monica. San Diego was not included because it has not yet implemented its Renaissance Project, a comprehensive proposal completed in 1996 for a proposed system of neighborhood councils. Pasadena's neighborhood council program is similar to Seattle's, but on a smaller scale for its population of 135,000. The participation system for the City of Santa Monica is not included in the comparison chart. However, it is more fully discussed in this section because Santa Monica had a neighborhood participation system in place for approximately 10 years and dismantled that system about one year ago after an in-depth review and evaluation of the system. No other city we investigated has conducted an extensive evaluation of its program.

2. General Comments about Neighborhood Councils

In general, staff in each city with a participation program in operation expressed that its neighborhood participation system:

- a) is a means by which citizens provide both input to elected officials and directly participate in the system;
- b) although advisory, impacts local government decisions;
- c) when initially introduced, was not always viewed favorably by the various sectors of the community, including elected officials and business, and was seen as: a nuisance, adding to the bureaucracy and a means to diffuse power from elected officials;
- d) has become an accepted and very necessary and important part of how their municipal government operates; hence, the initial resistance was overcome;

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- e) works with the business community and, in some cities, receives direct financial and resource support from the business community;
- f) is often a first stop for developers with construction projects which, with buy-in from the community, makes the subsequent approval process faster and more cost effective because there are no additional time delays;
- g) has broad based community support, as reflected by the large number of citizens who participate in Neighborhood Matching Fund projects (these projects require a dollar for dollar match from the community, which is usually shown with citizen labor, counted at \$10.00/hour);
- h) includes a leadership training component that is critical to the success of the program;
- i) includes neighborhood improvement grants which allow residents to participate in various one-time activities; these grants also serve to sustain interest in the organization over time;
- j) is not perfect and continues to evolve;
- k) works for their city; however, Los Angeles will have to determine which model or model variation will work best for it.

3. Neighborhood Council Programs

The CLA and CAO did a very preliminary analysis of each city's neighborhood council structure to determine cost estimates, City staff/citizen ratio and the resources that would be required if that city's program were replicated in total in the City of Los Angeles. With the exception of New York City and the Eighth District Empowerment Congress, all cities examined were much smaller in population than Los Angeles. Therefore, the cost to conduct those programs on proportionately the same scale in Los Angeles as conducted in those cities, based on preliminary estimates, would be substantial. However, the analysis is provided to show how resources are allocated in other cities.

4. Birmingham, AL

Program

In Birmingham, approximately 99 neighborhood associations are grouped into one of 22 communities. There are between 180 and 8,200 people in each neighborhood association. Through the Community Advisory Board (CAB), comprised of one member from each of the 22 communities, Birmingham citizens are represented. The CAB meets monthly, and conducts at least one quarterly meeting with the Mayor and the City Council. All meetings are open to the public. Each neighborhood may establish its own by-laws, although the guidelines for neighborhoods are contained in the Citizen Participation Handbook. There is an

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early notification system in place to notify residents of impending actions that will impact their neighborhood. A full-time staff of 16 located in the Community Resources Division (CRD) in City Hall provides technical assistance to the neighborhoods and CABs. The City allocates \$3,000 to \$5,000 annually to each of the 99 neighborhoods.

Cost Estimate

If Birmingham's system were in place, as is, in Los Angeles, there would be approximately 427 neighborhoods with 8,200 residents. No neighborhood offices would be required, although additional office space may be required for the increased staff in the CRD. Approximately 209 City staff in CRD would be required at an estimated cost of \$7.6 and \$9.5 million. In addition, between \$1.2 and \$2.1 million each year would be required for the neighborhood allocations. The City would have to establish an early notification system.

Evaluation by Birmingham Staff

Birmingham staff stated that their participation program has existed for 24 years and that major improvements have occurred within the City because of citizen participation. Staff also indicated that City government and agencies are dependent on the neighborhood associations for leadership and information in decision making.

5. Dayton, OH

Program

Dayton has established a system of Priority Boards (PB) to represent its citizens. Dayton's 62 neighborhoods are grouped into one of seven PBs. The PBs serve as a focal point for neighborhood input on policy and programs of the City and are also called little city halls for citizen complaints. There are a total of 30 full-time staff for all seven PBs who provide a full range of assistance to the neighborhoods. Within each City department is a designated liaison to address complaints. Each month, the Administrative Council (AC), comprised of one representative from each major City agency, meets with each of the seven PBs. When PBs submit requests to the AC, the department directors are required to respond to the request in writing at the next AC meeting. There is an early notification system in place to notify residents of impending actions that will impact their neighborhood. The City also provides each PB a \$1,200 incentive award and a \$75,000 Community Development Block Grant (CDBG) set-aside for community development projects.

Cost Estimate

If Dayton's system were in place, as is, in Los Angeles, there would be approximately 135 PBs in various parts of the City to represent approximately 26,000 people in each area. Approximately 538 staff for the Division of Citizen Participation (DCP) would be required at an estimated cost of \$19.7 to \$24.5 million. Additional funds would be required to lease office space for most of the 135 the PB operations. The \$1,200 per PB incentive award would cost \$162,000 and the \$75,000 per PB CDBG set-aside would cost an estimated \$10.1 million.

Evaluation by Dayton Staff

Dayton staff stated that they are proud of the widely diverse citizen involvement in the City's budgeting, strategic planning, capital allocations, and use and neighborhood priorities planning process. Staff also suggested that if the City of Los Angeles supports its neighborhood councils with City staff that we should consider a process by which City staff are prevented from coming between the citizens and the City administration, as sometimes happens in Dayton.

6. Eighth District Empowerment Congress, Los Angeles

Program

In the Eighth Council District (CD) in the City of Los Angeles, the Eighth District Empowerment Congress (EDEC) has been created. It is the only model of its kind in the City of LA and its boundaries are those of the Eighth District. The CD is divided into four Assembly Areas and each Assembly area has its own Neighborhood Development Council (NDC) or leadership component. Each NDC is responsible for organizing its quarterly Assembly meetings and for the activities of its Assembly. One Council staff is assigned as a liaison to each of the four Assemblies. In addition, there are four Councils which address various issues of concern to the CD: 1) Community Standards, 2) Economic Development, 3) Youth Advocacy and 4) Community Safety. A Constituent Services Center was established in April 1996. In that center, representatives from City departments include: Building and Safety permits, City Attorney to conduct Building and Safety hearings, Street Maintenance, Street Use, Housing, Community Redevelopment Agency, Los Angeles Police Department substation and, in June, Airport Soundproofing. There are also community meeting rooms and offices for the CD staff. It's liaison staff to the Assembly areas are paid for within the CD budget.

Cost Estimate

If the EDEC structure were in place throughout the City of Los Angeles, there would be 14 additional Empowerment Congresses with one consistent services center in each Congress. The total cost for each new constituent center is estimated at up to \$9 million per center if a City facility does not already exist. This includes lease costs which may range from \$2.1 million to \$2.7 million/year for each building of approximately 10,000 square feet, parking spaces, estimated at \$0.30 million, one-time communications costs for all 14 buildings, estimated at \$2.7 million and the cost to furnish each building with computers, modems, printers, faxes and modular furniture work stations, estimated at \$3.3 million. Additional funds for City staff may be required if there are not sufficient staff available within each of the departments from which constituent services will be provided. No additional funds would be required for CD staff because each Council member would use staff within existing funds.

7. New York City, NY

Program

In New York, each of the 59 Community Boards (CB) serves approximately 124,000 of its 7.3 million population. The 50 CB positions for each are appointed by the Borough President. Each CB also serves as a mini city hall for citizen complaints and information. Each CB receives \$151,858 in General Funds for all CB staff and expenses, except rent. Rent costs throughout the City vary so much that the City pays for that separately. In addition to each CBs staff of two to four, there are 20 liaisons in the Mayor's Office who support the CBs. There is an early notification system in place to notify residents of impending actions that will impact their neighborhood. However, the notification only covers City impacts. Although it occurs less often, the City is unable to provide early notification to residents of impending state and federal actions because the City usually does not know about these actions in advance.

Cost Estimate

If New York's system of CBs were in place, as is, in Los Angeles, there would be 28 CBs to serve Los Angeles's 3.5 million population. Because Los Angeles does not have boroughs or borough presidents, each of the 50 positions per CB might be appointed by the City Council members. The total cost for the 28 CBs is estimated at \$4.2 million, not including the cost of lease space. There would also be an additional cost for the 9.5 FTE liaison staff to the CBs from the Mayor's Office.

Evaluation by New York City Staff

New York City staff stated that they believed their CB system to be a good one and that it provides an entree into City Hall. However, staff also admitted that the more organized a CB, the more responsive City Hall was in answering its requests, although all CBs have an impact on how the City addresses requests. Staff also said that the borough president model provides additional support to the CBs.

8. Portland, OR

Program

Neighborhood Associations (NA) were created in the 1950's, built upon in the 1960's and 1970's as a result of the Model Cities programs with the establishment of Office of Neighborhood Associations (ONA) in February 1974. Each of Portland's 90 NAs belongs to one of eight District Coalitions Boards (DCB). All NAs and DCBs, to be formally recognized by the ONA, must be incorporated as non-profit organizations. The ONA is located in City Hall and has a staff of two. The ONA is responsible for crime prevention, community organizing, the Neighborhood Mediation Program and for certifying and monitoring compliance of recognized neighborhood associations and DCBs. Each DCB must assist neighborhoods with their requests, particularly with producing and distributing newsletters, and for the Neighborhood Needs Report, which is developed by the neighborhoods and transmitted to the ONA. Each DCB has four staff, which includes one full-time crime prevention coordinator who assists the neighborhood associations with the organization of neighborhood crime watches and crime prevention efforts. The DCB contracts for its staff each year. Otherwise, each DCB determines its own role and files semi-annual progress and annual accomplishments reports with the ONA. There is also an early notification system in place to notify residents of impending actions that will impact their neighborhood.

Cost Estimate

If Portland's system were in place, as is, in the City of Los Angeles, there would be approximately 626 neighborhood associations with populations of approximately 5,600 and 56 DCBs with 223 staff to provide service to those associations. The ONA would require a staff of 14. Total staff costs for this model may range from \$8.6 to \$10.7 million for the DCB staff (\$8.1 to 10.1 million) and the ONA staff (\$0.5 to 0.6 million), not including the cost of the 56 DCB sites.

Evaluation by Portland Staff

Freedom and independence from City government structures seem to be the way Portland staff characterize Portland's neighborhood participation system. Portland staff also stated that in hiring the ONA staff, people skills were most important.

Santa Monica, CA

9. Program

Santa Monica established a formal system of neighborhood participation in June 1987. At that time, Santa Monica created the Santa Monica Neighborhood Support Center (NSC). The NSC was an umbrella non-profit organization, funded by the City, to deliver an array of organization and support services to the neighborhood associations (NA), who are themselves, non-profits. By 1990, there were five recognized NAs. In 1996, the City provided six staff and \$293,843 in funding to cover staff salaries and operational costs to support the NSC. NSC activities included assisting NAs with: 1) clerical support to NA boards, 2) coordination of NA meetings, 3) NA membership recruitment, 4) formation of block clubs and issues groups, 5) production and distribution of neighborhood association newsletters and announcements, 6) record keeping of neighborhood association activities, 7) monitoring NA compliance with the City's requirements for funding, as stated in their Memoranda of Understanding (MOU) and 8) addressing city-wide issues that affect all neighborhoods.

A review of the NSC model was conducted in 1991 and, after extensive staff review and community input, was submitted to the City Council in May 1992. The report determined that many of the program's goals had been achieved, including: 1) provision of a funding mechanism that supported the neighborhoods and provided accountability to the City, 2) presence of skilled staff sensitive to both community-wide needs and neighborhood specific issues, 3) creation of a support organization perceived by the community as effective and fair in ability to administer funds and to assess approved neighborhood organizational criteria, 4) preservation of the autonomy of neighborhood associations and 5) establishment of a cost-effective structure. The areas of NSC program refinement and modification included: 1) improvement of communication between the NSC and the neighborhood associations, 2) specification of the amount of time NSC staff should spend with emerging groups not affiliated with City-recognized associations, 3) increased access to NSC resources by neighborhood associations and 4) increased emphasis on broad based citizen participation in neighborhood planning decision-making.

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At the request of the City Council, staff conducted another extensive review of the NSC and presented its findings to the City Council in June 1997. This review included an examination of: 1) attendance at 27 NA and NSC Board meetings, 2) interviews with 34 NA and NSC leaders, NSC staff and 10 City staff who were in regular contact with the NSC and NAs, 3) questionnaires to 34 NA leaders with 13 responses received, 4) 150 hours of site monitoring at the NSC, reviewing NA documentation, NSC activities and MOUs with NAs and 5) research of citizen participation models in 13 other cities.

Based on an analysis of that data, staff concluded that: 1) the NSC model did not effectively support the needs of the community over the long term, 2) the NAs were sustained by a small core of very dedicated people, 2) NAs did not achieve the City's overall goal of broad based community participation, 3) attendance and participation in the NAs dropped over the last 10 years, 4) at least two NAs communicated positions to the City on a regular basis without the support of a community meeting to allow other residents to participate in position formulation and 5) the cost to the City for NSCs was not justified based on the limited number of people who participate and the difficulty of the dual role of NSC staff to support NAs and at the same time monitor NA compliance with City regulations. Staff determined that the NSC model was no longer justifiable as the City's primary vehicle to ensure increased community participation.

Evaluation by Santa Monica Staff

Santa Monica staff stated that participation in the neighborhood organizations depended on the urgency of the issue. It was difficult to sustain that interest over time. Staff said that any new neighborhood participation program in Santa Monica may include some form of leadership training and instruction in City structure and operation and, perhaps, a community improvement grant.

10. **Seattle, WA**

Program

Over 100 neighborhoods are grouped into one of 13 Neighborhood District Service Centers (NDSC). Each NDSC serves as a mini city hall for community concerns and includes liaisons with City departments, City planners, legal services, public access computer networks, parking ticket adjudication, utility bill paying and meeting facilities. In addition, there is a complaint and information center in City Hall. Approximately 25,000 complaints are tracked each year on computer by type of complaint and geographic area. Follow-up is conducted by one of five complaint investigators. A total of 82 City staff support neighborhood programs. In FY 1997-

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98, the City allocated \$1.5 million for the Neighborhood Matching Fund Program (NMF). In FY 1998-99, that allocation will be increased to \$4.5 million because the program is so successful.

Cost Estimate

If Seattle's program were in place, as is, in the City of Los Angeles, there would be over 5,300 neighborhoods, one City staff member for every 6,470 residents for a total of 541 staff, 85 NDSC offices and \$9.9 million for the NMF program at the lower allocation and \$27.9 million at the larger NMF allocation. Not including the cost for 85 office space leases, the Seattle program implemented in Los Angeles may range from \$29.7 million to \$52.6 million.

Evaluation by Seattle Staff

Seattle City staff stated that its program has been in place for 10 years and is very successful. Staff evaluate the success of the program based on the large number of participants in its NMF program. All awards are competitive. The communities that show the largest and broadest based support for a project, based on the number of project volunteers, are the ones that are awarded the grants. Staff also believed that the success of its program is related to a strong identification with one's neighborhood and the freedom of each neighborhood to be creative and work on the issues it considers most important.

11. St. Paul, MN

Program

In St. Paul, the entire City is divided into one of 17 District Councils (DC). Each DC is established as a non-profit. The details of each organization's operation are in its by-laws. Because each organization is a non-profit, it is free to raise its own funds and get support from businesses, churches and other organizations, as needed. A substantial source of funding for the DCs comes from donations from various organizations operating in the City. The City provides very little direct support to its neighborhoods, with only one full-time equivalent (FTE) City Hall position. DCs are responsible for their own office space. However, there is an MOU between the City and each recognized DC that must be renewed each year. The City has a process by which it certifies and, if necessary, decertifies DCs. The level of participation varies depending on the issue, with "hot" issues drawing a lot of community involvement. The City provides approximately \$1 million/year for all 17 DCS for planning, organizing and liaison activities.

Cost Estimate

If St. Paul's program were in place, as is, in the City of Los Angeles, the City would require 13 FTE staff, at an estimated cost of \$8 to \$10 million to support 219 DCs, plus \$12.8 million/year to cover the cost of DC activities.

Evaluation by St. Paul Staff

Staff believed their model to be a good one because of the freedom it gave communities to be creative and innovative. Because the organizations are non-profits, each can raise funds for issues and projects of greatest concern to that community. Because the City provides minimal direct support, neighborhood organizations are less impacted when, due to budgetary considerations, the City must reduce its level of expenditures.

12. Conclusions

From the review of the various cities throughout the nation, the City of Los Angeles may learn the following lessons:

- a) good communication between the City and its neighborhoods is essential;
- b) some form of early notification system is needed;
- c) some form of City Hall infrastructure and support are needed;
- d) neighborhood participation must be built into the City's system for conducting business in order for City Hall to hear grass roots citizen concerns;
- e) neighborhoods must be free to be innovative;
- f) neighborhoods should be encouraged to work with the business community;
- g) a special downtown business district participation system may be needed;
- h) regular reviews of the system to determine areas for improvement and modification may be necessary to keep the system viable;
- i) neighborhood associations must eventually become as independent as possible;
- j) leadership training and citizen education in City operations is essential;
- k) broad based neighborhood participation is critical to success;
- l) neighborhood improvement matching fund grants may be an important tool for community participation and to sustain interest in the group over time; and,
- m) the system selected should continue to evolve.

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	No. of Neighborhood Councils	City Government Structure	Neighborhood Council Structure
Birmingham, AL Population: 257,761 Average Population of Neighborhood Councils: 180 - 8,200	99	Full-time Mayor Nine part-time City Council Members	There are about 99 neighborhood associations. Two to six neighborhoods are grouped into one of 22 communities. The membership of the Community Advisory Community (CAC) is comprised of the officers of each of the 95 neighborhoods. The CAC selects officers and representatives for the Citizens Advisory Board (CAB). The CAB is comprised of one member from each of the 22 communities. The CAB presents the opinions and feelings of the neighborhoods to City Hall. The CAB may do this either through the Community Resources Division (CRD) or directory to the City departments. The CAB meets monthly and at least one meeting each quarter is mandated to be with the Mayor and City Council. CAB Committees parallel Council Committees. A Citizen Plan book contains the rules of operation for the neighborhoods and is revised every two years, as necessary.
Dayton, OH Population: 182,005 Average Population of Neighborhood Councils: 11 - 10,300	62	Part-time Mayor, City Manager, Four part-time City Commissions	Approximately 62 residential neighborhoods are grouped into one of seven Priority Boards (PB) with seven to 17 neighborhoods in each PB. There are six neighborhood PBS and one Downtown PB. The PBs are both little city halls for individual complaints from residents and a focal point for neighborhood input on policy and programs of the City. PBs distribute and collect PB Neighborhood Priorities Statements from the citizens. Those are submitted to the City Manager for consideration in planning. PBs meet once or twice/month. An Administrative Council (AC) comprised of one representative from each major City agency, and occasionally county and regional agencies, meets monthly in each of the seven PB areas. The AC is available to take requests and respond to neighborhood problems and concerns. Each case presented to the AC is followed up at the next meeting to ensure that appropriate action was taken. Each neighborhood selects representatives to fill between 26 to 46 seats on one of the 7 Priority Boards (PB).
Eighth District Empowerment Congress, Los Angeles Population: 3,485,398 Average Population of Neighborhood Councils: 62,500	4	Full-time Mayor 15 Full-time City Council Members	There are four Assembly areas: the West, North, Southwest and Southeast, each of which is composed of block clubs, residents, churches, businesses and community based organizations. The activities of each Assembly is guided and coordinated by its own Neighborhood Development Council (NDC), the leadership component of the Eighth District Empowerment Congress (EC). Each NDC meets monthly and organizes the quarterly Assembly meetings. In addition to the NDC, there are four councils which work directly with the EC. These are the: 1) Community Standards Council, district-wide representatives who are proactive in addressing ways to maintain and improve the neighborhoods; 2) Youth Advocacy Council, young people between the ages of 16 and 22 whose priority it is to bring positive changes to the community and to address issues of quality education and employment; 3) Economic Development Council, which focuses on community participation, quality jobs, business ownership and training for residents and 4) Community Safety Council, district-wide volunteer representatives who address public safety issues, including the issues of nuisance liquor stores, illegal dumping in alleys, crack houses and street drug sales.

City	No. of Neighborhood Councils	City Government Structure	Neighborhood Council Structure
New York City, NY Population: 7,322,564 Average Population of Neighborhood Councils: 250,000	59	Full-time Mayor 5 Full-time Borough Presidents 51 Full-time City Council Members	A total of 50 members are appointed to Community Boards (CB) by the Borough President (BP) of each of the five boroughs in NYC, although half of the appointees are nominated by each of the 51 City Council members. The BP in turn appoints the chair of each CB. Each CB conducts regular public meetings which are announced in the local newspaper. Each CB sets its own by-laws. The CB chair creates the committees and appoints the committee chairs to address areas of concern in the district. In most districts, there are no term limits for the CB chair. The Mayor's Office produces a Community Board (CB) Handbook which provides details on the purpose and function of the CB, every aspect of NYC governance and references to other documents with budget, planning services and other information by district and Citywide.
Portland, OR Population: 503,000 (est. 1996) Average Population of Neighborhood Councils: 1,000 to 10,000	90	Full-time Mayor 4 Full-time City Commissioners (Council Members)	There are over 90 neighborhood associations that are grouped into one of eight District Coalitions (DC). Most associations are incorporated and qualify as tax-exempt organizations. However, the minimum requirements to qualify as a neighborhood is to: 1) apply for and be recognized by the City Office of Neighborhoods (ONA), 2) file by-laws with City and 3) abide by policies regarding open meetings and record keeping. Membership in each neighborhood association must be open to all residents and property owners within the neighborhood boundaries and usually include businesses and other non-profits as official members. Boards are composed of delegates from each neighborhood association. Coalitions address issues on a regional basis.
Seattle, WA Population: 530,000 Average Population of Neighborhood Councils: Approx. 37,800	100	Full-time Mayor 9 Full-time City Council Members	Over 100 neighborhoods are grouped into one of 13 Neighborhood District Service Centers (NDSC). Each NDSC is made up of reps from both residential and business organizations. The City encourages organizations to develop and implement plans for diversifying its membership. Each NDSC sends one residential and one business rep to the Citywide Neighborhood Council (CNC), which provides an opportunity to share in citywide perspectives. DCs may present opinions either directly to the CNC or to the appropriate City department. Service is decentralized into the 13 NDSCs. Services provided include: liaisons with City departments, City planners, legal services, public access computer networks, parking ticket adjudication, meeting facilities and accommodations to pay utility bills. There is a directory of departmental liaisons to DCs and a handbook of City services which is updated on a regular basis.

City	No. of Neighborhood Councils	City Government Structure	Neighborhood Council Structure
St. Paul, MN Population: 272,235 Average Population of Neighborhood Councils: About 6,000 to 20,000	17	One Full-time Mayor 7 Part-time City C o u n c i l Members	There are 17 neighborhood districts covering the entire City. The City has a ten step recognition process. Each neighborhood is organized differently, adopting their own by-laws, rules, procedures, etc. Each organization is formed independently of the City as a 501(c)(3) non-profit corporation as part of the process of being recognized by the City. The City has a formal agreement with each neighborhood which states the neighborhood duties and responsibilities.

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	Age of Voters	Eligible Nominees	Method of Selection	Selection Procedures
Birmingham, AL	16	Any resident 18 years old who has: 1) lived in the neighborhood at least 90 days, 2) attended at least two neighborhood meetings, and 3) completed a declaration of candidacy.	Neighborhood Selection (bypasses state law complications)	The elected offices of president, vice-president and secretary for each neighborhood association are selected every two years at an election held separately from municipal elections. The Community Resources Division runs the elections. Ties are resolved at the next neighborhood meeting.
Dayton, OH	18	1) Registered voter 2) Obtains 25 signatures of registered voters in the area he/she represents.	It varies by Priority Board (PB). Each PB must submit an election plan each year, though the plans tend to remain the same from year to year.	Priority Board elections are held each year separately from the municipal election and are run by the Division of Citizen Participation. PBs have terms of either two years with 1/3 seats open or three years with 1/2 seats open for election. The number of seats per board ranges from 26 to 45 for a total of 227 seats citywide. Each board uses a different election plan, including one seat per precinct, at-large seats, and one seat per precinct plus representatives from neighborhood groups. All boards rely on the City for a mail ballot process.
Eighth District Empowerment Congress, Los Angeles	18	Open to anyone with a vested interest in the community, including residents, business owners, agency representatives, et cetera.	Neighborhood selection for 9 seats and appointment for 6 seats on the Neighborhood Development Council. The 25 positions on the Community Safety, 70 positions on the Community Standards and 25 positions on the Youth Advocacy Councils are district-wide positions.	Elected representatives for the Neighborhood Development Council are selected every two years. Elections are generally conducted by Council staff and take place in June or July in the Assembly area.
New York City, NY	N/A	Nominees to the Community Board (CB) must be NYC residents who live in or have a business, professional or other significant interest in the district. No more that 25% of the CB members may be City employees.	The Borough President appoints the CB members. The BP must ensure adequate representation from all neighborhoods.	Appointed.

City	Age of Voters	Eligible Nominees	Method of Selection	Selection Procedures
Portland, OR	Determined in each neighborhood association's by-laws	Any association member. The City requires the association general membership to be open to any person who lives in and/or owns real property within the boundaries of the neighborhood.	Determined in each neighborhood association's by-laws. Some members are selected and some are appointed.	Selection of association officers and coalition delegates are governed by the individual association by-laws. Most associations are governed by a Board of Directors which is the decision-making body for the general membership. Board members are elected for a specified period of time. Most associations create committees as task-related groups to work on specific issues.
Seattle, WA	Based on the by-laws of the neighborhood	Open to all residents, business organizations and neighborhood merchants. In some neighborhoods, there are requirements to pay membership dues and/or attend a minimum number of meetings before a vote may be cast.	Selected members, generally for one-year terms, although some organizations have term limits.	Procedures differ by neighborhood and are contained in each neighborhood by-laws.
St. Paul, MN	Based on the by-laws of the neighborhood	Based on the by-laws of the neighborhood.	Elected by residents for staggered terms. Most have no term limits.	Based on the by-laws of the neighborhood.

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	Determination of Boundaries	Council Offices and Staffing	Type of Authority	Scope of Authority
Birmingham, AL	For six months, City staff went door-to-door for citizens to identify boundaries. These may be revised every two years. Such boundary identification enabled trust between the City and citizens.	No neighborhood offices. The Community Resources Division (CRD) provides only staffing with 9 full-time workers. The CRD operates from City Hall.	Advisory	Each Neighborhood Association (NA) determines how its allocation of CDBG funds will be spent. NAs may spend the funds on innovative projects or allow the City to use the NA's allocation for a project that the NA desires. Most of the allocations are spent on tasks performed by City employees or contractors. In addition, through its early notification system, CRD informs neighborhood presidents about events and decisions in City government relevant to their neighborhoods, such as proposed zoning and land use changes with hearing dates, requests for liquor licenses, pool table and dance permits, CRD projects that will affect their neighborhood, notification of requests by their neighborhood officers and the City's response, Citywide notices such as Council, Planning and Zoning agenda, hearing notices, board and staff vacancies, etc.
Dayton, OH	Both the neighborhood and Priority Board (PB) boundaries were drawn by the Planning Department with little input from the citizens. Most districts include both lower-income people in the inner city and higher income people near the city limits. However, one district represents only the downtown and another one represents almost exclusively the lowest income neighborhoods in the City. The neighborhood boundaries tend to keep ethnic populations in tact.	Each of the six residential PBs has a staff of two or three professionals (coordinator, community services advisor and one person to handle daily complaints) and one secretary who work out of the PB office. These staff are selected by the PB itself from a short list provided by the Personnel Department after an initial screening process. Each one works under a one-year renewable performance contract.	Advisory	The PB promotes changes in City Hall administration by making changes in areas from garbage collection to housing rehabilitation. Many neighborhoods present their case first to their PB before taking it to the appropriate City agency. The PB often takes on the case for them. The PBs also communicate issues from the City that are crucial to the neighborhoods. Although PBs do not have a formal role in the budget process, the City meets with the PBs to receive recommendations about essential services and for input for new policy proposals. Each of the seven PBs has one of 16 seats on the CDBG Task Force. Individual PBs submit proposals for funding in the same manner as City agencies. Many of the PB proposals are adopted.

City	Determination of Boundaries	Council Offices and Staffing	Type of Authority	Scope of Authority
Eighth District Empowerment Congress, Los Angeles	The boundaries of the Empowerment Congress conform to those of the Eighth District. The boundaries for the four Assembly areas within the Eighth District were determined by census tract to divide the areas equally by population.	There are four Assembly areas, supported by one Constituent Services Center (CSC). The services provided in the CSC include: Building and Safety permits, City Attorney, B&S hearings, Street Maintenance, Housing and an LAPD substation. About four Eighth District staff directly serve the Empowerment Council function.	Advisory	Each year the Councilman shares copies of the Mayor's Proposed Budget with the leaders of the EC and hosts a Community Briefing on the Proposed Budget. Top managers from the various City agencies attend the annual meeting to answer questions and listen to the concerns of the community. Based on the responses from the leaders, the Councilman tailors budget amendments to allocate more money for the items of greatest interest to the community.
New York City, NY	The boundaries of Community Boards are determined: 1) by population within each borough, 2) to coincide with historic, geographic and identifiable communities and 3) to support a population of not more than 250,000 in a given district.	There are 59 districts, each of which is staffed by a district manager (DM). The DM serves at the pleasure of the CB. The DM usually has a staff of up to four and serves as municipal manager, service coordinator, information source, community organizer, mediator, ombudsman, complaint monitor; etc.	Advisory	Community Boards (CB) address the welfare of the district by: 1) communicating with the people of the CB by conducting public outreach and disseminating City department information, 2) considering district needs, advising the Borough President and City officials in the CBs needs, cooperating with CBs in other districts with respect to matters of common concern, 3) participating in the budget process, capital program and land use process, 4) submitting to the Mayor an annual statement of district needs and plans for the improvement and development of the district and 5) monitoring the delivery of services to the district. Each CB elects its own officers, adopts by-laws and statements of the duties assigned by the board to the district manager and other professional staff and keeps minutes of all meetings. These meetings are subject to the Brown Act.

City	Determination of Boundaries	Council Offices and Staffing	Type of Authority	Scope of Authority
Portland, OR	Boundaries are established by each neighborhood association. Boundary changes must be agreed to by all impacted neighborhoods. The involved District Coalition Board (DCB) assists in resolving boundary disputes.	The staff hired by each DCB is primarily funded by City monies given to a DCB under contract with the City. DCB is employer – not the City. DCB offices serve distinct geographic areas. Offices provide direct support and service to neighborhood associations located within their boundaries. Each office is staffed with a coordinator, crime prevention specialists and other support staff who assist citizens with information and resources. Offices differ in how they are organized and the specific services offered to its member associations.	Advisory and advocacy.	The DCB's represent neighborhood interests to City staff in identifying issues and advocating solutions to neighborhood problems, recommend action, review proposals and offer advice to City agencies.
Seattle, WA	The neighborhoods are defined by the residents in the by-laws of their community council. Some times boundaries overlap. Neighborhoods are defined by unique geographic features and usually surround a business district and an elementary school.	There are 13 Community Service Centers at which the community organizations may conduct meetings, pay bills and have computer access to the various departmental programs and agendas.	Advisory	District Councils (DCs), through their participation in the Citywide Neighborhood Council (CNC) determine how the City's funds will be spent. DCs may also submit budget requests for unmet needs such as for park maintenance or street improvements. CNC makes recommendations on the City budget, including the General Fund, block grant and neighborhood matching funds and provides advice on implementation of the DC program. An early warning system exists whereby CNCs are notified of all pending City actions and must respond before the final vote is taken. Although the neighborhood organizations do not have legislative power, they do have clout because they are broadly based.
St. Paul, MN	Agreed on by neighborhood groups and city. Criteria included, natural boundaries, roadways, and recognized neighborhoods. Have not adjusted boundaries since they were established in 1976 except for one minor change consented to by the involve neighborhoods.	Each one has its own office and staff (both paid and volunteer).	Advisory.	With respect to City business, all groups are advisory. However, individual neighborhoods can contract with the City for additional duties and powers.

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	Source of Funds	City Hall Infrastructure	Reason for Neighborhood Councils
Birmingham, AL	Community Development Block Grant. No funds are given directly to neighborhood associations. The administrative funds are allocated to the CRD. Neighborhoods are allowed to organize their own fund-raising activities. However, money must be used for eligible activities, as determined by the City. Residents must vote on expenditure of funds. Projects are implemented by the City.	All work for the neighborhood associations is handled through the Community Resources Division (CRD). City has a paid staff of 16 that provide assistance to each neighborhood. CRD is responsible for the coordination of the program. The City allocates \$3,000 to \$5,000 each year for each neighborhood.	Neighborhood Associations grew out of an extremely tense racial atmosphere following more than a decade of racial strife. To provide for more participation and to end past records of racial discrimination, HUD outlined minimum requirements for involvement of the poor in the CDBG grant distribution. Neighborhood Associations were established in October 1974 by City Council Resolution.
Dayton, OH	CDBG has provided 80% of funding and the General Fund 20%. In addition, through the Neighborhood Opportunities Plan (NOP), a General Fund commitment and private donations are used for housing and development issues, such as tree maintenance, comprehensive land use planning, housing design an development, business and institutions development project loans, crime watches and neighborhood initiatives.	Funds for the Priority Boards (PBs) are administered by the Community Development, Division of Citizen Participation (DCP). The City does provide staff and funding for the DCP. The PB staff assistance to neighborhoods includes writing, printing and mailing newsletters.	As a result of the federal government requirement for citizen participation during the Model Cities Program, Dayton, in 1971, initiated the Planned Variations proposal and Priority Boards were formally started. In 1975, the City Commission passed an Informal Resolution making PBs the official voice of Dayton's neighborhoods. Site offices were established through out the City. It was also the first year that the mail balloting process was used.
Eighth District Empowerment Congress, Los Angeles	Funds for the Empowerment Congress are allocated from the annual budget of the Eighth Council District.	There is no City Hall infrastructure to support the work of the Eighth District Empowerment Congress.	Established in 1992, the Eighth District Empowerment Congress was formed from the need for people in south Los Angeles to become organized and structure their efforts to effectively demand and obtain quality services from their local government. The mission of the EC is to engage residents in productive activities in an effort to create safer and healthier environments, educate constituents so they may make more informed decisions regarding the condition of their neighborhoods and to empower them to effect positive change in their communities.

City	Source of Funds	City Hall Infrastructure	Reason for Neighborhood Councils
New York City, NY	The General Fund. Each CB receives a uniform budget of \$151,858 from which the CB staff salaries, telephone, supplies and service contracts are paid. The rent is included in the City's overall budget. The annual cost for all CBs is \$9 million (not including rent) in NYC's \$35 billion annual budget. OMB works with each CB to determine its budget.	Each CB is assisted by the Community Assistance Unit (CAU) within the Mayor's Office. The CAU provides technical, disaster and crisis assistance to all Cbs. Within the CAU there are 20 liaisons, who regularly attend the CB meetings throughout the City as follows: Staten Island - 3; Brooklyn - 5; Bronx - 5; Queens - 3; Manhattan - 4.	Begun as an experiment in Manhattan in 1951, Community Planning Councils advised the Borough President on planning and budgetary matters. In 1963, Community Boards were adopted in the City Charter. In the 1970s, little City Halls were established. The current Community Boards are a blend of the two ideas, reaffirmed in the City Charter ratified in 1989.
Portland, OR	Primarily City General Funds.	The Office of Neighborhood Associations (ONA) facilitates citizen participation and improved communication among citizens, neighborhoods associations, district coalitions/neighborhood offices and other entities. ONA also provides training, technical assistance, mediation and facilitation services in areas such as crime prevention and public safety, land use, transportation planning, information sharing, community-building, organization development, and administrative support.	Grew out of neighborhood associations that began forming in the mid-1950's to preserve residential character of their neighborhoods. In the 1970's a struggle over the best method to organize multiple programs led to a proposed system of District Planning Organization which was rejected because of fear that they would take power away from neighborhood organizations. Ultimately, this led to the Council's adoption of an enabling ordinance creating of an Office of Neighborhood Associations requiring formal Council recognition of each association and imposing specific membership standards (e.g. open to residents, business, property owners, and non-profits).
Seattle, WA	The General Fund (\$6.5 million for salaries administration) for the 82 staff plus \$1.5 million for the Neighborhood Matching Fund of which \$150,000 is CDBG. Next year the matching fund will be \$4.5 million. The community may meet the match with volunteer labor charged at \$10 per hour.	There is a Department of Neighborhoods (DON) with a staff of 82 to staff the 13 Neighborhood Service Centers (NSC), the Matching Fund, 47 community gardens, seven historic districts, the complaint and information center and other programs. Existing NSCs were merged into the DON to provide the DON with decentralize staff.	The City Council created the Neighborhood Planning and Assistance Program (NPAP) in January 1988 by ordinance as a result of increasingly active neighborhood organizations upset about the impacts of growth, too many resources going to downtown projects, too little access to City government and sympathetic Council members who believed that active neighborhoods are an asset rather than a threat. The NPAP created the DC structure, neighborhood budget process, neighborhood matching fund and support for citizen-initiated neighborhood planning. Because the services were housed in different City departments and were not well coordinated, the City, after much public input, created the DON. The DON houses all neighborhood-related services and has authority to coordinate with other department as needed.
St. Paul, MN	City provides about \$1 million/year to the 17 districts for planning, organizing, liaison activities. Most get about \$50,000 from City.	City's Department of Planning and Economic Development oversees neighborhood council activities. Until 1993, a city position of "Citizen Participation Coordinator" helped manage contracts and served as liaison. Now those duties have been absorbed by several other City staff members.	Community and public desire for this change. City officials recognized the need and there was a willingness to promote change form both the city and the communities. Federal funding was also available.

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	Effectiveness of Neighborhood Council	City	Effectiveness of Neighborhood Council
Birmingham, AL	The City of Birmingham supports neighborhood participation in the City process. Birmingham staff believe that it is important for citizens to participate in the planning process to establish the neighborhood council system.	Portland, OR	Described as "one of the most effective city-wide systems of citizen participation in the U.S. today", Portland's system grew out of a series of struggles between local neighborhoods and city government in the 1970's. Now this is a system of formally recognized associations, funded by the City, which provides open and fair participation, and a meaningful role in city budgeting, crime prevention, and land use planning.
Dayton, OH	The City of Dayton supports the PB system and sees it as a medium for two-way communication between the citizens and the City, believing that participation in decision making is necessary. The neighborhoods are able to generate self-help projects beyond what the City itself can do and promote a strong sense of neighborhood identity.	Seattle, WA	The City of Seattle supports its neighborhoods with staff at 13 Neighborhood District Service Centers, leadership training, and other capacity building programs and the recognition that community input is important. City staff also report that neighborhoods are very independent, creative and innovative in their approaches.
Eighth District Empowerment Congress, Los Angeles	The Councilman and Council staff support the Empowerment Congress and view it as a means to address the various issues of importance to the community. In 1992, when the EC first started, about 100 people would attend the annual meeting. In 1998, approximately 700 people attended the annual EC meeting. The EC continues to evolve. Participation is enhanced through leadership training.	St. Paul, MN	The program has resulted in semi-autonomous neighborhood participation groups, who work <i>with</i> City staff and officials.
New York City, NY	The City of New York supports its Community Board system with City staff and with funding. City staff report that the more organized and focused the CB is on a particular issue, the more effective the CB is in effecting change within its CB.		

COMPARISON OF CITIES WITH NEIGHBORHOOD COUNCIL PROGRAMS

City	Method of Outreach to Citizens	Special Programs
Birmingham, AL	The CRD mails out city and neighborhood information packets every month to every household in the City. Each neighborhood association can include whatever material it wishes in the mailing, including meeting notices, new program descriptions and information about other events or services of the City or neighborhood.	The CRD provides neighborhood leadership training sessions for neighborhood officers after each election. It is an opportunity for the officers to learn how the City operates, how to make requests for basic services or policy changes and to know some of the department general managers.
Dayton, OH	The Dayton Update is mailed to every household quarterly and includes information on new programs available, recreational opportunities and on specific neighborhoods news, such as grants, staff and victories. There are also neighborhood association mailings, sent out irregularly. Surveys are conducted by the City of Dayton, the Priority Board (PB) and by the associations. The results are used to successfully influence policy and priorities. PB meetings are will publicized in advance through the newspapers. Some meeting are carried on television.	Dayton has several special programs including: 1) Self-Help Neighborhood Grants Program - neighborhood organizations receive grants for special projects; 2) Leadership Training - co-sponsored by the PB and private donations, residents learn City history, discuss issues and learn effective neighborhood management and leadership roles; 3) Historic Districts - the six historic districts and their neighborhood organizations give district tours and help curb the destruction of housing; City of Dayton - encourages and supports neighborhood events, including fairs, open houses, clean-up campaigns and special celebrations.
Eighth District Empowerment Congress, Los Angeles	The Empowerment Congress staff sends out the Empowerment Express Newsletter quarterly, which includes a message from the Councilman, articles and information from each Assembly area as well as from the Youth Advocacy, Community Safety and Community Standards Councils.	Each year the EC organizes a team to walk in the UNCF Walk-a-thon, hosts the district wide Empowerment Congress Conference and the Community Briefing on the Mayor's Proposed Budget. In addition, the EC is conducting the Electronic Citizenship Program, through which citizens are provided computer training and hosts non-profit seminars and voter's education forums.
New York City, NY	Because of the size of each CB, outreach is difficult. Meetings are advertized in the local newspaper. However, if there is an issue of great importance to the community, the informal method of "word of mouth" communication between neighbors appears to be effective.	Programs vary within each CB. However, the types of programs conducted include youth programs, such as sports and tutoring activities.
Portland, OR	ONA prepares and distributes a monthly calendar of neighborhood association meetings and communist events; publishes a newsletter to provide information and maintain a link among associations, and between itself and the associations. Each DCB publishes a newsletter for distribution within its district. Neighborhood associations use newsletters, flyers, and special neighborhood events to promote communication/interaction within their neighborhood.	The ONA is responsible for: coordination of the City-wide crime prevention program; the Metropolitan Human Rights Center; City Information and Referral Line; Refugee and Immigrant program; Neighborhood Mediation Center; and Community Outreach and Training program.
Seattle, WA	Each community creates its own method of outreach. Through the service centers, citizens have access to all public information and assistance is provided.	Programs include leadership training, capacity building as one of many opportunities through the Neighborhood Matching Fund, community gardens or organic garden plots which neighborhoods can lease for \$30 per year. Portion of food raised in the plots goes to food banks. There are also fund raising workshops.

City	Method of Outreach to Citizens	Special Programs
St. Paul, MN	Communication within and among neighborhoods is accomplished via meetings, letters/memos, phone calls, and agenda distribution. Neighborhood group staffs meet monthly and the presidents of the neighborhood councils meet quarterly. City staff is usually invited.	When the neighborhood programs first started, St. Paul provided leadership training and capacity building programs. Now organizations are less dependent on the City and those programs are no longer provided.

REPORT OF THE CHIEF LEGISLATIVE ANALYST

March 4, 1998

TO: Members of the Governmental Efficiency Committee

FROM: Ronald F. Deaton *RFD*
Chief Legislative Analyst

Office of Neighborhoods – Neighborhood Councils
(CF's 96-1157, 96-1157-S-1, 97-0731)

Following your Committee's February 25, 1998 meeting, this Office has reviewed the motions attached to the above referenced files which propose:

- Establishment of independent neighborhood councils
- A citywide neighborhood congress as a pilot project
- Formation of a working group consisting of the Departments of Building and Safety, Housing, Community Development, Recreation and Parks, and the Community Redevelopment Agency to determine funding options for an Office of Neighborhoods
- With the assistance of City Departments, including Public Works, Environmental Affairs, Recreation and Parks, Community Development, the Mayor's Office and the Commission on Children, Youth and Families, create an Office of Neighborhoods to coordinate services and resources.

The proposals collectively propose what is essentially a new way of structuring City government in Los Angeles. While the neighborhoods concept, which is at the heart of these proposals, has been and is being implemented in other cities, it would require a significant restructuring of processes, systems and bureaucracies in Los Angeles. The body of this report lists some of the major issues which will have to be addressed in the process of implementing a neighborhoods approach and very briefly discusses some of the types of questions which are involved. We feel that the Committee's review of this area can benefit greatly by direct interaction and discussion with representatives from cities which have already implemented similar systems. In addition, we feel that it is appropriate to begin to solicit comments, suggestions and ideas from City departments and others with an interest in the matter.

Rec'd in Committee 3/4

RECOMMENDATIONS

That the Committee as part of its discussion of the proposals contained in these motions:

1. INSTRUCT the Chief Legislative Analyst to invite representatives of selected cities which have established neighborhood council-type programs to testify before this committee, and to make the necessary arrangements for their attendance.
2. REQUEST representatives of interested City Departments and offices, including those named in the subject motions, to provide their suggestions and comments to the Committee regarding the proposals contained in the motions.

Our next report to this Committee will include a comparison of neighborhood programs in place in other cities as well as a draft time line for the actions necessary to proceed with creating such a program for Los Angeles.

DISCUSSION

Our discussions regarding the various features which could be incorporated into an Office of Neighborhoods and a neighbor council system, as well as a review of actions taken by other cities in this regard, reflect the wide variety of options which could be considered in developing such a system. The following briefly discusses some of the more basic issues which will have to be addressed in structuring such a system.

For each there are several alternative ways to approach the issue. While we have mentioned a few under each of the issue heading, they are offered only as examples and are in no way intended to include every option. In addition, many of the issues listed below are inherently interrelated. The question of financial and other support which the neighborhoods will require in order to begin to function, for example, will be directly impacted by decisions made on the other aspects of the program.

Method of Establishing Neighborhood Council Boundaries

A basic question is whether existing boundaries established for some other purpose should be used to define neighborhoods or whether an entirely new set of boundaries should be created. Creating new boundaries has the advantage of allowing the City to use whatever basis it chooses to define the areas. This includes decisions like the number of neighborhoods; the size of each neighborhood in terms of geography and population; the relationship of these boundaries to other existing City boundaries (e.g. requiring that Council district lines not be crossed). However, this approach would require some process for drawing the boundaries which is likely to be time consuming and would delay the initial implementation of the program. In addition, the decision to keep neighborhoods equal in population or to respect Council district lines would require periodic adjustments of boundaries.

On the other hand, use of existing boundaries created for other purposes would avoid the

"starting from scratch" approach but would not allow the City the same degree of flexibility in crafting the district boundaries to satisfy criteria it might favor.

An alternative would be to use existing boundaries, e.g. library districts, as initial boundaries and create a separate process which would allow each neighborhood to propose adjustments in their boundaries after some specified waiting period.

Organization of Neighborhood Councils

The City will have to decide the degree to which each neighborhood will be able to determine its own organizational structure and procedures. For example, the City could specify such matters as the frequency with which the councils must meet and requiring that some be evening meetings and some day meetings in order to increase opportunities for attendance. Or it could leave the "nuts and bolts" of how a neighborhood organizes and functions to each council, and simply require that they adopt their own sets of by-laws.

Method of Selecting Neighborhood Council Members

While appointment is an option, a democratic method of selecting council members is inherent in the concept of the neighborhood councils. However, there are alternative ways in which the election can be conducted, e.g. at a "town hall" type meeting or by mail elections. A very basic question involves the requirement for voting. While voting in conventional elections requires a person to be a registered voter, that requirement relates more to a political process and would not promote the fullest participation of those who reside in each respective neighborhood area.

Some cities we have surveyed allow participation, i.e. voting, by anyone who is at least 16 years old and who lives or has a business in the neighborhood. While not an unreasonable provision, it does raise questions regarding how to effectively confirm voting eligibility.

Funding

The financial and other resources which the City provides each neighborhood will obviously be key to how effective they will be, particularly in their early organizational stage. Some degree of support in the form of advice, information, and some limited staffing can be provided by the City's Office of Neighborhoods. However, each will need an ongoing and consistent level of financial and staff support in order to function as a viable and effective advocate for their community's interests. Each council will need a permanent office location and at least some minimal staffing. Will the City secure the office space, recruit the staff and pay for them directly OR will each neighborhood council be allocated the funds and allowed to make these decisions themselves?

As noted above, many of the decisions on various aspects of this program have serious cost implications. For example, the cost of a by mail election for council members would be significantly higher than for election at a town hall type meeting.

Responsibilities of Neighborhood Councils

A basic question involves the role that neighborhood councils will play in City government. The answer to this question will determine the extent to which existing City processes in such areas as planning and the preparation of the annual budget will have to be changed. As with other issues, what is decided here will dictate decisions regarding other issues.

Even if these councils are given only advisory responsibilities, current City procedures will have to be adjusted in order to accommodate their opportunity for input. In some cases new time lines will have to be developed to ensure that neighborhoods are given an opportunity to offer input on matters. This includes what has been referred to in some cities as an "early warning" ordinance.

Initiation of Neighborhood Council

While the City will take the initial action to create the neighborhood council system, including the establishment of boundaries, the impetus for forming the council and electing its members should come from within each defined neighborhood. The program will have to include some basic requirements which must be followed in order to initiate the formation of a neighborhood council. Whatever method is chosen the initial actions in forming a council should ensure that there is a minimum level of support for the action and those involved reflect the diversity within the involved neighborhood.

One approach could involve appointment of a "neighborhood council organizing committee" by the council member(s) of the district(s) involved. This group would work with the City staff in taking the initial actions necessary to form a neighborhood council, including those necessary for the first election of council members.

Persons wishing to serve on such a committee could request appointments with selections made based on the experience and background of those applying. This method would make it easier to ensure some diversity among the group's membership. Another alternative would be to create a process under which a group of neighborhood residents petition the City for selection as the organizing committee.

Role of Office of Neighborhoods

While the City's Office of Neighborhoods will provide support and information for neighborhood councils, decisions must be made as to what form that support will take and what limitations, if any, should be imposed. The Office could assist the neighborhood in conducting its elections, or it could conduct them for the neighborhood. The extent to which staff support is to be provided to the neighborhoods vs. the extent to which the neighborhoods will take charge of their own affairs will also impact the relative distribution of funds between the City Office of Neighborhoods and the neighborhoods themselves.

This Office will also play a key role in receiving complaints and requests for City services from

citizens and neighborhoods, and in working with City departments to responding to them. It is imperative that sufficient resources are available to enable the Office to be effective in this role.

RFD:mab

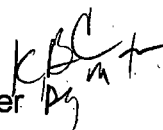
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CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

0220-03385-0000

Date: *March 4, 1998*

To: The Governmental Efficiency Committee

From: Keith Comrie, City Administrative Officer Subject: **CREATION OF NEIGHBORHOOD COUNCILS**

At its February 25, 1998 meeting, the Governmental Efficiency Committee (GE) requested staff to: 1) determine the resources that will be required to submit a plan to create neighborhood councils and 2) report on four City Council motions regarding neighborhood councils.

Required Resources

The issues regarding the creation of neighborhood councils and a Department of Neighborhoods (DON) in the City of Los Angeles are complex. To fully explore all the issues and their ramifications, City staff should investigate: 1) the neighborhood councils of other large, metropolitan cities, including related ordinances, 2) existing neighborhood organizations within the City, 3) the City infrastructure required to support the councils and 4) cost estimates and funding options for both the neighborhood councils and the supporting City infrastructure. Based on the results of the investigation, staff should create a plan for the structure and functioning of neighborhood councils in the ethnically, racially and geographically diverse City of Los Angeles and submit these recommendations to GE for consideration. Input from both local experts and experts in other large, metropolitan cities with neighborhood councils should also be considered. These experts would be able to provide the benefit of their study and experience. The CAO will report back at the next GE meeting with a proposed work plan and time line to complete the study of these issues.

Although the following is not an all inclusive list, the challenge of creating a structure for neighborhood councils may include consideration of:

- 1) how to determine the geographic boundaries of the City's numerous neighborhoods;
- 2) the general population for each neighborhood;
- 3) the number of council members for each neighborhood council;
- 4) whether or not the council members should be appointed or elected;

- 5) whether or not each council member should be a community volunteer or paid for services rendered;
- 6) whether or not the council's recommendations should be advisory or binding;
- 7) how to insure representation from the entire community;
- 8) the issue of non-registered voters;
- 9) how often the councils should meet;
- 10) where the councils should meet;
- 11) dispute resolution between neighborhoods with common boundaries and competing interests;
- 12) an examination of existing neighborhood structures to determine the ways in which existing organizations may be used; existing organizations include: Park Advisory Boards, Block Clubs, Neighborhood Watch groups, Neighborhood Associations, Neighborhood Advocacy Councils and Homeowners Associations;
- 13) the structure of neighborhood councils in other large, metropolitan cities; and,
- 14) the City Hall infrastructure required to support these councils.

City Council Motions

The following four motions were introduced at various times regarding the creation and structure of neighborhood councils:

- 1) Motion (Wachs; Ridley-Thomas, Chick, Alatorre, Braude, Feuer, Svorinch) for the GE Committee to develop and present to the City Council for adoption a plan to reform City government through the establishment of independent neighborhood councils - introduced June 1996 (C.F. 96-1157);
- 2) Motion (Ridley-Thomas; Wachs, Chick, Goldberg, Hernandez) to adopt a three-year Citywide neighborhood congress pilot project which respects community and council district boundaries, as appropriate - introduced February 1997 (C.F. 96-1157);
- 3) Motion (Chick; Wachs) for the CLA and CAO to: 1) work with various City departments to present a proposal to restructure existing City resources without adding new bureaucracy to create a DON, 2) examine how other cities, such as Portland and Seattle, structure their neighborhood programs, 3) explore possible grant funds for this effort and 4) prepare a plan and time line for setting up the DON - introduced April 1997 (C.F. 96-1157-S1); and,
- 4) Motion (Ridley-Thomas; Wachs) for the CAO to chair a working group of various City departments to determine funding options for the DON and report back to the Budget and Finance and GE Committees within 30 days - introduced May 1997 (C.F. 97-0731).

The first motion, to develop a plan to establish neighborhood councils, will be addressed with the investigation of these issues by staff with the assistance of experts, both local and from other cities with neighborhood councils. Staff recommendations will address the items listed above and additional issues, as appropriate.

The second motion, to adopt a three-year Citywide neighborhood congress pilot project, should be addressed after a proposal for the structure of both neighborhood councils and the City infrastructure to support those councils is considered. Once GE agrees upon a structure, any proposal to implement neighborhood councils should include consideration of starting with a Citywide pilot project.

The third motion, for the CLA and CAO to work with various City departments to present a proposal and time line to create the DON within existing resources and examine the councils of other cities, as well as the fourth motion, to determine funding options for the DON will be addressed in detail in subsequent reports to GE. However, any funding considerations for the DON may also include a related discussion of departmental consolidation. The City Council is currently reviewing proposals to consolidate the housing, community development, community redevelopment and economic development activities. Including proposals for the DON in that discussion may be appropriate.

Recommendation

That staff submit, for consideration by the Governmental Efficiency Committee, a work plan with a time line for the investigation of and recommendations for the creation of neighborhood councils and the City infrastructure to support the councils.

Fiscal Impact Statement

There is no General Fund impact at this time. However, if the Committee secures the assistance of experts either local and/or from other cities, funding may be required.

KC:JOS:rnm

CITY OF LOS ANGELES SPEAKER CARD

Date

2/18/98

Council File No., Agenda Item, or Case No.

2

I wish to speak before the

Governmental Efficiency Committee

Name of City Agency, Department, Committee or Council

Do you wish to provide general public comment, or to speak for or against a proposal on the agenda? () For proposal

() Against proposal

Name: XANDRA KAYDEN () General comments

Business or Organization Affiliation:

LEAGUE of WOMEN VOTERS

Address:

6030 Wilshire Blvd

LA

CA

90036

Street

City

State

Zip

Business phone:

(415) 939-3535

Representing:

CHECK HERE IF YOU ARE A PAID SPEAKER AND PROVIDE CLIENT INFORMATION BELOW:

☐

Client Name:

Phone #:

Client Address:

Street

City

State

Zip

Please see reverse of card for important information and submit this entire card to the presiding officer or chairperson.

THE LEAGUE
OF WOMEN VOTERS
OF LOS ANGELES



February 9, 1998

Councilmember Joel Wachs, Chairman
Government Efficiency Committee
City Hall
Los Angeles, CA 90012

Dear Joel:

I am writing to offer the services of the League of Women Voters to staff the evaluation of options in neighborhood councils for Los Angeles for the Government Efficiency Committee.

We are, as you know, establishing community study groups in thirty-five communities around the city to educate residents on city government and the issues of charter reform. The study groups -- while not neighborhood councils themselves -- will have certain similarities in the kinds of people who participate as representatives of their community organizations. We will also be able to evaluate how these study groups differ from one community to another in the city, learning what people like and don't like about them, and how likely they are to participate in their activities.

The study groups have an eight-part curriculum and can be run over a two-month period, enabling us to gain some experience in different parts of the city in time to draw preliminary conclusions before either charter commission reaches a final conclusion. It will also give the Council some data about the city to help it make its own decisions about neighborhood councils.

In order to enable us to evaluate this experiment appropriately, we are requesting a contract of \$150,000 to enable us to hire and train nine organizers for a four month period. The study groups will run over the course of a year, but the later a group starts the less likely we are to be able to include it in a timely study.

We will, of course, evaluate the study groups in the context of other research on neighborhood councils in other cities and provide a comprehensive report on options for your committee. I am enclosing my resume as project director as well as a description of the Charter Education Project.

I look forward to working with you and the Committee.

Sincerely,

Xandra Kayden

cc: Mark Ridley-Thomas
Laura Chick

THE LEAGUE OF WOMEN VOTERS
of Los Angeles

CHARTER EDUCATION PROJECT

Proposal

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Charter Education Project

This project is to educate Los Angeles residents about city government and provide information about the issues at question in reforming the city's charter. There are two charter reform commissions beginning operation and they will put their recommendations before the voters in the spring of 1999. The goal of the Project is to prepare the city for the ballot measures, and in the process, try to bring about consensus on the nature of the problems, and an understanding of the implications of the choices before us. An equally important goal is bringing many different communities together in the city to address the larger questions of who we are, what we want to be as a city, and how we plan to get there. In the process, we expect to learn about local communities: what will they probably like and not like about the idea of neighborhood councils, which is one of the driving issues of charter reform today.

While the existence of two commissions makes the process more complicated than it might otherwise be, there are many reasons why charter reform stands a better chance of succeeding now than at any other time in recent memory, which makes the participation of the League all the more important because it does not take positions on issues, but rather provides for the non-partisan education of voters. It has greater credibility in this process than any other institution and should be critical to increasing understanding and bringing about consensus between the commissions and among the voters.

The Immediate Background

In the spring of 1996, the California State Legislature killed a bill that was designed to make it easier for the San Fernando Valley to secede from the City of Los Angeles. The issue is being raised again in the legislature, with a variety of options including one that would make it possible for secession to occur in any city in the state. Proponents threaten to go the initiative process if they cannot get their proposal through the legislature, in which case, it could open the door to the dissolution of every large complex city in California. Seceding from troubled cities raises an interesting and, perhaps, dangerous precedent that is likely to spread to other cities in other parts of the country, following the path of other trends that first appeared in California.

For the San Fernando Valley the issue comes down to this: many (how many is unclear) believe that they are not getting their fair share; that they have no access to local government; and that no one in city hall downtown listens to them. It is an attitude echoed elsewhere in Los Angeles, but given a much louder voice in the San Fernando Valley, which is divided from the rest of the city by a mountain range and is composed of the remnants of the solid, homogeneous middle class white population that used to dominate the city and still expects to be heard.

The principal weapon in the argument against secession is charter reform and the call for a more responsive structure of government -- one that would reject the 1920s charter still in effect, which disperses power to the point where action on anything is a monumental effort. Advocates of charter reform point to the fact that Los Angeles has the weakest mayoral system of any large city in America, and claim it is a factor in the riots that have seen the city go up in flames because the system was too rigid and no one could be held accountable.

When the secession bill failed last spring there was a call for charter reform coming from several members of the City Council and a Valley businessman. Meetings were held with long-time charter reform activists, and a public hearing was held before a Council sub-committee. While it was originally announced that the Mayor backed the plan -- and known that the Mayor did indeed seek charter reform in order to alter the balance of power between the executive and legislative branches of the city -- the same Valley businessman appeared with the Mayor a few weeks later announcing they couldn't trust the Council to put legitimate reform on the ballot (i.e., one that would take power from the Council), so they were going to do the "democratic thing" and create a charter reform commission by initiative, allowing the voters to select the members, and providing the opportunity for that commission's recommendations to go directly on the ballot, by-passing the City Council. The measure was approved in the April city election, and a commission was duly elected in June, creating two charter reform commissions: one appointed by all the elected officials (except the Mayor), consisting of 21 individuals who will send their recommendations back to the Council; and one elected by council district, consisting of 15 members whose report will go directly on the ballot.

The Council backed the appointed commission with a \$1 to \$2 million budget for the next two years; the Mayor -- whose slate lost heavily to labor and Council-backed candidates -- is still committed to raising funds for his commission, but he is having a hard time matching the Council's strength.

For charter reform advocates, two commissions is admittedly more a curse than a blessing. While there is every expression of desire for cooperation by both commissions, it is unlikely they will work cooperatively in the end, particularly when one has the power to go directly to the ballot, and the other must return its recommendations to the City Council.

On the other hand, there is cause for belief that now is the time Los Angeles is most likely to change its Progressive Era charter. Term limits -- brought in by the incumbent mayor when he ran for office the first time -- mean that almost everyone now in office will either be out of office, or in his or her last term by the time a new charter reform takes effect. It is a window of opportunity.

Why Charter Reform in Los Angeles Matters

The Social and Political Issues:

Los Angeles is the second largest city in America. When the charter was approved in the mid-1920s, it was the most white, Anglo-Saxon, Protestant, middle class city in the nation. It was a peculiarly native-born American city, at a time when almost every other urban area in the nation was inundated with immigrants from Eastern and Southern Europe. Until quite recently, most of its newcomers still came from other parts of the United States. Now, however, Los Angeles is also home to a third of the immigrants who have come to this country in the last quarter century. It is one of the most ethnically diverse cities in the world today and there ought to be a correlation between a city's culture and its structure of government. At the very least, there ought to be a mechanism to incorporate new immigrant populations into American political life -- a mechanism that accomplishes what the local party machine did in the last round of immigration. This is not a call for the recreation of party machines, but merely a note that there are far fewer mediating institutions operating in our cities today -- and in Los Angeles in particular -- than there were several generations ago. The consequence is relative isolation of immigrant populations from the larger community, and weak linkages for solving problems when they do occur across cultural lines.

Los Angeles benefitted from the need of a Democratic administration in Washington to win re-election last year. The County was saved from bankruptcy by a last-minute bail-out of our hospitals; and the City won an economic opportunity bank as a consolation prize for failing to qualify for recognition as an empowerment zone. Cities usually benefit from Democratic administrations, but the long-term prospects require more than dependency on the outcomes of national elections.

The United States is becoming more suburban. The 1994 election began the devolution of entitlement programs to the states which will dilute aid that traditionally went to the urban poor. Suburban state legislators will not pass funds along quite so quickly, without taking resources out to balance state budgets and correct suburban problems first. Cities are apt to suffer, but how much they suffer will depend on their capacity to articulate their problems and maximize their resources. Los Angeles needs to reform its charter so that it can speak with one voice to the state and national governments, and so that its citizens will feel they have a voice in the public choices being made.

The Economic Issues:

There is an even greater problem facing the City, however, than community relations. Much of the frustration can be traced to the declining capacity of cities to raise money. Proposition 13, which limited property taxes, began a movement in Los Angeles in 1978 that spread across the country. Last year, California voted in another measure that further limits urban financing capacity in Proposition 218. It requires a vote of property owners according to the value of their property on all fees and assessments, and requires that money thus raised cannot be used for general purposes such as libraries or parks. It excludes renters and may be an opening wedge in a very different kind of democracy in America. Los Angeles needs to gain a better grasp of its financial limitations and opportunities and set its course accordingly. The charter reform

process might help us reach beyond the frustration many citizens feel with the delivery of services and develop better ways of responding.

The decline of traditional sources of urban finance is especially clear in Los Angeles because the city was hit harder and longer by the recent recession. It is, however, unique neither to this city nor this state. Los Angeles is recovering from the loss of the major manufacturing plants that died with the end of the Cold War. Eighty percent of its economy is now based on small businesses, more than half of which employ under 100 people. We are the post-industrial economy. But there are other implications for modern urban centers:

- The large corporations that are headquartered here are multi-national in character and don't have the same ties to the local community large companies used to have.
- Small businesses don't provide the same level of benefits to their employees as big businesses do: they offer less in health insurance and they have a narrower margin for participation in community affairs.

The civic culture that used to dominate Los Angeles -- and many other Progressive Era cities -- is no longer operative. It never had a political culture. Charter Reform will not solve all of L.A.'s problems, but it will -- in its very process -- engage the city in rethinking itself. And if it succeeds, it will make the city's structure more flexible and functional, more suitable to a complex, diverse, urban community.

The Charter Education Project

The purpose of this project is to educate Los Angeles residents on the city's charter so that they can be informed participants as charter reform proceeds over the next two years. This project goes to the core purpose of the League of Women Voters, and, at the same time, provides the opportunity to create a common table for all discussion on the charter issues as the two commissions go through their work. If there is any chance for charter reform to succeed in Los Angeles, there must be an intermediary between these commissions, and no organization has greater credibility or capacity to provide that service than the League of Women Voters.

Observers constantly worry about the declining confidence in our political institutions. We know there is a correlation between understanding what the government does and confidence in our political institutions. Whether or not the charter is actually reformed, this project will create an educated citizenry. If it succeeds, we will have created the building blocks for a regenerated urban democracy. If it fails, we will have created a constituency for trying again. There are not many alternatives to secession, and it is not likely the city -- or the region -- will grow stronger by dividing itself into even more parts.

The project will proceed on several levels:

- General outreach through a speakers' bureau and information disseminated through the media and the Internet;
- Issue research and translation into useable language;
- The organization of community study groups; and
- The training of leaders of those groups.

The charter will be viewed in half a dozen modules (e.g., finance, neighborhood councils, civil service, balance of power, structure of the city, municipal services and administration). We will create councils drawn from the study groups on each of these topics to pursue these issues in more depth so that they can educate their groups -- but the main goal is not so much to do original research as to digest existing and on-going research and express it in ways that will have meaning to non-specialists. Project staff, and the Advisory Committee will work together with League members and other volunteers to identify the necessary research. That information will be disseminated as widely as possible to both commissions and to the community at large.

Step One: The Speakers Bureau

Initial outreach will be undertaken by a Speakers Bureau developed by the League, drawing participants from a wide array of organizations from around the city to address community groups on what the charter means to them and encourage their participation in neighborhood study groups. The organizations will be targeted for speakers as we are ready to begin within a community.

Step Two: Community Study Groups

Groups will be created around the city by inviting local organizations and leaders to learn about charter issues and to provide a vehicle for both charter commissions to present their views and get reaction. Although the bias in this case leans heavily toward thinking of neighborhood as a geographic location that includes a certain amount of diversity in itself, another version of neighborhood could include interests. It might be appropriate, for instance, to bring together leaders from different ethnic communities or business associations as a community group.

While the optimal number of groups would be 35, coinciding with the 35 planning councils in the city, we will begin with groups based in the 6 districts defined by the Framework Project developed by the Planning Department used to revise the City's General Plan.

The Project will train ten additional organizers provided under contract with the City to facilitate the meetings and activities of the Study Groups. They will be taught League methods in conducting discussions on policy issues, and handle many of the logistical requirements of sustaining these groups throughout the two-year period of the study.

Additional Benefits of Community Study Groups

Besides educating citizens on charter issues, the Community Study Groups will become experiments in neighborhood councils. While not taking on the usual tasks of such councils (i.e., by addressing local problems), these groups will give those who participate in them a taste of what such participation means, an opportunity for leadership training on neighborhood and city issues, and an education on how city government functions: a prerequisite should the city later decide to create neighborhood councils.

The study groups can be viewed as an experiment in themselves, and an opportunity to explore what they might mean to residents and government officials alike. Because they will operate for a two year to eighteen month period -- at the end of which time voters will have to choose between the two commissions' ballot proposals -- they are more likely to encourage participation than if they were established by law for an unlimited period. At the same time, they will commit neither the city nor the residents to a permanent structure and will enable everyone to evaluate their role and potential. If Los Angeles decides to go ahead and create neighborhood councils at the end of the process, then there will be a base in place to begin at once.

Step Three: Wider Outreach

Democracynet.org/Center for Governmental Studies

The Democracynet is an experiment in voter education on the Internet that was first applied in Los Angeles in the spring election. It was a success as an inter-active, neutral source of information and is being adapted in other cities around the nation. Continuing its role and its relationship with the League of Women Voters, it will provide an Internet link for the Project, putting up reports on issues, providing information about where and when study groups are meeting, and as a vehicle for questions and answers.

Media:

The Project will work with the local media to provide useable reports and engage them in ways of participating. We are exploring several possibilities with the Times Mirror Foundation and *La Opinion*, and plan outreach to a number of the foreign language newspapers in the city. One current possibility is an insert in the *Los Angeles Times* that would provide information on a subject, with a questionnaire to be returned to the Charter Education Project. We are planning to work closely with the new L.A. Channel (channel 36), as well as the other electronic media

outlets in the city.

Colleges and Universities

The Project will work with local institutions of higher education on developing on-going research on the charter, and engage them in projects that need study. The role of the project is to interpret research and disseminate it for popular consumption.

Constitutional Rights Foundation:

The Project will work with this secondary-level educational institution to develop a curriculum for city high school students on the charter, possibly tying them into the neighborhood study groups.

CORO:

CORO is a nationwide leadership training program that began in California fifty years ago and plays a critical role in developing networks in many sectors of society. While it traditionally focuses on government, business and labor, it has done considerable outreach to the different ethnic neighborhoods in Los Angeles. The Project would work with CORO alumni and on-going CORO programs to benefit from their neighborhood training programs. It will also provide a venue for CORO fellows for part of their study in helping staff organize research for the project.

Los Angeles Non-Profit Policy Council:

LANPC is an umbrella organization of the wide variety of non-profit organizations in the county. It will work with the Project to ensure that its member agencies in the City are represented in the study groups.

Coordination with the Two Charter Reform Commissions

As the Project gets underway, we will work closely with the two commissions, advising them of our curriculum and encouraging them to participate in meetings held with the Community Study Groups as they digest information about the issues. Representatives from the commissions will serve on the Project Advisory Committee that is particularly charged with the task of defining the issues, and we expect that through these discussions we can promote a common understanding of the problems and alternative solutions.

In accordance with all education projects of the League of Women Voters, the Project will not take a position on the issues, but rather strive to present the pros and cons in as clear and balanced a manner as possible.

Outcomes and Evaluation

The best of all possible outcomes of this project would be voter approval of a charter at the end of two years that has the support and understanding of a significant portion of the population. Whether or not a new charter is passed into law, there are other achievable goals that are important to the City of Los Angeles and that will be of interest to other American cities.

- Increased Understanding of how City Government Works -- The Community Study Groups will undoubtedly increase knowledge of local government, as will the other outreach efforts of the Project. One reason -- among many -- for the lack of understanding is that the school system has no course, or segment in its curriculum on local government.
- Exploration of Neighborhood Councils -- Neighborhood councils can be created in the city with or without charter reform, and this project will give city officials and residents an opportunity to explore that option without obligation.
- Consensus on Possible Solutions -- If the recommendations of both commissions fail to win voter approval, there is a possibility that a second fusion attempt may be tried, drawing together advocates who may then be willing to compromise with each other. Critical to that effort would be the creation of the constituency for reform that comes out of the Community Study Group experience.
- Opportunity for the League of Women Voters to Expand its Membership and Work -- One of the main objectives for the L.A. City League in this project is developing outreach to communities not typically served by the League, especially to organized labor, poorer communities and the new immigrant groups living in the city. The Project will give the League both visibility and experience with neighborhood leaders throughout the city, and -- given the absence of any other mediating institution -- the League may come to serve a critical role in engaging these new residents in American local government.
- Opportunity for Increased Inter-Organizational Activity throughout the City -- the Community Study Groups, drawn as they will be from representatives of local organizations, will come to know each other and, perhaps, develop enough of a relationship to try working together on other projects of local interest whether there is a formal council or not.

The Charter Education Project will increase knowledge about city government. It may help residents -- and the commissions -- develop a new way of looking at urban government, or at least of participating in local government. The worst of all possible outcomes would be the end of the charter reform movement for another 20 to 25 years, but even that event may be overcome by the effort of trying to reach a solution as a whole city. For all of the crises Los Angeles has suffered in the last few years, the solutions have been focused on one or another area of the city:

Rebuild L.A., designed to address the critical economic problems revealed by the riots in 1992, sparked concern in the San Fernando Valley that its problems were being ignored. The Northridge Earthquake in 1994, ignited a similar argument in South Central that most of the FEMA aid was going to the Valley. A charter reform effort that brings together community groups all over the city, helping them focus on specific issues and solutions, is an opportunity for all of the City of Los Angeles to think about what it means to be a city, what our goals should be, and how we plan to achieve them..

Staff

As much as possible, the Project will engage volunteers from the League of Women Voters and other organizations with which we expect to affiliate.

Given the short term nature of the project, however, it will also require a professional staff to initiate the training, organize the research, and bring together the groups that will participate in the community study groups. The professional staff should include a director, an assistant, six organizers (or consultants, depending on available resources), and 1 support person.

We need an additional staff of 10 persons to help with the organizational aspects of the Community Study Groups from the City.

Operational Budget

Salaries:

Executive Director (3/4 time).....	\$60,000	
Assistant Director	40,000	
Support assistant	28,000	
		\$128,000
Benefits @ 15%		13,200
Telephone		10,000
Computer equipment		5,000
Stationary and office supplies		1,500
Postage		2,500
Publication materials		25,000
Office rent, etc.		3,000
Study group meeting costs		5,000
League overhead @ 5% (less salary).....		2,100
TOTAL		\$180,300

In addition to the direct Project costs, we are asking for \$270,000 to cover the costs of nine trainers (@ \$30,000 each) who will be the core organizers of the community study groups, working with volunteers from the League of Women Voters and study group members.

CHARTER EDUCATION PROJECT

Community Study Groups

Project Overview

The Charter Education Project is designed to involve Los Angeles residents in the charter reform process, and to educate them on the proposals that will be put before the voters in two years' time. The Project's principal outreach will be through the creation of community study groups called "Community Study Groups," drawn primarily from the membership of local organizations who will meet on a regular basis, following a curriculum on issues outlined by the Project. The study groups will also meet with representatives from both charter reform commissions to engage in informed discussions on the issues, providing better feedback than that usually afforded by public hearings, and an opportunity for input on the discussions.

A secondary objective of the study groups is to explore the pros and cons of neighborhood councils -- one of the proffered solutions to the problems that led to the creation of charter commissions in the first place. While the study groups are not neighborhood councils, and would not engage in the same activities of such councils, they are a similar dynamic, and would doubtless reflect the same kinds of people -- if not the same individuals -- apt to participate. The study groups would educate the participants on subjects they would need to know to have an effective council, and they would provide an opportunity to experiment with this new structure, without committing to any long-term solutions. They are, in other words, an ideal laboratory for experimenting with public policy before its implementation.

Groups should be created to reflect the variety of differences that exist among the City's many communities. These include: socio-economic status; ethnicity, duration of residence in the city, and organizational strength within the community.

Project Specifications

The Charter Education Project is seeking a contract with the City of Los Angeles to facilitate the development, maintenance, and evaluation of these community study groups. The contract should run for eighteen months, coinciding with the charter reform process.

The Project will sub-contract with nine organizers, with whom we would work and train in League techniques in public policy discussions, who would, in turn, work with the Project to identify local leaders whom they would train. The organizers would be responsible for working

with members of the City Council and others to identify community organizations, the logistics of holding meetings on a monthly or bi-monthly basis, and facilitating discussions.

A tenth position would be to supervise the training and evaluation, which should begin at the onset, test performance and satisfaction halfway through, and engage in a final evaluation at the completion of the Project. The evaluation will be made available to both commissions before they complete their work.

Evaluation

The evaluation will be conducted using two methods. The participants in study groups will be given questionnaires and those individuals who emerge as the community leaders will be periodically interviewed as key informants. Based on these responses, changes to the ways in which the study groups are run, organized and structured may be made. In modifying the groups, a spectrum of models for future neighborhood councils could potentially emerge.

Questions to be addressed through evaluation include the following:

- * Did participants learn about city government?
- * Did they feel they had in-put into the charter reform process?
- * Did they learn something about their community?
- * Did they like the community group structure?
- * Do participants feel more connected and/or empowered by the experience?

Advisory Committee to the Charter Education Project

Rebeca Avila, Director, City Ethics Commission*
Samuel Bell, President, Los Angeles Business Advisors
Marvin Braude, former member of the City Council
Julie Butcher, General Manager, SEIU, Local 347*
Thomas A. Chabolla, Secretariat Director, Pastoral & Community Services, Archdiocese of L.A.
Erwin Chemerinsky, USC, President of the elected Charter Reform Commission
Keith Comrie, Chief Administrative Officer of the City
Ron Deaton, Chief Legislative Analyst of the City
Edward Dilkes, attorney, Executive Director of the Elected Charter Commission
Steven Erie, UC San Diego
Con Howe, Director of LA Planning Department
James Ingram, University of San Diego
Michael Keeley, attorney, former Chief Operating Officer for Mayor Riordan
Maureen Kindel, lobbyist, former President, Board of Public Works*
John Mack, President, Urban League
William McCarley, former chief legislative analyst, chief of staff to the mayor, and head of the
Department of Water and Power
Doris Nelson, member appointed Charter Reform Commission, former LWVLA President*
Greg Nelson, Chief Deputy to Councilmember Joel Wachs
Cindy O'Connor, Vice President, League of Women Voters*
Jan Perry, Deputy to Councilman Nate Holden*
Burt Pines, former City Attorney
Mike Roos, President of LEARN
H. Eric Schockman, Associate Dean, USC School of Public Administration
David Tokofsky, Member LAUSD Board of Education
Fernando Torres-Gil, Associate Dean, UCLA School of Public Policy and Social Research
Rick Tuttle, City Controller
Ron Wakabayashi, Director, County Human Relations Commission
James Q. Wilson, UCLA

* member of the Board of the LA League of Women Voters

CHARTER EDUCATION PROJECT

Curriculum

Section One: What is City Government?

Introduction:

- * Short introductions of group (depending on size, could have one person introduce another);
- * Break-out in small groups and ask what you like about living in Los Angeles and what you don't like about living in Los Angeles, and which of these are affected by the charter (general discussion)?

Historic Opportunity:

- * Why charter reform now: what's driving it (changes in population, expectations of government; diminished resources; secession; desire for community control; term limits as an opportunity.
- * The course will be an exercise in values and imagination, not a technological exercise, but there are some terms we need to define: what the difference is between a charter and the constitution; weak mayor/strong mayor structures;

Charter Represents a Vision for the Future:

- * What drove charter reform in the past was economic growth and an image of social justice.
- * Globalization is going on, what does that mean for Los Angeles, for residents in their neighborhoods? How are we going to benefit as the great city in the future? How are we going to become the great city of the future?

What Might Happen?

- * Discussion should touch on a variety of different possibilities for change: revised city council; different powers to the mayor; different role and structure for city departments; neighborhood councils; different ways to integrate individuals and communities into political and governmental life; different funding structure.
- * A more functional and flexible government; a different balance between wanting neighborhood control and the capacity for speaking with a citywide voice.

What Won't Happen?

- * There will always be political conflict representing different interests and values.
- * A flexible government will still operate according to rules and regulations.
- * Communication will remain difficult because it is not all under government control.
- * We will still be influenced and controlled by state and federal regulations and activities.
- * We will not solve the school crisis.

Handouts:

- * Map of the city (and map of cities that fit into Los Angeles)
- * Definition of terms
- * Organizational chart
- * Caleia's description of services.
- * History of charter reform, including cartoons.

Section Two: How Do We Pay for City Government?

How We Spend our Money: Municipal Services:

- * Charts on distribution of resources.
- * Committed versus discretionary funds, including pensions, debt service, contracts with city employees, etc.

Sources of Income:

- * List kinds of income (property tax, fees, assessments, sales taxes, business taxes, etc) and pie chart showing the proportions of income.

How do We Rank with Other Cities?

- * Other California cities, New York, etc. on income and expenditures
- * Possible options for Los Angeles

How has Our Income Changed Over the Years?

- * Changes in income sources and proportions over the years (1925, 1972, 1987, 1996)

What's Caused the Change?

- * Propositions 13 and 218
- * Changes in income structure in the city, including loss of heavy industry and middle

class services

- * Taken away home rule fiscal control.

Without Control We Need Efficiency

- * If the city can't control its income, it needs to restructure its expenditures to be more functional and flexible
- * Balance of efficiency and fairness
- * What stands in the way of efficiency: structure of departments, concern for checks and balances, intervention of Council members -- "spending \$10,000 to save \$5,000."
- * The role of the charter in restructuring.

Handouts: Comrie's list, various pie charts from current budget, previous charts of past years, comparison with other cities, possible page from charter showing lack of coordination -- Transportation page giving Council the right to intervene.

Section Three, Part A: Who Makes the Decisions about the Distribution of Our Resources?

How are Decisions made in City Government?

- * What are the formal authorities of the mayor, the council, the city attorney, controller, the commissions and the chief administrative officers of the departments?
- * How do they function on a day-to-day basis?

Does the Mayor have Enough Power or Too Much Power?

- * What are the mayor's informal powers?
- * Why are relations between the mayor and council often at odds?

Where do the Informal Powers Lie?

- * Role of the city attorney as adjudicator of responsibility, given the confusion in the charter
- * Role of the chief legislative analyst, given the Brown Act, etc.
- * Role of lobbyists and private consultants.

What is the Role of Commissions?

- * Original expectations for increased citizen participation.
- * How do people get appointed: is it because they contribute to campaigns or are experts, or are they just there to fill out a quota?

- * As political buffers for the departments and the mayor.
- * As advocates for changing political priorities.
- * Can or should they manage departments?
- * Differences between commission: advisory, managerial, standing without departments.
- * Other ways to encourage citizen participation: neighborhood councils; ad hoc public committees on specific issues, etc.

Handouts:

Organizational chart
 Strong mayor/weak mayor charts (from Wilson book)
 List of charter authorities.

Section Three, Part B: Who Makes the Decisions about the Distribution of Our Resources?

The Los Angeles Civil Service System

- * What is a civil service system, and why do we have one?
- * What rules and regulations control their behavior?
- * Other rules and regulations that affect behavior (union contracts, state law, personnel department)
- * What it costs

How can We Protect our Civil Servants, Maximize their Flexibility, and Assure Fairness for Everyone?

- * Is the system too rigid?
- * How does the Los Angeles civil service system compare to other cities?
- * What options might apply here?

Is Civil Service Necessary Today?

- * Are there other options for providing job security?
- * Should civil service be a thing of the past, given other options for job security (e.g. union contracts, the media, etc.)?
- * Would privatization of municipal services be a better option?
- * What's happened in other cities that have gone the privatization route?

How much Protection should be Guaranteed in the Charter?

- * Should civil service regulations and pension decision-processes be part of the charter or part of the administrative law code?
- * What difference does it make?

Handouts:

- List of civil service requirements for various jobs
- List of benefits and costs
- Comparison within the city of different job classifications
- Comparison with other cities

Section Four: How can Democracy Work to Ensure that Everyone is Represented at the Table?

Representative Democracy

- * Should we restructure the city council with a larger number and smaller districts?
- * Should we support a "mixed" system with some elected by district and some at-large?
- * What are the consequences of these alternatives?
- * Are there other ways of electing council members (proportional representation, etc.)
- * Should non-citizens be allowed to vote in city elections?

Participation of the Whole Community

- * What is the relationship between the size and proportion of each ethnic community and its participation in the vote in city elections?
- * Are there ways we can increase participation of groups that have traditionally not participated in local government and politics?

Participatory Democracy

- * What do we mean by neighborhood councils?
- * What role should they play: authority to make decisions or educational and advisory?
- * Should their leaders be appointed or elected?
- * How can we ensure local control and still enable the city to speak with one voice?

Can we Control our own Destiny?

- * What do we want the city to be in the 21st Century?
- * Is there something in the charter that can reflect our vision of the future?

Handouts

Options of city council structures in other cities

Definitions of terms: proportional representation, "mixed council system," neighborhood councils, etc.

Synopsis of research on neighborhood councils in other cities

Description of current efforts in Los Angeles: the 8th District Empowerment Congress,
Advisory groups in various council districts, the Palisades Community Council,
MASH groups, etc.

Meetings will be scheduled with members of both charter reform commissions after sections two, three B and four.

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Career Highlights:

- Executive Director of the Commission to Draft a Code of Ethics for Los Angeles City Government that wrote a model law that has been widely emulated by other cities and levels of government in the U.S..
- Co-authored a major study on federal campaign finance law that led to revision of U.S. campaign finance law.
- Founded and directed Women's Action Program, Department of Health, Education and Welfare (first federal program to respond to the women's movement since the vote).
- Founded government committee to facilitate adoption of American-Vietnamese orphans that later became the core of the refugee settlement program after the fall of Saigon.
- Played a mediating role at Columbia University between students, faculty, and administrators through the organization of a conference on the university after crisis. Also established similar efforts at other universities while in charge of an HEW task force on students in the late 1960s.
- Administered programs at national governmental and political levels.

Employment Experience:

Currently: Director, Charter Education Project
Senior Fellow, School of Public Policy & Social Research, UCLA
Adjunct Professor of Policy Studies, School of Public Policy & Social Research
1995-96 Acting Director, UCLA Policy Forum

1989-1994: Visiting Scholar, Center for Politics and Economics, Claremont Graduate School

1972 - 1989: Consultant, writer and educator.

1969-71: Department of Health, Education and Welfare (member higher education planning staff,

Office of Assistant Secretary of Planning and Evaluation; Director HEW Task Force on Students and Social Change; Director, Women's Action Program.

Teaching Experience: University of Massachusetts (1975-78) Brandeis University (1980-81), Institute of Politics at Harvard University (1977, 1988), and Claremont Graduate School (1990-92), UCLA School of Public Policy and Social Research, 1995

Educational Background:

Stanford University

Post-Doctoral Fellow in Organizational Behavior, 1978-79

Harvard University

Ph.D. in Political Science, 1976

Columbia University

M.A. in American History, 1969

B.S. in American History, cum laude, honors in history periods, 1968

Honors:

Post-Doctoral Fellow, Lynde and Harry Bradley Foundation, 1992-94

National Service Award, National Institute of Mental Health, 1978-79

Fellowships and Scholarships at Columbia and Harvard (1967-1976)

Education Policy Fellow, 1969-1970

Fellow, Metropolitan Applied Research Center, 1968-69

Phi Beta Kappa, 1968

Scholarship to the Institute for Youth Leaders from Abroad, Israel, 1959-1960.

Related Civic and Professional Activities:

President, Los Angeles City League of Women Voters (1997-)

Chairperson: League of Women Voters study of charter reform in Los Angeles (1991 - 1994);

Member of the Board, Los Angeles City League

Steering Committee, Los Angeles Non-Profit Policy Council (1997-)

Study Group on Native Americans and the State, UCLA Policy Forum, (1996 -)

Study Group on Private Participation in Public Decisions, UCLA Policy Forum, (1995-1996)

Urban Affairs Committee, Jewish Federation Community Relations Committee, and the American Jewish Committee, (1995 -)

African-American/Jewish Leadership Connection, (1995 -)

Member, American Political Science Association Hubert Humphrey Award Committee (1990-91), Status of Women Committee (1991-1994)

Member, Campaign Finance Study Group, Institute of Politics, Harvard (1976 - 1989)

Chairperson, Faculty Study Group on Party Structure, Institute of Politics, Harvard (1974-1975)

Member, Secretary's Advisory Committee on Women's Rights and Responsibilities, HEW (1972-74); also served on regional and state advisory committees on women and education policy

Publications:

Books: *Coming Together* (in preparation)

California Policy Options, editor (1997), (UCLA) and contributing author, 1997, 1998

Surviving Power (The Free Press), 1990

The Party Goes On (Basic Books), 1985

Campaign Organization (D. C. Heath), 1978

Contributing Author:

Manipulating Public Opinion, Michael Margolis and Gary Mauser, eds. (Dorsey Press), 1989, "Alive and Well and Living in Washington: The American Political Parties," pp. 70-95

New Perspectives on Presidential Selection, Alexander Heard and Michael Nelson, eds. (Duke University Press), 1987, "Regulating Campaign Finances: Consequences for Interests and Institutions," pp. 247-282.

Before Nominations: Our Primary Problems, George Grassmuck, ed., (American Enterprise Institute), 1985, "Effects of the Present System of Campaign Financing on Special Interest Groups," pp. 87-100.

New England State Parties, Josephine Milburn, ed. (Schenkman), 1983, "Party Structure in Massachusetts," pp. 97-114.

Parties, Interest Groups and Campaign Finance Laws, Michael J. Malbin, ed. (American Enterprise Institute), 1980, "The Nationalizing of the Party System," pp. 257-283.

American Political Parties: A Reader, Eric M. Uslaner, ed., Itasca, Ill: F.E. Peacock Publishers, Inc., 1993), "Back from the Depths: Party Resurrection," pp. 175-205 (reprinted from *The Party Goes On*)

Reports and Journal Articles:

"The Threat to Affirmative Action," *Women Incorporated*, Spring, 1966, pp. 44- 47.

"Study Group Report: Private Participation in Public Decisions," UCLA Policy Forum, February 1996.

"The Korean American Community in Los Angeles," California Community Foundation, 1996

"The Mexican American Community in Los Angeles," California Community Foundation, 1995

"Ethnicity and City Government," Center for Politics and Policy, Claremont Graduate School, 1992.

"Los Angeles' Past as it Faces its Future," Center for Politics and Policy, Claremont Graduate School, 1991.

"The Politics of Change: Losing Power," *The American Enterprise*, Vol 1, No. 2, March/April 1990, pp. 12-14

"The New Professionalism of the Oldest Party," *Public Opinion* Vol. 8, No. 3, June/July 1985.

"Parties and the 1980 Presidential Election," and "Independent Spending in the 1980 Election," in "The Impact of Federal Campaign Finance Law on the 1980 Presidential Election," Campaign Finance Study Group, Institute of Politics, Harvard University, for the Rules Committee, U.S. Senate, 1982.

"Campaign Under Siege," *New York University Review of Law and Social Change*, Vol. X, 1980-81, No. 1.

"The Impact of the Federal Law on Parties and Political Action Committees," in "An Analysis of the Impact of the Federal Election Campaign Act, 1972-1978," Campaign Finance Study Group, for the Administration Committee of the U.S. House of Representatives, 1979, pp. 82-113.

"Politics and Sexuality: A Speculation," *Harvard Political Review*, Winter, 1977, pp. 10-16.

"Report on Campaign Finance: Based on the Experience of the 1976 Presidential Campaign," Institute of Politics, Harvard University, 1976; partially reprinted in James Lingle and Byron Shafer, eds., *Presidential Politics: Readings on Nominations and Elections* (St. Martin's Press), 1980.

"The Campaign as an Organization," *Public Policy*, Spring 1973, pp. 263-290.

A Handbook for Women Entering Politics (Women Involved, Inc.), 1973; partially reprinted in *MS Magazine*, 1974.

"Mental Health and County Correctional Institutions," Howland Gardiner Shaw Foundation, 1979

"Alternative Court Programs in Massachusetts," Howland Gardiner Shaw Foundation, 1978.

"Swine Flu: The Effect of Failure," *Harvard Political Review*, Winter 1977

"Report of the Women's Action Program," HEW, 1972

I have also reviewed books and manuscripts for *The Real Paper*, *MS Magazine*, Princeton University Press, and others.

Regular articles in Opinion and Op Ed sections of the *Los Angeles Times* (translated and reprinted in *La Opinion*). I also write for other newspapers and journals on ethnic relations, political structure, ethics, political institutions, political psychology, and poverty. I also appear on local radio and television shows on the city, including "Which Way L.A.," on public radio station KCRW; and "The Week in Review," on Century Cable.

Structural Reform:

"Little Details the Valley Secessionists Would Rather Forget," *LA Times* 11/23/97

"Charter-Reform Movement Gets New Life, but Will it Last," *LA Times*, 9/14/97

"To Do the Job Right Takes Money," *LA Times*, 8/21/97

"Civil Service Loses Its Innocence," *LA Times*, 6/29/97

"LAPD Black and Blue," *Jewish Journal*, 5/23/97

"Perspective on L.A. Elections: People are Back in the Equation," *LA Times*, 4/10/97

"The Test Charter Reform Must Pass: Show L.A. the Money," *LA Times*, 3/30/97

"Choosing a Police Chief Is More Than a Professional Decision," *LA Times*, 1/27/97

"Why Initiatives Must Be Controlled," *SF Chronicle*, 11/11/96

"Politics Threatens to Kill Charter Reform Even Before It Starts," *LA Times*, 8/25/96

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Page 6

"The Changing Role of Conventions," SF Chronicle, 8/27/96
"Does Los Angeles Really Want a Strong Ethics-Code Enforcer?" LA Times, 10/29/95
"Behind the County Health Woes: An Outmoded Government," LA Times, 9/24/95
"An Opportunity to Reinvent the Police Commission," LA Times, 8/13/95
"A Budget That Only Regionalists Can Dream Of," 6/25/95
"Proof That Public Funding Counts," LA Times, 6/8/95
"Yes: An End to Fiefdoms and Feuds," LA Times, 4/6/95
"Empowering Los Angeles with a Consolation Prize," 1/16/95
"The Hi-Tech Promise: Government as a Resource, Not an Obstacle," L.A. Times, 1/2/95
"A City Worker Protection That May Have Outlived Its Usefulness," LA Times, 12/27/94
"Is Riordan Creating a New Committee of Twenty-Five to Run the City?" LA Times, 8/7/94
"The Police-Wage Dispute is About More Than Money," LA Times, 6/19/94
"All Lose When Cops Resort to Blackmail," LA Times, 6/7/94
"Changing the Way L.A. is Governed," LA Times, 3/17/94
"How Not to Get Even With Politicians -- Limiting Our Sovereignty," LA Times, 4/14/9
"Subsidize the Poor, Not the Well-Off," LA Times, 4/28/94
"Politicians Lose, Bureaucracy Gains," LA Times, 6/7/93
"Hiding Heads in Nonpartisan Sands," LA Times, 4/29/93 1993
"Will Democracy Let Los Angeles Down?" LA Times, 2/21/93
"When Perception is Reality: Blurring Public and Private Sectors," 1/2/93
"The Trap Los Angeles County Voters Keep Setting for Themselves," LA Times, 11/8/92
"Change Rules, Not Just Players," LA Times, 9/27/92
"L.A.'s Formula for Continuing Political Inertia," LA Times, 6/7/92
"Political Paralysis -- Los Angeles City Fathers Wanted It This Way," LA Times 5/12/91
"Changing Rules: Los Angeles Over the Premises of a Time," LA Times, 11/15/90
"Is Competition at Ballot Box Worth Loss of Choice and Experience in Office," LA Times, 5/27/90
"A Code of Ethics for L.A. Can It Make a Difference?" LA Times 11/26/89

Community and Mediating Institutions:

"Neighborhood Councils: Are They What L.A. Really Needs?" 5/25/97
"The Glue that Holds a City Together," The Jewish Journal, 4/18-24/97
"Why Initiatives must be Controlled," SF Chronicle, 1/11/97
"The Changing Role of Conventions," S.F. Chronicle, 9/27/96
"A Political Machine That Creates a Sense of Belonging," LA Times, 3/10/96
"A Way to Racial Peace: Community Leaders," LA Times, 1/28/96
"Universities Shouldn't Remain Above the Fray," LA Times, 12/3/95
"A Society Driven by Fear," S.F. Chronicle, 9/26/95
"Women and Affirmative Action," S.F. Chronicle, 3/29/95
"Empowering Los Angeles With a Consolation Prize," LA Times, 1/16/95
"An Awakening of Our Moral Sense," LA Times, 11/10/94
"Building From Bottom Up: The Importance of Neighborhood Groups," LA Times, 10/23/94

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"How Los Angeles Can Benefit From the Farrakhan Controversy," LA Times, 3/20/94
"Perspective on 'Black-Jewish Relations: Recovering a Sense of Community,'" LA Times, 7/12/94
"Los Angeles' 'Spiritual Shadow Government,'" LA Times, 5/8/94
"Looking for a Leader in a City That's Lost Its Civic Culture," LA Times, 11/21/93
"A City on Edge Again: Justice Versus Mercy," 10/10/93
"A Month of Winning for Los Angeles," LA Times, 9/15/93
"Should Ethnicity be the Dominant Factor in a Political Appointment?" LA Times, 8/1/93
"In Rejecting Hermosillo, the City Council Defines What Leadership Is," LA Times, 8/29/93
"Don't Expect an Army of Neighborhood Citizen-Politicians Soon," LA Times, 5/30/93
"Why Overcoming L.A.'s Ethnic Barricades Will Be So Difficult," LA Times, 12/20/92
"Kye System backs self-determination: Koreans bankroll each other's enterprise," Sacramento Bee, 5/12/92

Leadership and Power:

"Riordan Needs to Reach Out," Jewish Journal, 5/2-8/97
"Men Who Stray, Women Who Shop," LA Times, 9/3/96
"Conversations with Jefferson," SF Chronicle, 7/31/96
"Los Angeles' Version of Guns Versus Butter," LA Times, 6/2/96
"When a Deputy Mayor May Be as Crucial as the Mayor," LA Times, 4/28/96
"What the Mayor's Race Should Be All About," 4/14/96
"Rich Candidates an Unhealthy Trend," SF Chronicle, 3/26/96
"Leadership by Blaming Others," LA Times, 12/24/95
"What Wilson's Latest Ploy Means," SF Chronicle, 5/31/95
"The Williams' Flap: Take It Behind Closed Doors," LA Times, 5/28/95
"Mayor's Bent for Private Power May Undo Him," LA Times, 3/19/95
"That 'Giant Sucking Sound' Is the State Siphoning Off Federal Funds," 1/1/95
"Can Today's Leaders Really Speak for Us?" San Francisco Chronicle, 10/10/94
"Riordan's Power Faces the Crucial Test: Can It Overcome Authority?" LA Times, 4/17/94
"A Mayor in Sneakers: Right Leader for a City Reeling from Disaster," LA Times, 1/30/94
"Can Riordan Tolerate the Limits of Public Power?" LA Times 7/4/93
"Why Gates Won't Let Go: The Pain of Losing Power," LA Times 6/9/92
"Not all perks are bad," Sacramento Bee, 2/12/92

Speeches or Panel Participation for the Following Groups:

L. A. Business Council, Westside Urban Forum, League of Women Voters, religious, and other civic associations and academic institutions in Los Angeles on evaluation of city government, communities, mediating institutions in the city, and women and power (1990 --)

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Women in Politics, U.S. Embassy, for Women in Finnish Parliament, 1995.

U.S. Commission on Immigration, on immigration policy, 1994

Los Angeles City Commission on Human Rights on different communities, 1994

Conference sponsored by the Council on Foundations at Claremont

School of Theology on my work on communities in the LA Times, (1993)

Conference on campaign finance reform, keynote speaker, in Parliament, Helsinki, Finland, on American campaign finance

Kreab (conservative think-tank), Stockholm, Sweden, on American politics and urban multiculturalism (1993)

Institute for International Affairs, Stockholm, on American political parties and urban multiculturalism (1993)

Sifo (Swedish Institute for Public Opinion Research) on urban multiculturalism (1993)

Copenhagen Business School, Center for International Business Administration and Modern Languages, on American politics and elections (1993)

Odense University, American Studies Center, on American urban politics (1993)

Journalists and young political leaders in Finland, Sweden and Denmark at U.S. Embassies and national parliaments, arranged by United States Information Agency (1993)

Visiting scholars and politicians from Korea at UCLA on American politics and urban structure (1992, 1993)

Korean American businessmen on models of community organization in Los Angeles (1992)

Walter Mondale Institute at Hubert Humphrey Center on American parties (1992)

Gerald R. Ford Foundation conference on presidential selection and campaign finance (1985)

U.S. House and Senate committees on campaign finance reform (1979, 1982)

Democratic National Committee on party reform (1980)

Massachusetts State Legislature on campaign finance and partisan elections (1976, 1978)

U.S. Civil Service Commission sponsored events on bringing change in government for government workers (1972-74)

American Political Science Association conventions on campaign finance reform and political parties (1978, 1979, 1980)

New England Political Science Association on party structure (1977, 1981, 1985)

American Enterprise Institute, Conference on Campaign Finance, 1979

Appearances on local radio and television, CBS, NPR, CNN, etc., on Los Angeles city government and politics (1990 --); prior appearances on radio and television around the country on student issues, women, power, political parties, and campaign finance.

Grants:

California Community Foundation, 1994, 1997
Smith Richardson, 1984, 1989, 1993
Alfred P. Sloan Foundation, 1983
Earhart Foundation, 1984, 1988, 1992
Bradley Foundation, 1983, 1992
Ford Foundation, 1968, 1969, 1974, 1980
Howland Gardiner Shaw Foundation, 1979, 1978
New York Foundation, 1968, 1969, 1972, 1974
John D. Rockefeller, III, 1969, 1972, 1974
New World Foundation, 1968

Other Political and Governmental Experience:

Elliot Richardson Campaign for Senate, Mass., director of women's organization, 1984
Americans for Democratic Action, on Massachusetts state and national board in mid-1970s
Massachusetts Women's Political Caucus, co-chairperson, 1972-3
McGovern-Shriver Campaign, director of women's organization, Washington, D.C. during the general election, 1972
Democratic Congressional Campaign, 16th C.D., New York: campaign secretary and coordinator, 1966
Robert F. Kennedy: campaign research on opposition, issues; research while in the Senate on drug addiction and education; advance and case work. 1964-66
Sheriff of Middlesex County, Mass., deputy sheriff, research on impact of deinstitutionalization on county jails, 1979-1980
President, Women Involved, Inc., a non-profit group that did training of women going into politics and ran conferences (bringing together leaders of the women's movement and civil rights movement, 1972; and ran an international feminist planning conference for the National Organization of Women before the first U.N. International Women's Year, 1974)
Department of Health, Education and Welfare (see above) 1969-71
New York City Poverty Program: administrative assistant to the business consultant, 1965-66
Consultant, Civil Service Commission on how to bring change into government, early 1970s.

REPORT OF THE CHIEF LEGISLATIVE ANALYST

CF's 96-1157
96-1157-S1
97-0731

WAS: 97-12-1921

February 13, 1998

TO: Honorable Members of the
Governmental Efficiency Committee

FROM: Ronald F. Deaton *RFD*
Chief Legislative Analyst

Office of Neighborhoods

Your Committee has asked this Office to make recommendations for initial actions which will facilitate the intent of the motions contained on the above referenced files. Those files propose the creation of an Office of Neighborhoods, a system of neighborhood councils, and a citywide neighborhood congress. The motions share the same basic intent of maximizing the delivery of public services to our neighborhoods, enhance community participation and improving the quality of life.

Any effort by the City to develop a program which incorporates this approach to government in Los Angeles will require the efforts of an entity having the ability to focus on this task separate and apart for any other duties and responsibilities. As a result, we feel that a necessary first step for any initiative in this area is the creation of an Office charged with this responsibility.

RECOMMENDATIONS:

1. REQUEST the City Attorney, with the assistance of the Chief Legislative Analyst and the City Administrative Officer to prepare, for consideration by the Committee, a draft ordinance creating an "Office of Neighborhoods" ("Office"), such Office to be charged with the following general duties and responsibilities:
 - A. Develop recommendations for a system of neighborhood councils throughout the City which will include the following as the initial steps in the establishment of such a system:
 1. A system of selecting the initial neighborhood council members which

does not require the creation of districts subject to federal law.

2. A target of 50 to 70 separate neighborhoods, each with populations ranging from 50,000 to 70,000.
 3. A set of responsibilities for councils that allows each to address issues internal to their respective neighborhoods and communicating problems, concerns, and needs to the City.
- B. Providing support, information and other resources to neighborhoods seeking to establish councils.
 - C. Serve as the contact for those seeking information regarding City services, including the coordination of inquiries received.
 - D. Develop the specifics of and coordinate a program whose goal would be the establishment of a network of mini-City halls in various areas of the City in order to provide more convenient access to necessary City services, e.g. building permits, planning information.
2. Direct the Chief Legislative Analyst, with the assistance of the City Administrative Officer, to prepare and submit to Committee their recommendations regarding other actions which are necessary to move forward with the establishment of an Office of Neighborhoods, including those related to:
 - A. Staffing, budget, salaries, and appropriate placement of the Office within the City's bureaucratic structure, with particular emphasis on:
 1. Hiring a Director for the new Office; determining the appropriate salary range for the Director position and the number and classification of the position(s) deemed necessary to provide appropriate support staff for the Office; and developing an initial budget for the Office.
 2. Development of the Council's initial instructions to the Office for preparation of a work plan, for Council approval, detailing the necessary administrative steps, procedures, policies, and future Mayor/Council actions necessary for the operation of the Office.
 3. Appropriate instructions to other City departments, offices and bureaus to designate a staff member who will function as liaison to the Office and to provide that information to the Director.

Council should declare as part of its action in establishing the Office its intent to modify the purposes and responsibilities and duties based on the information and recommendations developed by the Director.

DISCUSSION:

One of the motions involved in this proposes the creation of an Office of Neighborhoods. Regardless of any final decisions regarding the specifics of a system of neighborhood councils for the City, an Office of Neighborhoods will be required to provide information, resources and other support for those involved in neighborhood councils, and to provide some centralized office to coordinate the activities in this area. The Council needs to create a mechanism for focusing City efforts toward the development of an effective system for communication between City government and the local neighborhoods and coupled with the means of delivering the appropriate and necessary support for communities seeking to be involved in this new program. In view of this, we feel that the most effective first step in addressing the issues raised in these motions is the creation of such an office.

The initial duties and responsibilities of that Office will focus on developing a centralized point of contact for inquiries and information. This Office would generally follow the intent of Councilwoman Chick's motion since it would coordinate City services and resources available to neighborhoods. Its initial mandate would be to provide information and coordination for community based efforts such as graffiti removal, tree planting, code enforcement.

The mandate given this Office, at least in its initial phase, should be very general in nature with its activities following primarily the development and coordination of three interrelated programs. The first would be the creation of a one-stop, single contact point for persons, including taking reports of neighborhood non-emergency problems, e.g. pot hole repair, dead animal pick up, and providing information on City services such as graffiti removal, the volunteer program. Secondly, the Office would work to create a program of mini-city halls to provide more reasonable convenient access to necessary City offices. And lastly, the Office would develop recommendations for the establishment of a Citywide system of neighborhood councils. The Director would examine and, where appropriate, make recommendations regarding alternative approaches to the establishment of such councils. This would include such basic issues as: the manner in which boundaries should be established; the appropriate number of councils; the method of selecting their members (i.e. appointment or election); the role these neighborhood councils will play; and the type and level of City support and resources that can and should be made available to them.

Within each of these larger issues are a myriad of sub-issues which will drive much of the discussion on this program. For example, any consideration of electing council members must address such questions of at-large vs. by-district voting; the process for nomination; majority or plurality vote required for election; requirements for seeking office other than residency in the area; how will election be held; would each district have to be equal in population; and would boundaries have to be contained entirely within a single CD or could they cross CD lines. It is this myriad of issues and sub-issues which we feel warrants the creation of this new office.

In order to move forward with the creation of neighborhood councils while these long term issues are addressed, we are suggesting that the City Council initially commit to a system of 50 to 70 neighborhood councils. Externally, each Council would serve as a point of contact

with the City government facilitating the communication of needs, problems, and opinions regarding issues facing the neighborhood to the appropriate City agency. Internally, the council would provide the means for each neighborhood to develop a collective vision for the community it serves. It would be an accessible and open forum for residents to express their opinions on their local community issues and debate the viewpoints of the various constituencies included within a neighborhood.

As head of the Office of neighborhoods, its Director will serve two roles. On one hand, the Director would serve as a manager who would (a) administer an office designed to function as a one stop public information resource for the public; (b) coordinate and provide support services for a Citywide neighborhood council system; (c) promote the creation of a network of mini-city halls throughout the City. At the same time, the Director will serve as the key advisor to the City Council in developing these programs.

RD:mab

N:\WP\nneighborhoods.wpd

Governmental Efficiency

Amending Motion

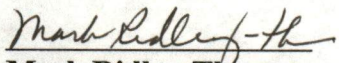
FEB 28 1997

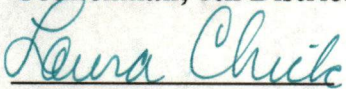
LOS ANGELES CONGRESS of NEIGHBORHOODS

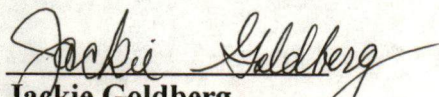
The Eighth Council District recently celebrated its Fifth Annual *Empowerment Congress* (neighborhood council convention) with more than five hundred residents, business owners, religious leaders and neighborhood activists in attendance. Recognized as the City's most mature and organized network of neighborhood participation and citizen empowerment, this unprecedented project lends itself to maximizing neighborhood participation in charter reform and other civic issues.

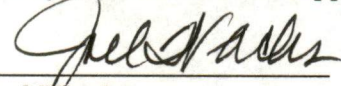
The structure of the neighborhood council is easily adapted to each of the remaining fourteen council districts as boundaries, population, council district staff members and other basic infrastructure are in place. Each neighborhood council would be unique and would adopt its own by-laws and procedures for selecting its representatives.

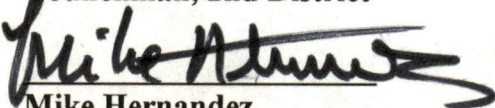
I therefore move that the Neighborhood Council items (Wachs, Ridley-Thomas, et al) currently being considered by the Government Efficiency Committee be amended to adopt a three-year citywide neighborhood congress as a pilot project consisting of ^{neighborhood councils which} ~~fifteen neighborhood councils that~~ respect community and council district boundaries as appropriate. ~~conform to current council district boundaries as defined by the most recent reapportionment.~~

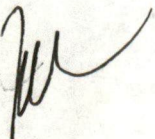

Mark Ridley-Thomas
Councilman, 8th District


Laura Chick
Councilwoman, 3rd District


Jackie Goldberg
Councilwoman, 13th District


Joel Wachs
Councilman, 2nd District


Mike Hernandez
Councilman, 1st District





THE FEDERATION

OF HILLSIDE AND CANYON ASSOCIATIONS, INC.
700 BEL AIR ROAD, LOS ANGELES, CALIFORNIA 90077

Member Associations

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Bel-Air Knolls
Bel-Air Skycrest
Benedict Canyon
Beverly Crest
Beverly Glen Park
Bhar Summit
Briarcliff
Cahuenga Pass
Casiando Estates
Crown at Mountaingate
Cursch Canyon
Echo Park
Elysian Heights
Gracing
Forest Hills
Franklin/Med. Blvd. West
Glassell Park
Glendale
H.O.M.E.
Hillside Homeowners
Hollywood Crescent
Hollywood Heights
Hollywood Hills
Hollywood Knolls
Hollywood Park Place
Hollywoodland
Lake Hollywood
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N. Bev. Dr/Franklin Cyn.
Nezards Canyon
Outpost
Pacific Palisades
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Rosedale Valley
Sherman Oaks
Studio City
Sunset Plaza Civic
T.E.R.A.
Tarzana
Toneyson/Phynn
Upper Sunset Plaza
West Hills
Whitley Heights
Wonderland Park
Woodland Hills

TELECOPIER COVER SHEET

DATE: August 13 TO FAX NUMBER: FAX (213) 680-7895

TO: COUNCILMAN JOEL WACHS

ATTENTION: JOHN WHITE - 213-237-0636

FROM: Mrs. Patricia Bell Hearst, President,
FEDERATION OF HILLSIDE AND CANYON
ASSOCIATIONS, representing over 200,000 households in the
Santa Monica Mountains. THE FEDERATION has been
instrumental in many land use and environmental issues such as:
the writing of the Mountain Fire Code, the slope Density Formula
for Los Angeles, and the Mulholland Scenic Parkway Specific
Plan.

MESSAGE: Thanks for return call yesterday!

RE: CF - 96-1557 - Formation of

Neighborhood Councils:

Please add the following to your files

for notices of meetings: thanks...

Mr. Robert Locker, P.O. Box 617, Pacific Palisades 90272

Mr. Mel Remba, 2446 Apollo Dr., Los Angeles 90046

Ms. Monica Weil, 8945 Wonderland Park, Los Angeles, 90046

Ms. Juanita Dellomes 1518 Rockwood Street, Los Angeles 90026

Ms. Opal M. Young, 3438 So. Sycamore Ave., Los Angeles 90016

Total Number of Pages Including Cover Sheet: 1

Problems? Phone: (310) 472-0562 Fax: (310) 472-0953

Gordon Murley
Mertel (sp?)

Council plan takes the spotlight

■ Community leaders cautiously optimistic about Councilman Joel Wachs' proposal.

By Alisha Semchuck, *The Leader*

Movers and shakers in the Sunland-Tujunga area say they're cautiously optimistic about Los Angeles City Councilman Joel Wachs' proposal for neighborhood councils.

Wachs, who represents Sunland-Tujunga, said citizens need more of a voice when it comes to making decisions for their community. He wants to form councils in each of Los Angeles' 103 neighborhoods as a way of empowering residents.

If the Wachs plan becomes reality, the system will work like mini-governments, with neighbors selecting leaders and focusing on issues relevant in their community.

The councils would meet on a regular basis to determine issues regarding community policing, planning, education and economic development.

Wachs called his plan "the most fundamental reform of city government in modern history."

He said similar plans have been successfully implemented in cities such as Birmingham, Ala., which has suffered economic hardship as a result of the faltering steel industry. Neighborhood councils also have worked in Portland, Ore., which has endured a 10-year slump in the lumber industry.

The Wachs proposal sounds good in theory, said Joe Adams, a Sunland resident since 1953 and founder of the now defunct Concerned Citizens of Sunland-Tujunga, a group formed to help senior citizens and bring about positive changes in the community.

But, Adams said, "theories have to be analyzed. Everything in the past hasn't worked."

Roz Nelson, a vice president with the Sunland-Tujunga Chamber of Commerce, and Vito Latino,



What do you think of Los Angeles City Councilman Joel Wachs' plan for neighborhood councils? Call our Readers Hotline at 241-5973.

PLAN

CONTINUED FROM A1

head of the Sunland-Tujunga Citizens' Patrol, agreed with Adams that the concept looks good on the drawing board.

"As long as it doesn't become like the public comment portion of City Council meetings where some council members ignore individual speakers' opinions," Nelson said.

"It's an excellent way to make changes, provided the godfathers of City Hall listen to our recommendations and act on them," Latino said.

As owner of a gas station in Sunland, Latino said he sees problems small businesses face to which the council has been unresponsive. Small businesses continually "go under because they are being taxed to death by the city of Los Angeles," he said.

Beverly Tomlinson, a chamber board member and office manager at Century 21 Stella Owen & Associates, said the plan would work if residents and business owners took an active role.

"I think it would get chamber support," Tomlinson said. "We really want to see some changes in our community."

Meanwhile, the council is researching specifics of the plan and ways of paying for it.

"We can't put a deadline on this project," said Greg Nelson, a spokesman for Wachs.

Submitted by CD2
6-28-96

June 23, 1996

Best place to start is in the neighborhoods

By Joel Wachs

IF there's one clear message we see throughout the city, it's that people want to be heard. They have something to say. They want a chance to participate. They want to feel they can make a difference and make things better.

It's time to give real meaning to the concepts of community empowerment and grass-roots democ-

Councilman Joel Wachs, president pro tem of the Los Angeles City Council, represents the 2nd District.

racy. That is why the mayor and several of my colleagues on the City Council have joined me in proposing the most fundamental reform of city government in modern history — the creation of a citywide system of independent neighborhood councils.

We need to unite Angelenos of every race, color and creed, and rebuild this city — not from the top down, but from the bottom up. And the best place to start is in our neighborhoods. For if there's one thing we all have in common, it's a neighborhood. A place we call home.

Envision Los Angeles being turned into a family

of neighborhoods, a family in which everyone participates and everyone takes pride.

It will start with the City Council formally empowering each of our city's 103 neighborhoods to form its own neighborhood council, which in turn selects its own leaders, determines its own priorities and reflects the broad diversity of its community. Each neighborhood council will adopt its own bylaws and procedures for selecting its representatives.

These councils will meet regularly to participate

See **COUNCILS** / Page 4

Local councils must be independent

COUNCILS / From Page 1

in a wide range of critical, community-based issues, such as policing, planning, education and economic development.

By ordinance, each neighborhood council will be given a reasonable amount of time to review, debate and make recommendations on a wide range of community issues.

And all city departments will be required to provide each neighborhood council with priority access to the information needed to conduct its deliberations.

In essence, we are proposing community-based government.

Further, to create unity out of diversity, representatives of all the neighborhood councils will meet at least quarterly on a citywide basis, as a congress of neighborhoods, to exchange concerns and form

consensus on citywide issues such as city budget priorities, City Charter amendments, city ordinances and multicultural dialogue.

Through this process, residents in other parts of the city could learn that the San Fernando Valley has real problems and genuine concerns.

At the same time, residents in every part of the city could join together as a single voice in demanding greater fiscal responsibility and greater control of their neighborhood schools.

The key to the success of the neighborhood councils must be their independence from City Hall, and their ability to truly represent the diverse interests of their communities.

Unlike other city-sanctioned community groups, representatives would not be appointed by government officials, and

their structure would not be designed by City Hall.

While the city will provide them with assistance in organizing and operating, the councils' real mandates will come directly from their neighbors.

These councils will be able to build their strength through their ability to bring together all of the diverse community interests, coming to a consensus, and thereby creating an influential community force that can't be ignored.

Through this process, neighborhoods will begin developing the connective tissue through which they share concerns, create a genuine understanding, discover common goals and create unity through diversity. Our problems are shared challenges. So then should be our solutions.

All it takes is a willingness to share power with the people.

GOVT. EFFICIENCY MOTION

ON 18 1996

CREATING NEIGHBORHOOD COUNCILS: A FUNDAMENTAL REFORM OF CITY GOVERNMENT

If there's one clear message throughout the city, it's that people want to be heard. They have something to say. They want a chance to participate. They want to feel they can make a difference and make things better.

We need to unite Angelenos of every race and color and creed, and rebuild this city -- not from the top down, but from the bottom up.

And the best place to start is in our neighborhoods. If there's one thing we all have in common, it's a neighborhood. A place where we call home.

Neighborhoods must be seen as a gift, not a problem.

Envision Los Angeles being turned into a Family of Neighborhoods, a family in which everyone participates and everyone takes pride.

It must start with the City Council formally empowering each of our city's neighborhoods to form their own neighborhood council, which in turn selects its own leaders, determines its own priorities, and reflects the broad diversity of its community. Recognizing that government has, and probably always will have, an inadequate supply of resources to solve our problems, the neighborhood councils would bring with them a greater initiative, responsibility, and reservoir of resources to help solve our pressing problems.

As they do in cities like Portland, St. Paul, Birmingham, Dayton, San Antonio, Tempe, Seattle, Salt Lake City, all of which have already begun similar neighborhood councils, they will meet regularly to participate in a wide range of critical issues.

And to create unity out of diversity, representatives of all the neighborhood councils will meet together at least quarterly on a citywide basis, as a Congress of Neighborhoods, to exchange concerns and form consensus on citywide issues.

To begin, the City Council shall establish as policy a system through which neighborhood councils are created throughout the city.

Starting in each of our existing 103 identified neighborhoods, community, business, school, religious and other leaders will come together and begin the process of further defining the boundaries of their neighborhoods, of forming their own councils, and of selecting their own leaders in whichever manner they choose. Each neighborhood council will adopt its own by-laws and procedures for selecting its representatives.

The City will create a support system to assist the neighborhood councils in organizing and staffing themselves.

Each neighborhood council will: organize open elections and provide free membership for anyone who lives, works, or owns property in the neighborhood; adopt a non-discrimination policy; develop a plan of goals and objectives, including a "Bill of Responsibilities"; develop a neighborhood disaster preparedness plan which would be part of a citywide "Prepare L.A." plan; ensure that the council truly represents the diverse interests of the neighborhood; train staff and community volunteers in conflict mediation skills; and communicate with all the people in the neighborhood on a regular basis.

The City shall adopt a policy giving each neighborhood a reasonable amount of time to review, debate, and make recommendations on a wide range of matters including, but not limited to: community-based policing; crime prevention projects; job training programs; transportation; planning and zoning decisions; neighborhood revitalization projects; alcohol permits; conditional use permits; community clean-up projects; street closures and barricades; traffic controls; preferential parking zones; parking meter rates; lighting; acquiring and improving parks and recreation facilities; variances to Building and Safety requirements; speed limits; police permits for parades, pool halls, etc.; design of community buildings, libraries, parks, and city facilities; historic designations; placement of bus benches; creation of assessment districts; demolitions; use of public lands for development; availability of tax-forfeited and surplus properties; water and power rates; and most importantly, the determination of city budget and spending priorities.

As in some cities, this "early warning" procedure will be guaranteed by ordinance.

Additionally, the City may eventually want to allow the neighborhood councils to bid on contracts to perform certain local services such as park maintenance, graffiti removal and prevention, etc. in order to provide an opportunity for neighborhood job opportunity programs to flourish.

All city departments and agencies shall be required to provide each neighborhood council with priority access to all information, records, etc. needed to conduct their deliberations.

Public funds would be made available to the neighborhood councils, starting with a small base amount needed to help pay for rent (if appropriate city facilities are unavailable), office expenses, and communications within the neighborhood on a regular basis.

Further funding for the councils could come from a combination of the city funds, new or redirected state and federal grant funds, private foundation grants, and money raised by the councils on their own. If public funds are provided, the city will prescribe the methods of financial accountability. The neighborhood councils will also be given first priority to surplus city equipment such as furniture and computers.

Additionally, leaders from each of the neighborhood councils will convene at least quarterly as a citywide Neighborhood Congress to discuss citywide matters such as City Charter amendments, ordinances, initiatives, programs, multi-cultural dialogue, and the general overall course of the city.

The key to the success of the neighborhood councils must be their independence from City Hall, and their ability to truly represent the diverse interests of their community.

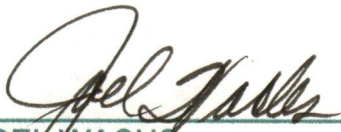
Unlike other city-sanctioned community groups, representatives would not be appointed by governmental officials, and their structure would not be designed by City Hall. Instead, the councils' mandates would come directly from their neighbors.

The councils will be able to build their strength through their ability to bring together all the diverse community interests, coming to a consensus, and thereby creating an influential community force that can't be ignored.

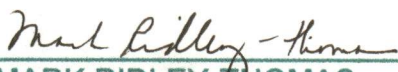
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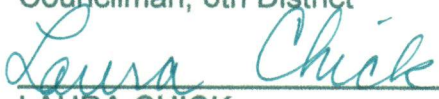
I THEREFORE MOVE that the Governmental Efficiency Committee develop and present to the City Council for adoption a plan to fundamentally reform city government through the establishment of independent neighborhood councils as hereinabove described.

Presented by:

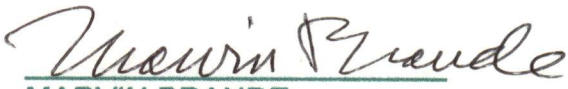

JOEL WACHS
President Pro Tem

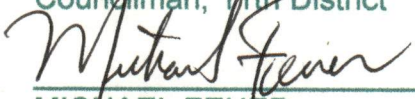
Seconded by:

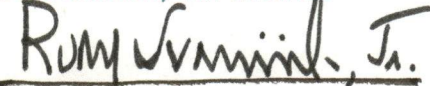

MARK RIDLEY-THOMAS
Councilman, 8th District


LAURA CHICK
Councilmember, 3rd District


RICHARD ALATORRE
Councilman, 14th District


MARVIN BRAUDE
Councilman, 11th District


MICHAEL FEUER
Councilman, 5th District


Rudy Svorinich

June 18, 1996

i1077

Neighborhood Councils

Eds: Contact Wachs spokesman Greg Nelson, (213) 485-3391.

LOS ANGELES (CNS) - Councilman Joel Wachs and four colleagues today proposed forming about 100 neighborhood councils across the city in order to decentralize Los Angeles government.

Wach, who has been studying models in other cities, called the plan the "most fundamental reform of city government in modern history -- the creation of a citywide system of neighborhood councils."

"It's time to give real meaning to the concept of grassroots democracy," Wachs said. "What we need to do more than anything in this city is to unite Angelenos of every race, color and creed, and to rebuild this city, not from the top down, but from the bottom up."

Council members Marvin Braude, Laura Chick, Mike Feuer and Mark Ridley-Thomas, who formed a citizen's "Empowerment Congress" in his Eighth Council District, said they will support Wachs' motion.

Braude said he knew neighborhood councils helped give citizens a unified voice because he had been using them for years. He said he hoped "to recapture some credibility by empowering neighborhood councils."

Feuer, who last week introduced a motion for rewriting the city charter, said he felt neighborhood councils would complement his efforts at making government more accessible.

Chick said she envisioned the proposed councils countering voter apathy and encouraging citizens to get involved with local government.

The idea also won praise from Xandra Kayden, the head of a UCLA public policy think tank, who called Wachs' motion "one of the most exciting reforms since the city charter was passed into law in the '20s."

Kayden said neighborhood councils made sense, because Los Angeles was laid out as a system of neighborhoods.

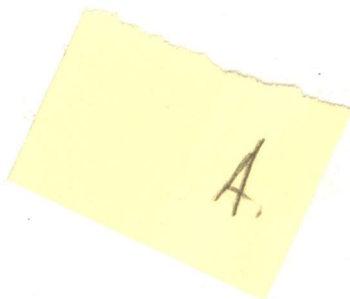
"It's suburbia as a city," Kayden said.

Wachs said he expected his motion to pass in tomorrow's council meeting.

He said it will be routed to committee, where public hearings will be held on creating councils in all of the city's 103 defined neighborhoods.

"We should be able to start this year," he said, adding that the groups will meet regularly, and, quarterly, as a "congress of neighborhood councils."

CNS-06-17-1996 14:22



Daily News

TUESDAY, JUNE 18, 1996

Wachs makes push for citizen councils

By Rick Orlov
Daily News Staff Writer

Los Angeles City Councilman Joel Wachs called Monday for creating more than 100 neighborhood councils around the city to give citizens greater influence over local decisions.

Joined by four of his colleagues, Wachs said he wants the Governmental Efficiency Committee he chairs to hold hearings to develop a plan to put in place by the end of the year.

"We aren't going to dawdle over this," Wachs said. "I think it's fair to say if there is one clear message we hear throughout the city, it's that people want to be heard. They have something to say. They want to make things better. They want to make a difference."

Wachs first came up with his proposal during his unsuccessful 1993 campaign for mayor as a way for the city's chief

Wachs envisions more citizen participation

executive to increase citizen involvement.

He has revived it at a time when many San Fernando Valley community leaders are backing an overhaul of the City Charter and legislation that would give the Valley the power to secede from Los Angeles.

Those efforts prompted him to bring in his proposal now, Wachs said.

"This is not a substitute for reform," Wachs said. "But it can be a vehicle to change the City Charter and deal with what people care about."

"I don't need to tell you how cynical people have become about

government," he said. "What we are saying today is we will empower people through grass-roots democracy. We need to rebuild this city, not from the top down, but from the bottom up."

Wachs was joined Monday by council members Marvin Braude, Laura Chick, Mike Feuer and Mark Ridley-Thomas.

Ridley-Thomas, who created an Empowerment Congress for his 8th District in South Los Angeles that is similar to the neighborhood councils, said he has found it forces him to be more accountable to his constituents.

"There are times that we disagree, but it has created a structure for accessibility and accountability," Ridley-Thomas said.

Mayor Richard Riordan also has called for greater neighborhood involvement in local government. In his State of the City address this year, the mayor said he wants a convention of residents sometime in the next year.

Riordan spokeswoman Noelia Rodriguez said plans for that are still in the development stage and the mayor supports Wachs' proposal.

"Anything that creates greater participation in government by citizens is important and welcomed," Rodriguez said.

Under Wachs' proposal, each of the 103 designated communities in Los Angeles — from Van Nuys and Woodland Hills to Winnetka and Valley Village — would establish its own councils with the help of city

advisers.

Each neighborhood would determine how it elects its members, which Wachs suggested could be comprised of anyone who lives, owns property or works in the area. The size of each council would vary depending on the wishes of individual communities.

Once established, the councils would work with their elected officials and city staff on issues ranging from stop signs and cleanup projects to allowing alcohol sales and transportation, planning and zoning decisions.

In addition, representatives of each neighborhood council would meet every three months at a city-wide convention to discuss common issues.

Wachs said he did not expect any costs to be involved, since city facilities could be made available for the meetings. If there were any costs, he said they could be covered either by public or private grants or raised by the individual neighborhood councils.

While none of the recommendations of the neighborhood councils would be binding on the elected officials, Wachs said he believes most officials would accept the recommendations as an expression of the sentiment of the community.

"The purpose is to bring different groups together — homeowners, those involved in Neighborhood Watch programs, business people, anyone who has an interest in the community," Wachs said. "This is

not designed to be dominated by any one group. We want it to be diverse, to represent the different parts of a neighborhood."

Richard Close of the Sherman Oaks Homeowners Association said he liked the concept of Wachs' proposal, but added that the effectiveness will be determined by how much authority is given the neighborhood councils.

"It's an excellent idea, but only if these groups have some power to protect their neighborhoods," Close said. "If they just become another one of the hundreds of advisory groups we already have, people will quickly lose interest."

"The question is will the City Council be willing to delegate power to these groups," he said.

June 18, 1996

Citywide Network of 103 Community Councils Urged

By JODI WILGOREN
and HUGO MARTIN
TIMES STAFF WRITERS

Amid a snowballing movement for the San Fernando Valley to secede from Los Angeles, five members of the City Council on Monday proposed a citywide network of 103 "neighborhood councils" to help residents feel more connected to their government.

"I needn't tell you how cynical people have become about government and its inability to respond to our problems," said Councilman Joel Wachs, who ran for mayor in 1993 on a platform of

empowering neighborhoods and today plans to introduce a motion launching the process. "What we're basically saying today is it's time to give real meaning to the concepts of grass-roots democracy and of citizen empowerment."

Wachs' staff has studied neighborhood council programs in cities from Seattle to San Antonio, and wants Los Angeles to have a system that includes quarterly conventions of representatives of all the councils.

The neighborhoods—at least 103 of them already defined by post office or Thomas Bros. guide

Please see PLAN, A24

Continued from A1

boundaries, but an even larger number if some want to split—would elect people to the councils and draw up their own bylaws.

The councils would have special rights, such as priority access to City Hall for informational requests and an official right of review before the City Council can pass legislation affecting them.

But like the current array of block clubs and homeowners groups, the councils would lack legislative authority or control over the city's purse strings.

That's why some Valley activists, who are pushing a bill in the state Legislature to make secession easier, said Monday's City Hall news conference sounded like just so much lip service.

"This idea only makes sense if the City Council is going to delegate power to these groups," said Richard Close, president of the Sherman Oaks Homeowners Assn. and co-chair of a Valley group that supports the breakup bill. "We already have advisory groups

throughout the city. To add hundreds more doesn't make sense."

Gary Thomas, president of the United Chambers of Commerce of the San Fernando Valley, agreed: "If it's got no power, it's got no substance," he said.

Don't tell that to Florence Jackson.

She and other neighborhood leaders—many of them active in the Empowerment Congress in South Los Angeles—praised the council proposal as a step toward giving residents more say in city issues. Councilman Mark Ridley-Thomas started the Empowerment Congress in 1993 to connect scores of grass-roots groups to work on neighborhood problems ranging from public safety to economic development.

A resident of South-Central since the mid-1950s, Jackson has always called her council representative when something went wrong in her neighborhood. But three years ago, Ridley-Thomas called her. She answered his invitation to a community speak-out, and now serves as co-chair of one of the Empowerment

Congress' four "area assemblies."

"Before he votes on things, he gets our input," Jackson said of her councilman. "No one ever asked me before what I thought or what I felt. No one ever said, 'Hey, we're having a meeting to talk about the mayor's budget.' We never knew anything about the mayor's budget."

In the same way, Ridley-Thomas said, neighborhood councils could give residents a more direct voice in city matters—even without formal power.

"It enhances the councilperson's accessibility, and it increases that councilperson's accountability. The perceived power, its authority, its influence, is felt in very specific and concrete ways," Ridley-Thomas said.

He said 5,000 community residents have attended one event or another since the Empowerment Congress started in 1993. In February, 500 people attended the group's annual convention. In between, there are dozens of community meetings, with rosters from half a dozen to a hundred, where folks talk about

everything from bringing a department store to the local mall to cleaning up the alleys.

Xandra Kayden of the UCLA Public Policy Forum said the neighborhood council proposal, along with a pending plan to rewrite the city's decades-old charter, is the best antidote to the burgeoning interest in secession.

At City Hall, many agreed. Besides Wachs and Ridley-Thomas, council members Marvin Braude, Laura Chick and Mike Feuer also attended the news conference to lend support. Council members Richard Alatorre and Hal Bernson said later they back the plan. But others said that although they support neighborhood empowerment, the plan for 100 advisory boards presents problems.

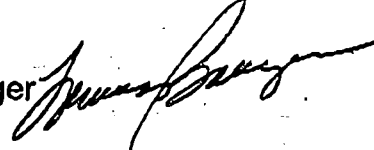
"I think there is room for us to give more power to the communities," said Councilman Richard Alarcon, suggesting that the councils be allowed to spend federal grants for local improvements.

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 21, 1999

To: Councilmember Joel Wachs, Chair
Governmental Efficiency Committee

From: Frances T. Banerjee, General Manager
Department of Transportation



**Subject: PROPOSED ORDINANCE TO CREATE THE DEPARTMENT OF
NEIGHBORHOOD EMPOWERMENT**

The proposal to create neighborhood councils is an opportunity for increased community input and tailoring our various services to the specific needs of communities. However, it could also mean a major increase in work load to the Department of Transportation, depending upon how the proposal is implemented.

One opportunity is to afford communities to be more proactive in the design of neighborhood traffic calming initiatives. There are requirements in the ordinance that specify that the neighborhood councils include both business and residential interests. This mixture is ideal for the kind of input we need to have successful neighborhood traffic management plans. This program could augment the Department's current activities with Mobility Action Committees (MAC's) and Community Police Advisory Boards (CPAB's) and could continue the extensive work recently completed regarding transit needs assessment on a citywide basis.

The increase in workload of this program will depend upon how the program is managed as to depth and scope. As drafted, there are no limitations as to the number of neighborhood councils and so, we cannot at this point estimate the number of staff and/or overtime we will need to attend neighborhood council meetings. Also, the ordinance should specify which subjects that the councils may hear.

The following suggestions are aimed at clarifying some of our Department's concerns:

1. Department Purpose (Section 22.800)

The following addition to the language would better recognize that operating departments are constrained by their budget in the desire to provide unlimited service.

....The Department shall facilitate the delivery of City services to the neighborhoods by helping to identify and coordinate the needs of the communities with the responsibilities and available resources of the City Departments.

Governmental Efficiency Committee

-2-

May 21, 1999

2. Duties (Section 22.801(k))

This section also does not adequately address the fact that operating departments have budget restrictions and cannot accommodate competing demand for services. Further, and more specifically, there are legal constraints governing the Departments operation of traffic control devices. The concern is that the new department would adopt rules and regulations that would empower neighborhood councils to over-rule the Department's use of warrants for traffic control devices that are set by State and Federal guidelines.

The following language change is suggested:

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3. Neighborhood Council Boundaries (Section 22.810(a))

The number and size of neighborhood councils are unlimited as proposed. Limiting the minimum size of a neighborhood at the outset would lead to more productive input and help put some management around the problem of trying to serve all of them equally.

The following language is suggested:

(a) The regulations shall establish the method by which boundaries of neighborhood councils will be determined. The system for determining boundaries shall be no smaller than a minimum size and maintain currently established neighborhood boundaries to the maximum extent feasible and may consider community planning district boundaries where appropriate.

We look forward to working with you and the Committee as this policy initiative is further defined. If you have any questions, please call me directly or Allyn Rifkin of the Transportation Planning Bureau at 580-1195.

adr a:done1

J. MICHAEL CAREY
City Clerk

When making inquiries
relative to this matter
refer to File No.

CITY OF LOS ANGELES

CALIFORNIA



RICHARD J. RIORDAN
MAYOR

Office of the
CITY CLERK
Council and Public Services
Room 615, City Hall
Los Angeles, CA 90012
Council File Information - (213) 485-5703
General Information - (213) 485-5705

96-1157-S3

APR 13 1999

March 17, 1999

City Attorney (with file)
Councilmember Ridley-Thomas
Councilmember Ferraro

Chief Legislative Analyst
City Administrative Officer
Councilmember Svorinich

RE: ESTABLISHING A DEPARTMENT OF NEIGHBORHOOD EMPOWERMENT, AS DESCRIBED IN
THE UNIFIED CHARTER

At the meeting of the Council held March 23, 1999, the following
action was taken:

Attached report adopted	_____
Attached Motion (Ridley-Thomas - Ferraro) adopted as amended.....	_____X
Amending motion (Svorinich - Ridley-Thomas) adopted.....	_____X
FORTHWITH.....	_____
Motion adopted to approve attached report.....	_____
Motion adopted to approve communication.....	_____
To the Mayor FORTHWITH.....	_____
Findings adopted.....	_____

J. Michael Carey
City Clerk
aff

steno\961157.3



TO CITY CLERK FOR PLACEMENT ON NEXT
REGULAR COUNCIL AGENDA TO BE POSTED

57

MAR 02 1999

MOTION

NEIGHBORHOOD COUNCILS NOW

With the formation of the two charter reform commissions over eighteen months ago, a valuable civic discussion began on a number of critical issues, perhaps none more important than the debate over the creation of a citywide network of neighborhood councils.

As the public demand for more effective local representation became too loud to ignore, key stakeholders in the neighborhood councils--business and labor leaders, civil rights advocates, residents, elected and appointed charter commissioners, block clubs, homeowner groups and others--have contributed to input which has helped shape the consensus that the time is right in Los Angeles for the formation of neighborhood councils.

The Unified Charter proposal creates the framework for a system of advisory, self-selected neighborhood councils supported by a Department of Neighborhood Empowerment.

Yet, despite all of the hard work and agreement about neighborhood councils, it remains unclear whether they will become a reality in the City of Los Angeles. Simply put, it is conceivable that the effort to reform the charter may rise or fall based on power struggles that have little to do with participatory democracy or meaningful citizen involvement. This could spell disaster for neighborhood councils.

The solution to this problem lies with the use of a tool available to the City Council now: enacting an ordinance. The Council should move forward with establishing the enabling ordinances to begin implementation of neighborhood councils. The details of neighborhood councils --such as the selection process, the boundaries and the staffing --can all be determined by ordinance, adopted by the Council. This will ensure that neighborhood councils will not have to compete with other charter measures for implementation should the unified proposal succeed at the ballot. Additionally, it will shorten considerably the eighteen months it will take to set up the councils.

I THEREFORE MOVE that the City Attorney prepare and present the necessary ordinance(s) to establish a Department of Neighborhood Empowerment, as described in the Unified Charter, in order to begin the implementation process for a citywide network of neighborhood councils.

MAR 12 1999 - CONTINUED TO MAR 16 1999

PRESENTED BY: Mark Ridley-Thomas

Mark Ridley-Thomas
Councilman, Eighth District

MAR 16 1999 - CONTINUED TO March 19, 1999

MAR 19 1999 CONTINUED TO MAR 23, 1999

SECONDED BY: Jim Hansen

Motion
ADOPTED
* As Amended
MAR 23 1999

LOS ANGELES CITY COUNCIL

See attached motion

*Adopted as amended by Council action of 3-23-99 Motion

VERBAL MOTION

I HEREBY MOVE that Council AMEND the Motion (Ridley-Thomas - Ferraro) relative to establishing a Department of Neighborhood Empowerment, as described in the Unified Charter on today's agenda (Item No. 36, CF 96-1157-S3) to include the following additional recommendation:

INSTRUCT the Chief Legislative Analyst and City Administrative Officer to report to the Council with respect to the fiscal impact of establishing a Department of Neighborhood Empowerment and the proposed structure of such a department.

PRESENTED BY _____

RUDY SVORINICH, JR.
Councilmember, 15th District

SECONDED BY _____

MARK RIDLEY-THOMAS
Councilmember, 8th District

March 23, 1999

CF 96-1157-S3
calagend\961157s3.mot

Motion
ADOPTED

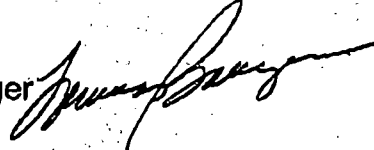
MAR 23 1999

LOS ANGELES CITY COUNCIL

CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 21, 1999

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From: Frances T. Banerjee, General Manager
Department of Transportation 

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adr a:dane1

June 19, 1995

Wachs plan to be reviewed

Panel to study operation, clout of neighborhood councils

By Patrick McGreevy
Daily News Staff Writer

A plan to create neighborhood advisory councils in Los Angeles was sent to a City Council panel for study Tuesday amid questions about how the panels would work and whether they would have any real clout.

First suggested during the 1993 election campaign but later shelved, the proposal was revived this week by Councilman Joel Wachs — who said the time has come to consider giving more power to residents to shape their own future.

“Envision Los Angeles being turned into a family of neighborhoods, a family in which everyone participates and everyone takes pride,” Wachs said in a motion submitted to the council Tuesday and sent to the council’s Government Efficiency Committee.

Wachs wants to establish the councils in each of the 103 identified communities in Los Angeles to provide nonbinding recommendations to elected city officials on matters ranging from planning cases to community policing.

Most of Wachs’ colleagues

who could be reached said they support the concept of giving residents a better opportunity to participate in their government, but several said the idea has been floating around for years and that many questions remain to be answered before the network of councils can become a reality.

Questions that emerged Tuesday include:

- How much power should the neighborhood councils have?
- Who will set the boundaries

Neighborhood councils' clout unclear

COUNCILS / From Page 1

of each community?

■ Will the neighborhood councils become another layer of bureaucracy for companies or developers wanting to bring business to Los Angeles?

■ Will the councils give residents a real feeling of participation or will they be window dressing whose recommendations are disregarded by elected officials?

■ How much will the program cost, and how will the financially strapped city pay for it?

Several questioned the need for the formal creation of new neighborhood councils, noting that hundreds of block clubs, Neighborhood Watch groups and homeowner associations already exist.

"I think it works very well already," said Councilman Nate Holden. "I already listen to those groups. I don't need to have an organized structure."

Holden called the Wachs proposal a "cop-out" and said it appears to be an attempt to shift some of the work from the City Council to neighborhoods, in which case Holden said he would propose to cut council members' pay.

Wachs is proposing that each group receive city funding to help organize, hire a staff and provide newsletters, faxes and computers to allow for better communication.

Holden said such funding would be an inappropriate use of city funds.

"There are already groups out there and they are volunteers," he said.

Councilman Hal Bernson also questioned the need for a formal network of councils, saying he has had citizen advisory groups in each community of his district for 17 years.

"I submit all the (planning) cases to them and 99.9 percent of the time, I take their advice," Bernson said. "I would recommend that everybody do it, but I don't think it's something you need to put in ordinance form."

Bernson said he would oppose giving neighborhood councils authority to make final decisions on planning cases and other issues, saying elected officials can be held more accountable.

"You need people who are elected to do that," he said. "You can't pass it on."

Even so, other council members said the concept is worth pursuing despite the questions.

"A whole bunch of things need to be worked out. All of us know that. To me, the exciting thing is that we're moving forward with a good idea," said Councilwoman Laura Chick.

"I suspect what might be the first contentious issue is who is a community and what are their boundaries," Chick said. "I know in the San Fernando Valley we haven't reached final consensus on that. So we might have still quite a bit of pieces of this to work out."

Wachs did not return calls for comment Tuesday. His spokesman, Greg Nelson, said the councilman "expects and encourages" debate over how best to implement it.

The issue most discussed Tuesday was the amount of power the neighborhood councils will have.

Wachs proposed that they be advisory, leaving final decisions to remain with the City Council.

But some people, including city Planning Commissioner Bob Scott, said that will not address the growing demands for more local control of issues.

"Anything that adds to the ability of neighborhoods to be heard is good, but I certainly don't see this as

a total solution to anything," said Scott, who is chairman of the local issues committee of the Valley Industry and Commerce Association. "It's still a long way from local control."

There already exist dozens of local advisory councils, and much of the time "they accomplish little," Scott said.

"I think it's more a placebo than anything else," he said, adding that it may not be worth the expense if it is "just to make people feel good."

Speaking as head of the Planning Commission, Scott said he is concerned that if the neighborhood councils are advisory, they may create one more layer of bureaucracy for developers to go through for approval of projects.

If the councils are only advisory, as Wachs proposes, developers who present their proposals to the neighborhood councils still would have to go to a city hearing officer, the Planning Commission and possibly the council.

"We're trying to streamline the process, not make it more difficult," Scott said. "I think that would be a serious problem."

Councilman Richard Alarcon also said he supports the concept of greater citizen participation but questions the effectiveness of creating advisory panels that can be overruled by council members.

"I support it, but I think that we really need to look at true empowerment, and the fact that this is advisory limits how far-reaching it will be," Alarcon said.

Nelson, Wachs' aide, said the proposal for neighborhood councils to be advisory is based on the experience in other cities that have similar programs.

"In all the cities where this exists right now, not only don't they have direct power but they don't want it," Nelson said. "They don't want to become another layer of government."

Agreeing on neighborhood boundaries poses a challenge. For example, the United Chambers of Commerce of the San Fernando Valley proposed a map with community boundaries more than a year ago, but those boundaries never have been approved because there is disagreement over many of the lines.

"I have never had a clear consensus on what the boundaries should be on certain communities," Alarcon said.

"The problem is that in some areas there's no clear understanding what the boundaries are. Until council members decide what the boundaries are and take affirmative action to declare them, they will remain vague."

Nelson said Wachs anticipated that problem and believes the neighborhood councils can help set the boundaries.

"We knew it would be an extremely difficult task for anyone at City Hall to decide where the boundaries should be," Nelson said. "We'll say, 'Neighborhoods, if you think these boundaries should be different, come to us with your idea.'"

June 18, 1996

Citywide Network of 103 Community Councils Urged

By JODI WILGOREN
and HUGO MARTIN
TIMES STAFF WRITERS

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Please see PLAN, A24

PLAN: Neighborhood Councils Proposed as Link to City Hall

Continued from A1

boundaries, but an even larger number if some want to split—would elect people to the councils and draw up their own bylaws.

The councils would have special rights, such as priority access to City Hall for informational requests and an official right of review before the City Council can pass legislation affecting them.

But like the current array of block clubs and homeowners groups, the councils would lack legislative authority or control over the city's purse strings.

That's why some Valley activists, who are pushing a bill in the state Legislature to make secession easier, said Monday's City Hall news conference sounded like just so much lip service.

"This idea only makes sense if the City Council is going to delegate power to these groups," said Richard Close, president of the Sherman Oaks Homeowners Assn. and co-chair of a Valley group that supports the breakup bill. "We already have advisory groups

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"I think there is room for us to give more power to the communities," said Councilman Richard Alarcon, suggesting that the councils be allowed to spend federal grants for local improvements.

REFORM: Instant Change Unlikely

Continued from A1

future, said Sherry Bebitch Jeffe, a senior associate at the Center for Politics and Economic Studies at the Claremont Graduate School.

"No one has addressed the reality that true reform cannot and should not be done instantly," she said. "You cannot sell it as a silver bullet that will solve all our problems."

Getting the community involved in the reform movements may be difficult, said Jeffe and others, because people, for the most part, will not be inclined to change the status quo so long as government takes care of its essential duties, such as fixing potholes, hauling away trash and keeping taxes low.

Furthermore, many residents already distrust their elected officials to listen to their needs.

"If they want it to be a grassroots movement they have to guarantee that something gets done," said Richard Close, president of the Sherman Oaks Homeowners Assn. and a key secession proponent. "If the ideas are just to divert attention from the secession, they won't get any participation."

But proponents of the reform proposals shrug off such skepticism, saying city leaders are committed to true reform and believe that the public is ready to make it happen regardless of how long it takes.

In fact, Feuer has proposed that the charter reform committee hold hearings throughout the city over a three-year period before offering any changes.

Last week, Councilman Joel Wachs proposed the creation of 103 advisory citizens councils that would make recommendations on local issues such as planning permits, zoning decisions, parking zones and park construction.

"I wouldn't have proposed it if I didn't feel people wanted a voice," he said.

Under his proposal, each community will be responsible for defining their own boundaries, adopting their own bylaws and selecting their own leaders. Each panel would have priority access to city records and reports to make recommendations prior to a City Council decision.

Wachs said he is confident that residents are willing to put in the work needed to enact the idea.

"Of course, nothing comes easy," he said.

In fact, the experience of the city of Oxnard with neighborhood councils shows that the idea did not take off immediately.

In 1973, the Oxnard City Council established the neighborhood boundaries and adopted a set of bylaws for each neighborhood council. But initially, only about one-third of the 42 neighborhoods organized the advisory panels.

Eventually, 39 neighborhood councils were established.

"I think they are very successful," said Jim Faulconer, Oxnard's community affairs manager.

Wachs, who first proposed the neighborhood council idea during his unsuccessful run for mayor in 1993, said he revived the idea because he believes the secession talk has made it more likely to succeed.

"Everything has its time and place," he said. "I believe a majority of the council members will vote for it now."

Charter reform faces some hurdles as well.

Under Feuer's proposal, any charter reform idea suggested by the 21-member committee must be placed on the ballot by the City Council and then approved by voters before the reforms can take effect.

Unlike the neighborhood councils, proponents say charter reform can give communities the power to actually make final decisions on local zoning issues, liquor permits and parks and school construction.

Attorney David Fleming, a city fire commissioner who teamed up with Feuer on the charter reform proposal, concedes that true reform will be a tough sell, particularly to elected officials who may see it as a threat to their power base.

"It's human nature to try to keep your power," he said.

But Fleming believes that the discontentment many residents have about City Hall can be the engine that drives the reform effort.

It's unclear how many residents are frustrated with City Hall, but a Times poll found that 46% of the Valley's registered voters would cast ballots to secede if an election were held today. Of those, only about half said they would be willing to raise their taxes to support secession.

In addition to Wachs' neighborhood councils and Feuer's charter reform, Councilman Richard Alarcon has instructed city analysts to study possible changes to the city's governance structure to give resi-

dents more decision-making authority.

Among other ideas, Alarcon suggested analysts consider a governing plan based on the "charter school" system which gives schools greater independence from the state on spending and teaching decisions.

Alarcon's proposal would break up the city into dozens of communities, each of which would have the power to tax themselves to make local improvements, he said.

Raphael Sonenshein, a Cal State Fullerton political science professor, said he also wonders whether the city's leaders and residents have the determination to see such reforms through.

But he sees a glimmer of hope. Sonenshein said that elected officials may be more willing to support reform because term limits will end their hold of power in a few years.

"Chances may be better now because of term limits," he said. "In the past people intended to be in office for 30 years. They are now thinking what their next office will be."

But he agrees with other political scientists that people will lose interest in the reform movement if it does not call for real dramatic changes.

"It can't just be tree trimming," Sonenshein said.

June 23, 1996

City's Talk of Change Greeted by Skepticism

■ **Politics:** The threat of Valley secession has spurred calls for reform. The question is whether action is next.

By HUGO MARTIN
TIMES STAFF WRITER

Reform is in the air at City Hall, generated by a nascent secession movement in the San Fernando Valley and a citizenry that feels increasingly out of touch with its elected officials.

In the past month, City Council members have initiated proposals to rewrite the city's charter, create more than 100 neighborhood advisory councils and consider redesigning the city's basic government structure.

"There are moments in time when opportunities come up and you have to seize them," said Councilman Mike Feuer, who proposed a 21-member citizens panel to rewrite the city charter, a 694-page blueprint for city government.

"I think the momentum that has been generated will only increase."

But political scientists and community activists say true reform won't be easy or quick and some are skeptical that the city's leaders and citizens have the will and commitment to turn reform talk into real action.

They point to the arduous pace of enacting reforms in the Los Angeles Police Department following the beating of motorist Rodney G. King. Five years after the beating, many of the reforms are still not in place.

And unlike the movement that resulted in Proposition 13 in 1978, political observers say that a government reform movement does not have the pocketbook impact of a tax revolt.

"It's very difficult to do," said Jane Pisano, dean of USC's School of Public Administration and a member of a panel that was formed to revise the state Constitution. "There has to be an enormous amount of will for reform to happen."

Residents should not expect the reform proposals to result in real changes any time in the near

Please see REFORM, A25