# REPORT OF THE CHIEF LEGISLATIVE ANALYST

July 27, 2007

To: Honorable Members, City Council

From: Gerry F. Miller
Chief Legislative Analyst

Assignment No.: 07-02-0265

**2007 City of Los Angeles World Leadership Awards Submission**

On February 14, 2007, Council adopted Motion (Perry-Garcetti) C.F. 06-1747, instructing City departments to submit 2007 World Leadership Awards recommendations and instructed this office to report to Council with final recommendations for competition entry.

A total of 15 nominations were submitted by City departments representing a broad cross section of projects throughout the City. While all entries submitted exhibited meritorious qualities, the following factors were considered in determining the projects recommended:

- No more than three entries representing the City;
- No more than one entry in a competition category;
- Submission readiness;
- Significance of accomplishment in the competition category;
- Degree of difficulty to achieve success;
- Societal benefit, particularly for low and moderate income residents; and
- Ability of other cities to replicate the project without significant reliance on private funding.

We believe that many of the submissions not recommended at this time should be considered for entry in the World Leadership Awards competition in future years. Following our review of departmental project nominations, the following projects are recommended as the City's entries in the 2007 World Leadership Awards competition for showcasing the City's leadership, innovative spirit, concern for residents of all communities that, together, have made Los Angeles an improved world class city:

| Project Title | Description | Department | WLA Category |
|---|---|---|---|
| Augustus F. Hawkins Park | Conversion of a DWP cement-pipe storage yard in South Los Angeles into a wetland habitat that will not only help reduce water pollutants, but also serves as an important educational tool for the community. | Bureau of Sanitation | Environment |

| | | | |
|---|---|---|---|
| Alvarado Corridor Project | The adoption of Community Policing and new law enforcement technologies to eliminate gang activity in the once crime infested Alvarado Corridor/Macarthur Park area. | LAPD | Law Enforcement |
| Griffith Observatory: Renovation and Expansion | Long awaited renovation of one of the City's most cherished and recognizable landmarks that includes: increased handicap accessibility, modernization of the planetarium, creation of innovative exhibits, and construction of a new underground level. | Department of Recreation and Parks | Civil Engineering/ Architecture |

**Augustus F. Hawkins Park**

Augustus F. Hawkins Park (Hawkins Park) replaced a cement factory that was an eyesore to the community and was part of an industrial area adjacent to an urban residential neighborhood, with many working class families with children. Urban neighborhoods in South Los Angeles are densely populated, have more environmental pollution and suffer from a lack of open space, particularly passive parks. Not only is Hawkins Park an urban oasis for nearby residents, it improves the environment by reducing pollutants in water runoff from other industrial uses in the area. This project is nominated as the City's entry in the Environment category of the 2007 World Leadership Awards competition, for the improvement in environmental conditions and social equality for a segment of our society that has endured a lack of neighborhood amenities which are available in more affluent areas.

**Alvarado Corridor Project**

The area adjacent to MacArthur Park had fallen into disrepair and was one of the most crime-plagued areas of the City: disorder created citizen fear and attracted predators; and urban incivilities, including graffiti, drug activity, trash, drunks, panhandling, gang activity and prostitution, were allowed to proliferate leaving the impression that no one cared about the area. A new comprehensive approach was needed for meaningful change to occur.

It is infinitely more difficult to eliminate longstanding, deeply rooted criminal activity than it is to address new crime in an area. The Alvarado Corridor Project was a multi-departmental/joint community effort led by Chief Bratton as a proving ground for the "Broken Windows" theory, and showcases the leadership, innovation and tenacity, of not only city leaders, but the community as a whole to rid MacArthur Park of crime and thereby creating a safe environment for law-abiding citizens and their families to reside and visit. For these reasons, we recommend that the Alvarado Corridor Project be submitted for consideration in the "Law and Order" category of the World Leadership Awards competition.

**Griffith Observatory**
The Griffith Observatory opened its doors to the public in 1935 and by the late 1990's, over 70 million visitors had passed through its doors. Since that time, this facility has not undergone any major rehabilitation and the exterior of the building clearly showed clear evidence of it. There was water infiltration of the telescope domes, regular leakage in the copper-clad concrete dome over the planetarium, and faded paint existed where vibrant colors used to be. The Observatory also did not meet current fire codes and lacked disabled access. Further, this extremely popular facility could not accommodate the large number of students and annual visitors from around the world.

In January 2002, the Observatory was closed for a massive $93 million renovation and expansion. One of the major focuses of the project was the preservation of its historic components. Using the Secretary of the Interior's historic preservation standards, all exterior and interior materials were restored using state-of-the-art preservation techniques and meticulous attention to detail. The Observatory's planetarium theater was retrofitted with new seats and state of the art audio/visual features that immerse people into the experience, while maintaining the uniqueness of the original theater. The expansion of the Observatory created an additional 40,000 square feet in the form of a multi-level exhibit area, a 200-seat presentation theater, a classroom, and a new observing instrument, all constructed into the hillside under the ground level of the original structure. Accessibility and traffic-flow improvements were also made to ensure that everyone could enjoy the magnificent features of the Observatory. For these reasons we recommend the Griffith Observatory Renovation and Expansion be submitted as the City's entry into the WLA "Architecture and Civil Engineering" category.

**Recommendation**
That the Council:

1. Approve the following projects as the City's entries for the 2007 World Leadership Awards: Augustus F. Hawkins Park; Alvarado Corridor Project; and, Griffith Observatory: Renovation and Expansion.

2. Instruct the CLA to reconsider entry proposals not recommended for the 2007 competition, for future year entries to the World Leadership Awards competition.

That the Council, subject to the approval of the Mayor:

3. Authorize departments submitting entries to expend 3,000 British Pounds (approximately $6,050) for each entry selected as a finalist by the World Leadership Forum to defray judging and presentation costs.

**Fiscal Impact**
Although there is no entry-fee, WLA finalists will be required to pay a 3,000 British Pounds (approximately $6,050) presentation fee for each entry selected as a finalist, plus the cost of travel for City representatives to present and possibly accept awards. If all three entries are selected as finalists, there will be a General Fund impact of approximately $18,154, plus travel expenses.

**Background- World Leadership Awards**
Presented annually in London by the World Leadership Forum, the World Leadership Awards celebrate the very best in modern city leadership. Cities from across the world are asked to submit projects in the following 15 categories:

- Architecture & Civil Engineering;
- Communication;
- Culture and the Arts;
- Economy and/or Employment;
- Education and/or the Development of the Young;
- Health;
- Housing;
- Environment;
- Law and Order;
- Science and Technology;
- Leisure & Sport;
- Town Planning;
- Transport;
- Urban Renewal; and,
- Utilities.

The World Leadership Awards are given to cities whose leaders have shown exceptional imagination, foresight or resilience in a number of key fields - especially cities that have reversed trends, shaken off traditional images, and acted as an example and inspiration to others.

Michael K. Kek
Analyst

GFM:LMO:MKK

Attachments: WLA Department Submissions Spreadsheet
Augustus F. Hawkins Park submission
Alvarado Corridor Project submission
Griffith Observatory: Renovation and Expansion submission

City of Los Angeles- 2007 World Leadership Award Department Submissions

| Department | Project Title | Category | Brief Description | Contact Person |
|---|---|---|---|---|
| CDD | LA Youth Opportunity Movement- Students for Higher Education Program | Education/Development of the Young | Assisting Juvenile Ex-Offenders with living a crime-free life, education, job development | Lisa Salazar, Youth Programs Director, (213) 744-7191 |
| DOT | Changing People, Saving Lives, Watch the Road Traffic Safety Campaign | (1) Education/Development of the Young (2) Communication | Multi-Lingual campaign designed to increase public awareness of good driving skills and the practice of proper driving, bicycling, and walking behavior | Luz Echavarria, Project Director, (213) 972-8447 |
| LAPD | Alvarado Corridor Project/MacArthur Park | Law and Order | The revitalization of MacArthur Park | Commander Kirk J Albanese, (213) 847-1998 |
| LAPD | Counter Terrorism | Law and Order | Various measures taken to address Terrorism threats | Commander Sandy Jo MacArthur, Commanding Officer, (213) 485-5214 |
| GSD- Fleet Services | Clean Fleet Program | Environment | The reduction of emissions through the utilization of Alternative Fuels | Maiyo Lara, Management Assistant, (213) 485-5486 |
| LADWP | LA River Revitalization Master Plan | (1)Environment (2) Urban Renewal | Improvements along the river with a focus on celebrating neighborhoods, protecting wildlife, and economic development | John Chen, Director of Economic Development, (213) 367-1428 |
| Port of LA | San Pedro Bay Port Clean Air Action Plan | (1) Environment (2) Health (3) Law and Order (4) Science and Technology (5) Transport | Reducing air emissions and health risks while allowing the continuation of port development | Paul Johansen, Assistant Director of Environmental Management, (310) 723-3678 |
| Public Works | Augustus F. Hawkins Natural Park | (1) Environment (2) Urban Renewal | Creation of park area and wetland in South LA (lack of green space) | Shahram Kharaghani, PR Sanitation Engineer, (213) 485-0587 |
| Public Works | Integrated Resources Plan | (1) Environment (2) Utilities | Collaborate effort of City Departments and community leaders to develop a plan to for achieving the necessary municipal infrastructure for year 2020 | Stephanie M. Interiano, PR Specialist, (213) 978-0329 |
| RAP | Wonderful Outdoor World (WOW) | (1) Education/Development of the Young (2) Environment | Exposing inner-city youths to camping and outdoor recreation activities | Jane Kolb, Public Information Director, (213) 928-9288 |
| RAP | Universally Accessible Playgrounds | (1) Education/Development of the Young (2) Environment | Building playgrounds that are accessible to "all" children | Jane Kolb, Public Information Director, (213) 928-9288 |
| RAP | Operation Splash | Health | Increasing participation in aquatic programs to help reduce childhood obesity | Jane Kolb, Public Information Director, (213) 928-9288 |
| RAP | Raise the Bar: RAP Gender Equality Program | (1) Education/Development of the Young (2)Sport | Increasing the participation of Girls in sports programs | Jane Kolb, Public Information Director, (213) 928-9288 |
| RAP | Youth Employment Internship Program | (1) Education/Development of the Young | Providing at-risk-youths with jobs and internships to help them help build skills | Jane Kolb, Public Information Director, (213) 928-9288 |
| RAP | Griffith Observatory: Renovation and Expansion | Architecture and Civil Engineering | Griffith Observatory Renovations | Jane Kolb, Public Information Director, (213) 928-9288 |

Revised: 06/19/07

Attachment 1

# The Augustus F. Hawkins Natural Park

**(DRAFT)**

Submitted by:

The Los Angeles City Council
Los Angeles, California, USA

**Project/Program Title:** The Augustus F. Hawkins Natural Park

**Submission Category:** Environment

## Problem Solved or Mitigated (Problem Statement):

South Los Angeles is a highly urbanized and industrialized section of the greater Los Angeles metropolitan area. This portion of the city (the Ninth District) has little green space available to residents for recreational purposes. The Ninth District has less parkland and open space than other districts in the City; 105 acres of parkland serve approximately 250,000 residents.

This particular area of land was previously a cement-pipe storage yard owned by the City's Department of Water and Power. The surrounding area is an industrial wasteland. Block after block of graffiti-covered warehouses and chain-link fenced properties cover this portion of Los Angeles. Additionally, polluted stormwater runoff flows from this urban neighborhood into the Los Angeles River. Unfortunately, this highly industrialized area is no different than the rest of the City. Throughout the City, stormwater picks up everything from litter to animal waste to used oil to pesticides creating a toxic soup that flows, untreated into local rivers and, ultimately, the Pacific Ocean. Polluted stormwater runoff from this area flows into Compton Creek, a tributary of the Los Angeles River.

If this land could be turned into a natural park, it would provide local residents with much-needed green space for recreation. If a treatment wetland could be built, the wetland would treat a portion of the polluted stormwater flows before they reach the Los Angeles River. Additionally, a wetland feature would provide habitat for local wildlife and offer opportunities to educate residents on wetlands treatment of stormwater runoff, aquatic and riparian ecosystems.

## Program Description

**Augustus F. Hawkins Natural Park**

The Augustus F. Hawkins Natural Park is a green oasis nestled in a highly industrialized area of South Los Angeles. Named in honor of Augustus F. Hawkins, the first African American to represent South Los Angeles in the U.S. House of Representatives, the 8.5-acre park includes a ranger station, the Evan Frankel Discovery Center, a wetland habitat and provides a serene natural environment in the urban core of Los Angeles. Meandering pedestrian paths wind their way through native plant communities, blooming wildflowers, rolling hills, oak trees, a running stream and

riparian areas - all meant to create a native Southern California setting. Picnic and barbecue areas, an amphitheater and open grassy areas along the paths provide plentiful opportunities for residents to gather and socialize. For safety purposes a park ranger is on-site 24 hours, and a beautiful 8-foot wrought iron fence featuring decorative native fauna - butterflies, hummingbirds, ducks and coyotes, surrounds the park.

**Augustus F. Hawkins Wetland Habitat**

The Augustus F. Hawkins Wetland Habitat is the City of Los Angeles' first constructed wetland and will treat polluted stormwater flows from the park before they reach the Los Angeles River. Additionally, the wetland habitat will provide wildlife habitat, recreation and public education opportunities. The wetland is one-half (0.5) acre in size with an additional one-half (0.5) acre of storage area, allowing it to increase in capacity during wet weather. This feature allows a measure of flood control for the downstream communities in the Compton Creek watershed.

**Wetland Design Criteria**

The wetland habitat design criteria were derived from established standards in the California State Water Resources Control Board's Proposition 13 Non-Point Source Pollution Grant Program. The following four design criteria were incorporated into the plan: (1) Improve urban stormwater flood protection; (2) Create a balance between water reclamation and minimum water volume necessary to support fish and wildlife habitat; (3) Put vector controls into place to address public health and safety concerns (i.e. mosquitoes); and, (4) Reduce non-point source pollution in the Compton Creek Watershed, a tributary to the Los Angeles River.

**Wetland Design**

The wetland is comprised of two elements: a freshwater marsh wetland and surrounding habitat:

*Freshwater Marsh Habitat:* The wetland design includes a fresh, open water mosaic rather than isolated water bodies with the habitat maintaining a minimum average water depth of between 5-10 feet on a year-round basis. The wetland will include an impermeable liner to reduce water loss from downward infiltration. Islands will also be constructed to help segregate plant communities and provide breeding habitat and visual interest.

*Surrounding Habitat:* The multi-structural riparian wetland habitat of cottonwoods, willows, sycamores, California rose and blackberry shrubs, cattails and yellow pond lilies will offer a variety of habitats for riparian-dependent species.

*Local Urban Wildlife*: The local urban wildlife expected to visit includes geese, warblers, quail, sparrows, wrens, hummingbirds, towhees, mallards, phoebes, herons, egrets, bats, raccoons, skunks and opossums.

**An Outdoor Classroom**

The Augustus F. Hawkins Wetland Habitat provides an excellent outdoor classroom on aquatic and riparian ecosystems and complements the Natural Park's existing Junior Ranger program. The Evan Frankel Discovery Center includes visual information about wetlands and how clean neighborhoods can assist in the protection of local and global environments.

**Evan Frankel Discovery Center**
The Evan Frankel Discovery Center is located within the park and includes elegant Craftsman-styled details featuring wood floors, graceful fixtures and an interior stained sliding glass door. Free workshops and classes for both adults and children connect these residents with nature, the unique park surrounding and the past, present and future of South Los Angeles.

This center includes a library, interactive information about the wildlife and ecosystems found in the park, the history of the area and information about other Los Angeles parks. On weekends, the center serves as the starting point for bus excursions to the mountains and other special events. A Junior Ranger leadership program and monthly craft workshops round out the myriad activities offered at the Evan Frankel Discovery Center.

## Required Resources

Before this project could be realized, several resources needed to be identified and addressed. First, the land needed to be secured. It was determined that this area was a surplus property belonging to the Department of Water and Power (DWP). A Memorandum of Understanding was negotiated with DWP, and the land was obtained. Secondly, a source of funding needed to be identified and allocated for the design and creation of this natural park. Ultimately, two sources of funding were identified, the City of Los Angeles' Stormwater Pollution Abatement Fund and Proposition 13 (Costa-Machado Water Act of 2000).

## Source of Funding

The Augustus F. Hawkins Natural Park had two sources of funding. They included:

City of Los Angeles, Stormwater Pollution Abatement Fund, $300,000
Proposition 13, (Costa-Machado Water Act of 2000) $100,000

## Names of Other Participating Departments or Agencies:

Department of Public Works
Department of Water and Power
Department of Recreation and Parks
Santa Monica Mountains Conservancy

## Outcome

Every day, local residents can be seen at the park socializing and relaxing, enjoying the peace-filled surroundings that the natural park affords them. The Augustus F. Hawkins Natural Park is where children learn about nature, learn about history and learn to ride their bikes. On the weekends in the park, bus excursions convey families to the Santa Monica Mountains for special hiking trips, families celebrate birthdays and couples stroll hand in hand along the rambling paths. This natural park fulfills the dream of returning a natural oasis to the urban landscape of Southern California.

## Social or Humanitarian Value

Often, legislation creates open space on the outskirts of urban areas, making this space inaccessible to inner-city communities. The Augustus F. Hawkins Natural Park changes this reality, bringing parkland to a highly urban community that is in need of open space. Low-income families living in the surrounding community now have a place within walking distance where they can stroll among oak trees, watch migrating wildlife or relax next to a bubbling stream. The Augustus F. Hawkins Natural Park serves an under-served community, cleans the environment, improves water quality and fosters a greater appreciation for the community in the Ninth District of the City of Los Angeles.

## OVERVIEW

**PRE-CONSTRUCTION**

**PRE-CONSTRUCTION (1)**

**PRE-CONSTRUCTION (3)**

## DEMOLITON-SALVAGE (2)

## NURSERY

**Pre-Construction Photos**


Aerial photograph depicting the existing Augustus F. Hawkins Nature Park. Taken on 3/29/04. Image courtesy of the U.S. Geological Survey.

Photo 1. Showing the existing park including the area that will be converted into wetland. Photo taken on 4/30/03 from southwest corner of the park looking northeast.

Photo 2. Additional picture showing a close-up of the park and its features. Photo taken on 4/30/03 from the point indicated in the aerial picture looking west.

COMPTON AVE
COMPTON AVE
COMPTON AVE
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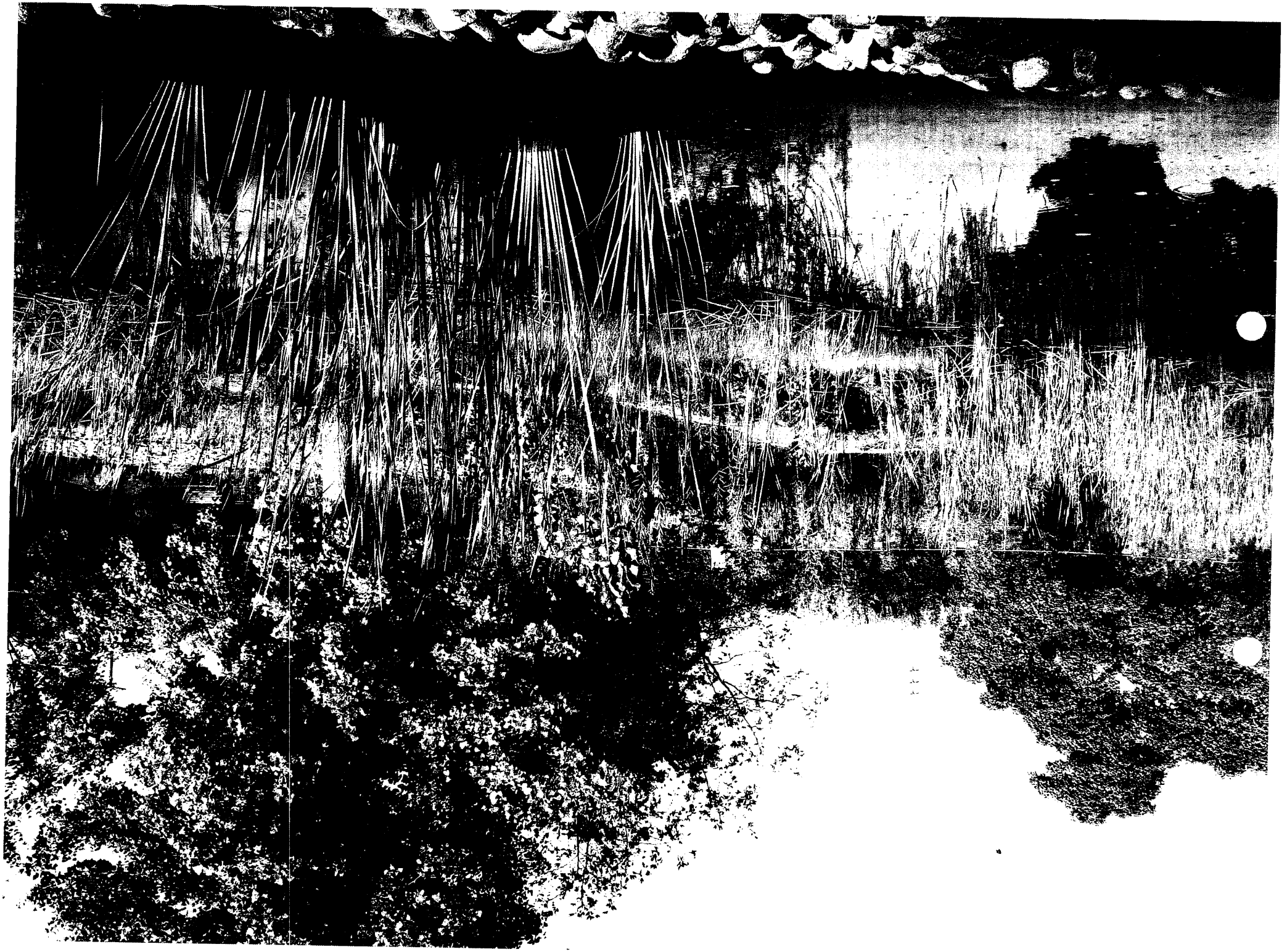
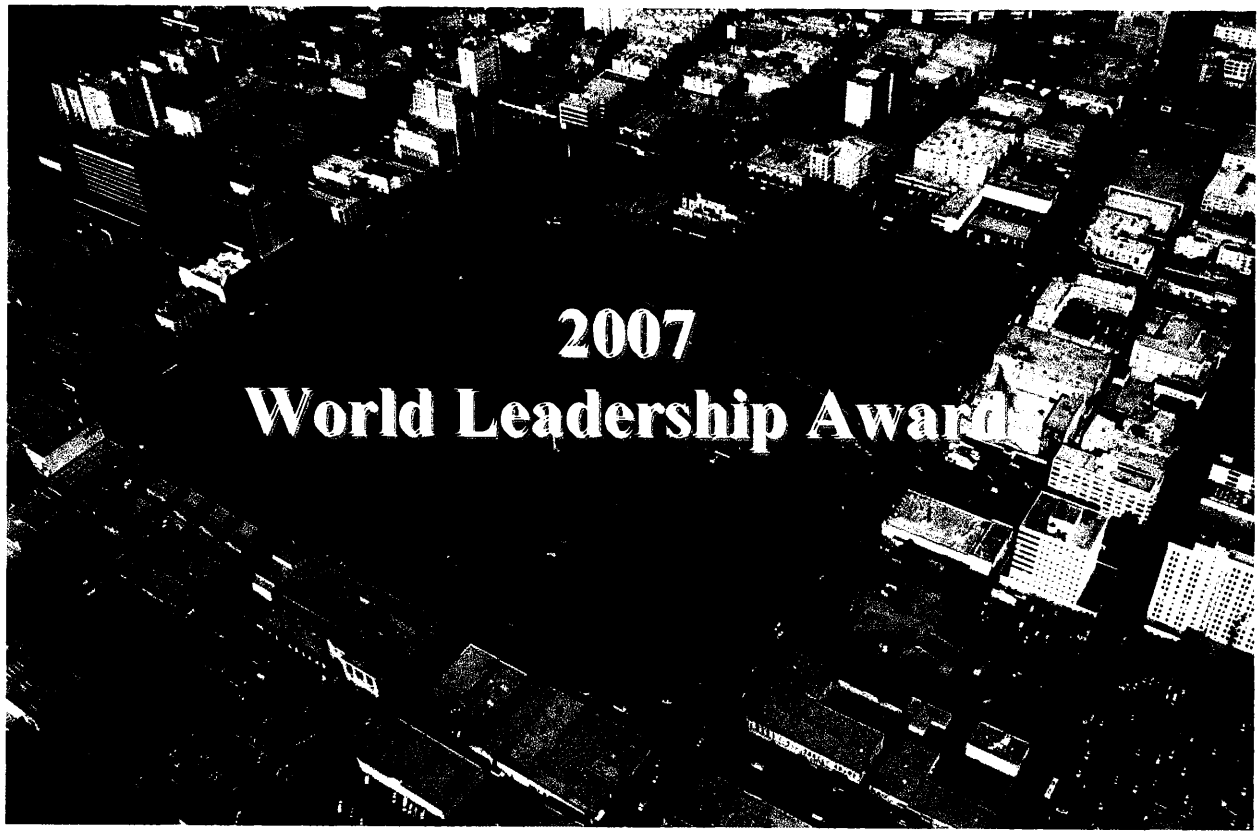
FORTUNA ST
FORTUNA ST
Picture
1 : 2,112
819 x 651 (ft)



*ALVARADO CORRIDOR PROJECT*
*LOS ANGELES POLICE DEPARTMENT*




*WILLIAM J. BRATTON, Chief of Police*
*Los Angeles Police Department*

# *THE ALVARADO CORRIDOR PROJECT*

## PROBLEM STATEMENT

In October of 2002, William J. Bratton was sworn in as the 54th Police Chief of the Los Angeles Police Department (LAPD). Shortly after taking office, Chief Bratton announced that he had chosen three areas as proving grounds for the "Broken Windows" theory to be put to the test in the City of Los Angeles. As synopsized by Dr. George Kelling in "Turnaround" by (Chief) William Bratton, its three major points are:

1. Neighborhood disorder – drunks, panhandling, youth gangs, prostitution, and other urban incivilities – creates citizen fear.

2. Just as un-repaired broken windows can signal to people that nobody cares about a building and lead to more serious vandalism, untended disorderly behavior can also signal that nobody cares about the community and lead to more serious disorder and crime. Such signals – untended property, disorderly persons, drunks, obstreperous youth, et cetera – both create fear in citizens and attract predators.

3. It was clear that a new comprehensive approach needed to be adopted for any meaningful change to occur. With the aforementioned area in mind, several key problems and/or issues were identified within the Alvarado Corridor Project (ACP): Narcotics (buyers or sellers), sales of illegal identification, extortion, gambling, illegal vending, illegal possession of shopping carts, drinking and possession of alcohol in the park, trespassing in the park after posted hours, transient encampments, prostitution, drug usage in the public restrooms and gang activity.

If police are to deal with disorder to reduce fear and crime, they must rely on citizens for legitimacy and assistance.[1] This strategy is designed to aggressively address low-level crimes, focus on quality of life issues, and actively incorporate the Community Policing philosophy to prevent more serious offenses from occurring and to reduce the community's fear of crime. Based upon crime statistics, blatant crime activity, and the many voices of local residents, business leaders and political leaders, Chief Bratton chose MacArthur Park as one of the three sites.

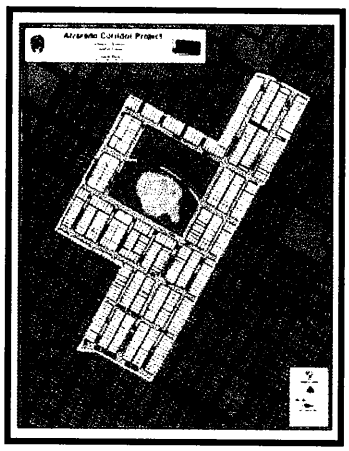
Situated just west of downtown Los Angeles, this 40-acre park is centered in the LAPD's Rampart Division. The 350 police personnel assigned to the Rampart Division are responsible for policing over 375,000 inhabitants in a compact seven-square mile area. With a population density similar to Manhattan Island, it is no secret that Rampart is one of the busiest police stations in the nation. What was also not a secret to local residents and the general public was the infamous MacArthur Park reputation earned over the past two decades as an area where conventional societal rules did not apply. Once the crown jewel of Los Angeles, MacArthur Park became known as a place wherein any type of illicit drugs could be purchased, prostitution activities were available and any type of illegal documentation could be obtained day or night. With this type of environment, families and tourists gave way to the "homeless" and addicts that also created a haven for gang members. In an area so densely populated by low-income families

[1] Turnaround by William Bratton, Random House 1998, Chapter 9 p. 152

and recent immigrants, this inability to utilize one of the few open areas offered to them made this an even greater tragedy.

## PROJECT DESCRIPTION

For years the Los Angeles Police Department had heard the community concerns regarding the park and devoted numerous task forces or directed operations targeting specific activity in and around the park. Each effort was successful in arresting large numbers of criminals and suppressing crime for short durations. However, these efforts by their very nature are not sustainable and as enforcement is turned to address other areas, the same systemic problems return to the area in short order. This leaves the community with no meaningful change in its quality of life and no lasting reduction in its fear of crime.



It has been said as MacArthur Park goes so does the Alvarado Corridor and the entire Rampart Area. The Alvarado Corridor (pictured) was established as the targeted area both in and around MacArthur Park. This area includes four major gangs: *18th Street, Mara Salvatrucha, Crazy Rider* and the *Wanderers.* These gangs have instilled fear in the community and are the major suppliers for narcotics and much of the violent crime in the area. In addition, they account for 80% of the gang related homicides in 2003.

Several project objectives were created under the leadership of the commanding officer of Rampart Division. The first was to take back the park through traditional and nontraditional means. Over a long period of time, the park had not only been abandoned by the community but by city services. Minimal staffing for activities and maintenance personnel were deployed for safety reasons. Also, past infrastructure investments such as lighting repair or equipment renovation was seen as a poor investment since previous efforts had resulted in vandalized or stolen equipment. As is the case with most cities experiencing limited resources, it made economic sense to use scarce resources in other areas that could better serve the community.

The second but equally important goal was to establish a working partnership with the community, private industry, outside agencies and all relevant city departments. This goal had its own set of challenges associated with it. Based on previous efforts to "clean up" the park, many of these same entities were skeptical about a long-term commitment for this project. Many meetings took place with community groups and organizations to let them know of our commitment and to listen to their concerns. As stated earlier, the "Broken Windows" theory states, "if police are to deal with disorder to reduce fear and crime, they must rely on citizens for legitimacy and assistance." The establishment of an "Alvarado Corridor Business Watch" and a joint effort with the Central American Resource Center (CARECEN) through a Department of Justice *Operation Weed & Seed* grant helped to further this goal. The following details each effort in more detail:


A Business Watch is a crime prevention program that enlists the active participation of merchants and community members in cooperation with law enforcement to reduce crime and enhance the quality of life in our communities. Business Watch stresses teamwork, crime prevention education and businesses working together

with the police to prevent crime. In the Business Watch program, business owners, managers and employees are taught valuable crime prevention techniques that help them reduce losses and criminal opportunity.
Business Watch relies on communication between businesses and the police department, such as the exchange of telephone numbers to be used in the event of a crime or other emergency, and information regarding criminal and suspicious activity. Law enforcement heavily relies on the community to assist in criminal investigations and future successful prosecutions. No fees are associated with participating in this program.

The Senior Lead Officers, who are the direct liaisons between the Department and the community, are assigned to primarily perform their community mobilization and community-police problem solving duties within their respective "beat" areas. They are charged with conducting community outreach and providing education on the "No Tolerance" policy for the Alvarado Corridor.

A Business Watch flier was mailed on a quarterly basis in both English and Spanish. The flier addressed certain issues as it pertained to the Alvarado Corridor and included crime statistics and arrests made for the area. A database of addresses and contact numbers for all the legitimate business owners and residents were updated by the appropriate Senior Lead Officer and maintained by the Coordination Section.

*Operation Weed and Seed* is foremost a strategy rather than a grant-funded program which aims to prevent, control, and reduce violent crime, drug abuse, and gang activity in targeted high-crime neighborhoods across the country. Weed and Seed sites range in size from several neighborhood blocks to 15 square miles.

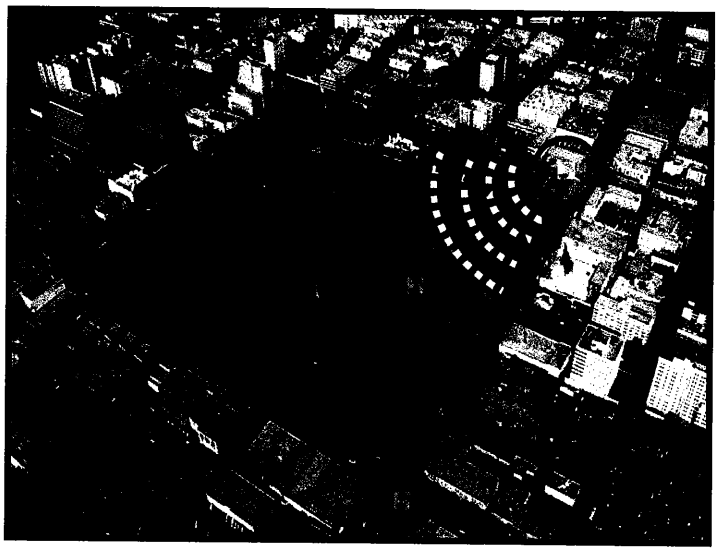
The strategy involves a two-pronged approach: law enforcement agencies and prosecutors cooperate in "weeding out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the targeted area; and "seeding" brings human services to the area, encompassing prevention, intervention, treatment, and neighborhood revitalization. A community-oriented policing component bridges weeding and seeding strategies. Officers obtain helpful information from area residents for weeding efforts while they aid residents in obtaining information about community revitalization and seeding resources. The community partners in this project have contributed funds specifically for law enforcement use (weeding) that have allowed LAPD to increase our narcotics enforcement and to purchase essential equipment such as computers and signage. Leadership courses, school tutoring and a variety of community events aimed for all age groups were centered throughout the Alvarado Corridor and in the Park itself (seeding).

The third goal was to reduce homicides by 20% and Part I crimes by 5%. In order to accomplish this, an organizational chart (see page 4) comprising all of the law enforcement components was established. Each LAPD entity devoted a minimum of one day per month of dedicated enforcement to the ACP. Partnerships with outside agencies and government agencies were established to bring in the most appropriate resource for the particular problem. A dedicated unit comprised of Foot Beat and Bicycle Units as well as two supervisors were allocated to the project. Their primary responsibility was to devote seven day coverage 365 days a year within the ACP. Each day, this unit deploys into the Corridor with a specific mission for the day or as support to one of the other Department or outside agencies. Missions range from dealing with

narcotics dealers and users, addressing illegal possession of shopping carts, and a variety of other quality of life issues. This consistent and varied approach has yielded tremendous success.

**SOURCE OF FUNDING**

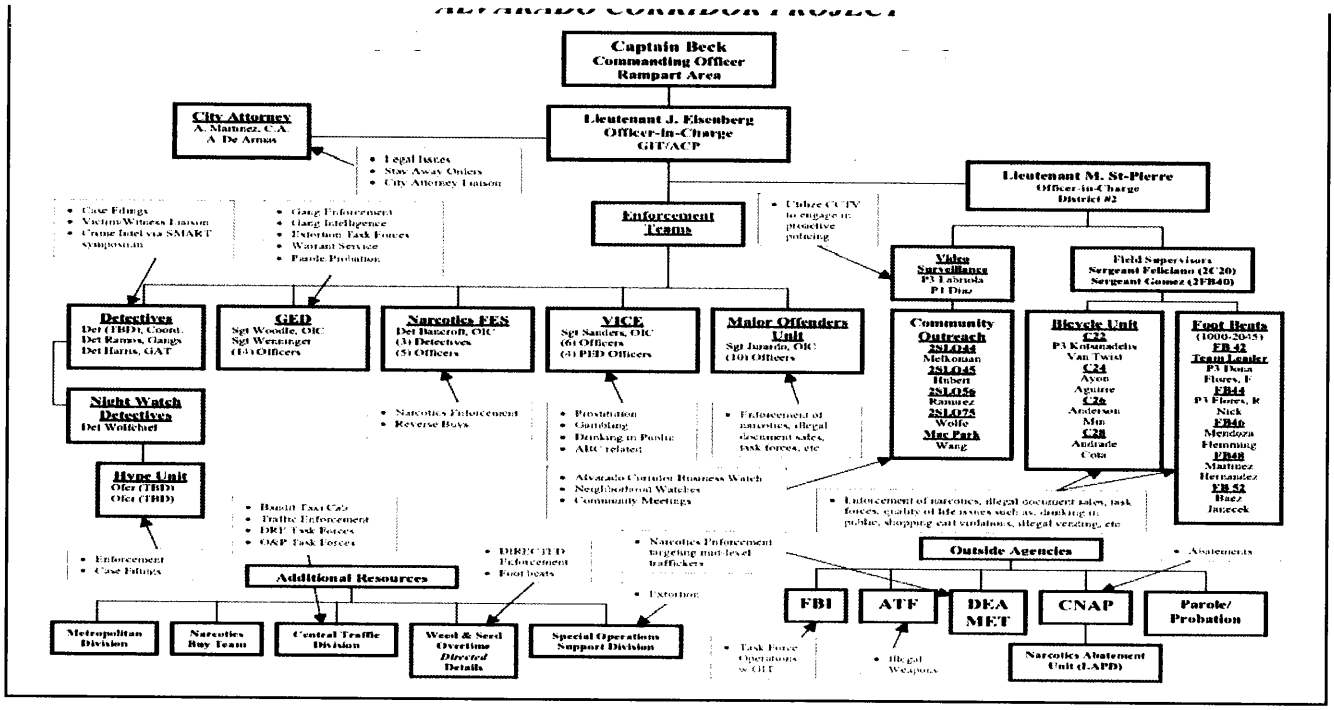
Fifty years ago, radios were introduced inside police vehicles and the portable hand held radio soon followed. This single event completely changed law enforcement and the manner in which services were provided. Today, generations of officers could not conceive of policing without these essential tools. The most innovative portion of this project and a big factor in the culture shift has been the Park Camera Project. A partnership made of public funds, private contributions and generous donations of equipment and technical support by General Electric and Hamilton Pacific has combined to surround the Park with pan, tilt and zoom-capable closed circuit television cameras that link to Rampart Station through microwave technology. This is proactive law enforcement that can be conducted miles away from the location of the crime. It is literally "virtual patrol" and allows one or two officers to operate observation posts on multiple high crime locations.



The cameras were strategically placed to allow complete coverage of MacArthur Park and signage was placed covering the entire park advising guests that surveillance cameras were in use.

It is the LAPD's belief that this emerging technology will have the same effect as the radio did. Discussions are in progress with our private industry partners to determine ways that the cameras can "alert" to criminal activity via "image recognition." This means that cameras could recognize specific movements, such as how a human body moves during a drug transaction or an assault, and automatically send an alert to the monitoring officer. Another component actively being pursued is facial recognition software that could be tied to existing criminal databases and could also alert and give an officer reasonable suspicion to investigate further for wanted suspects. Advances such as these are already being worked on and as they become available will be incorporated into this project.

Next to these were additional signs stating the rules of the park. Written in both English and Spanish, these signs serve as notice as to the type of behavior that will not be tolerated in the park. The signs were provided from our partnership with CARECEN and the *Weed & Seed* funds. These signs are important so that we modify what behavior is tolerated. MacArthur Park, with its adjacent small businesses, should be an inviting place for families and law abiding citizens. The signs and cameras send a very opposite message to those who would be involved in illegal activity. With this and the recent publicity efforts, drug dealers and buyers are becoming aware of the cameras and are beginning to avoid the park entirely.




## PARTICIPATING DEPARTMENTS OR AGENCIES

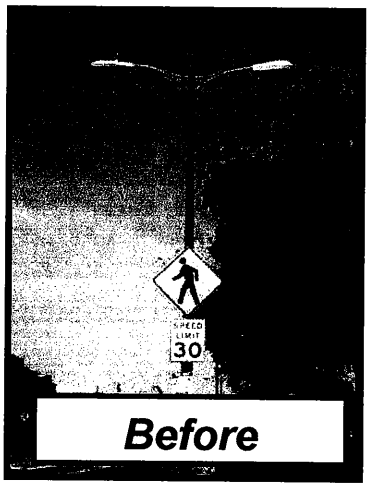
As a result of these combined efforts from law enforcement and the community, the direct impact on gangs in the area has been significant. Gangs in this area were notorious for extorting money from drug dealers, illegal vendors and merchants for the "privilege" of doing business on their turf. The Gang Impact Team (GIT), and Federal Bureau of Investigation have formed a taskforce to target the most active gangs impacting Rampart Area. Both gangs are active throughout the City and nationally and internationally. These gangs are extremely violent and entrenched, and are involved in large-scale narcotics activity. They were involved in thirteen homicides last year in Rampart alone. This partnership is known as the "Rampart Initiative," and other law enforcement partners include the Los Angeles County Sheriff's Department, California Department of Corrections and Bureau of Prisons.

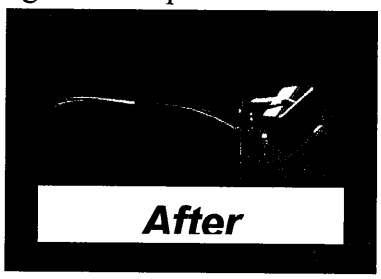
Rampart GIT is also working closely with the United States Attorney's Office and Bureau of Alcohol, Tobacco and Firearms to target street level gun dealers. Numerous undercover and informant gun and narcotics buys have been made in furtherance of these investigations. Also, working in conjunction with the Office of the City Attorney, Rampart GIT was able to impose two gang injunctions against the *18th Street* and the *Mara Salvatrucha* gangs in the Alvarado Corridor. These are two of the most violent street gangs in the City of Los Angeles and for too long caused fear in the community and a sense of helplessness. These injunctions have started to have a direct impact on enforcement and have added an additional tool for prosecution.

With the reduction of these activities often overlooked by routine enforcement, the revenue source for these gangs has been drastically reduced. In fact, in one operation lead by the Alvarado Corridor Unit (Foot Beat/Bicycle Units), nearly $11,000 was seized from a known store front location where "18th Street" gang members were selling rock cocaine. By addressing these issues, we have been able to impact their strength and hold they have on the community by impacting their availability of monies to fund their illegal operations.

With the project successes to date, other City entities have seen the LAPD's commitment to this area and have become project partners. City Inspectors routinely go out with the Alvarado Corridor Unit to enforce illegal street vending and property code violations. Enforcement of the

sale of counterfeit digital video discs and pirated compact discs are also routinely enforced. The Department of Recreation and Parks has also increased its staff at the park in both maintenance and in recreational staff. This has resulted in a dramatic physical change in appearance. Graffiti is virtually nonexistent and areas once bare are green and emerging flowers now dot the landscape with once absent color.



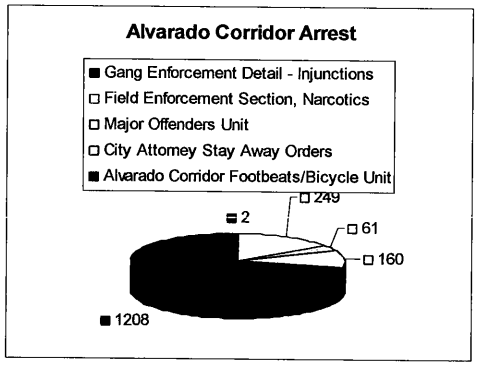




Another partnership component has been a strong commitment by the Department of Water and Power to remedy MacArthur Park's terrible lighting conditions. Installation of high-powered lights with bullet-proof shields has begun on the exterior of the Park and over the next year, new decorative and functional interior lights will replace the current insufficient ones. This update cannot be overstated, as the introduction of adequate lighting will have a direct effect on crime in the area as well as reducing the fear of crime in the ACP. This is an enormous investment but one that will have a lasting positive effect on the community.

Additional partnerships are currently under way to secure either through grant money or private donations, a synthetic turf soccer field with stadium lighting. Software donated by ASVACO, allows the project to conduct custom, ongoing threat assessments and evaluations of progress. Renovation of the park's boathouse and bringing a concession area is being considered and encouraged by the area council office. Also, once a place where people would come to hear emerging talent, the park's Band Shell has been closed and is in desperate need for structural improvements and refurbishing. The Department and its City and community partners are actively looking for funding sources to bring this area alive again with local talent and entertainment.

## OUTCOME

The graph depicts a breakdown of arrests from September 2003 through April 2004.

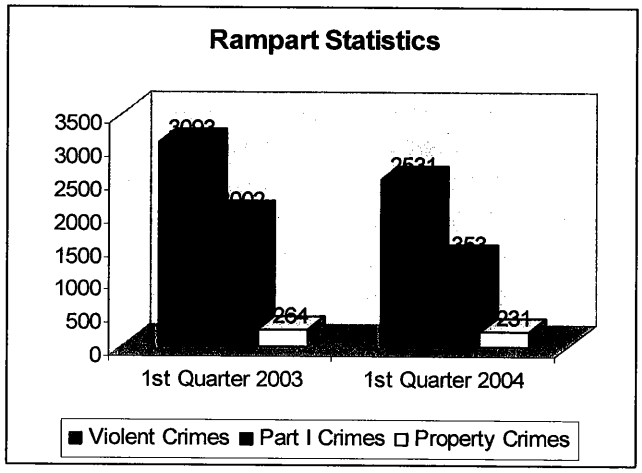


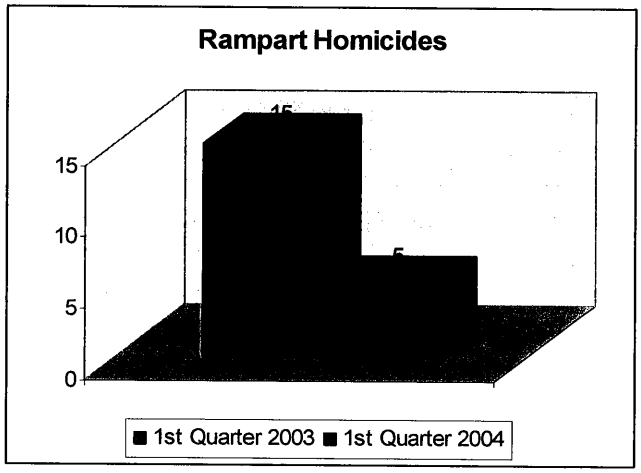

This current data exceeded the initial estimates and has also positively affected the surrounding areas outside of the Alvarado Corridor. Another key component is the relationship established with the Office of the City Attorney. Working closely with the Neighborhood Prosecutor Program[2] and other Deputy City Attorneys, its success can be measured by the following statistics. Cases that are typically low-grade misdemeanors/quality of life crimes that once were not filed or set for hearings are now being filed resulting in convictions with probation conditions that positively impact the park and the community around it. Filings in the Alvarado Corridor went from 212 in 2002 for the entire year to 346 in the final three months of 2003. Over 160 "Stay

[2] Neighborhood Prosecutor Program established a Deputy City Attorney in each of the 18 LAPD stations.

Away Orders" have been obtained for the park and surrounding area. These orders issued by the court are used by officers and kept in binders with certified dockets/sentencing orders reflecting the "Stay Away Order" with booking photos in order to enforce the conditions of probation and keep the problem offenders out of the area.

Also the Major Offenders Unit has arrested 61 felony suspects for the sales of illegal documents. These arrests and subsequent successful prosecutions are the first ever in California. For years, immigrants, college students or just about anyone looking for a counterfeit California Identification Card, Drivers License or Social Security Card knew they could obtain one from the MacArthur Park area. With this new enforcement and now successful prosecutions, the police, the city attorney and the community are sending a clear message that this will no longer be tolerated. In a time when national security is of such major importance, curtailing this specific crime could have far reaching implications beyond the Alvarado Corridor. Also, with the constant presence of the Foot Beats and Bicycle Units, it has brought a continual police presence never seen before. This added a feeling of security in an area that lacked this for years. The overall effects are depicted below:




**Violent Crimes:** **Down 18%**
**Part I Crimes:** **Down 32%**
**Property Crimes:** **Down 24%**

**Homicides:** **Down 67%**

## SOCIAL VALUE

Although in its infancy, this project has yielded significant results and the impact of the total project on the park and the surrounding area has been dramatic. The activity center is now being utilized by children, and programs geared towards adults and seniors are on the rise. Officers assigned to the Alvarado Corridor Unit also take time out from their enforcement to walk with elementary age children from a local school directly south of the park to the activity center on the north side of the park. This gives the children an opportunity to

interact with law enforcement in a positive manner that will hopefully have a lasting positive impact.

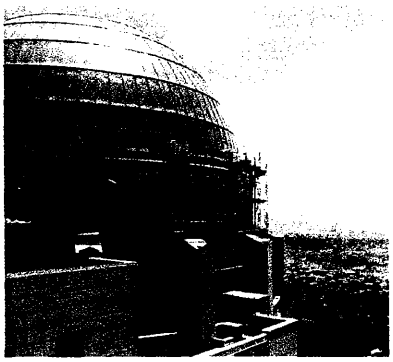
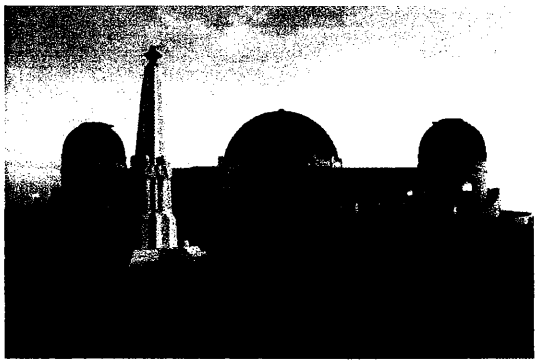
The Alvarado Corridor Project has translated into families returning to the park without the persistent fear of crime. Adult and children soccer tournaments have returned to the open grass area of the park instead of the intoxicated or drug addicted person. The dramatic change has allowed for the first time in many years, a free concert to be scheduled for mid June at MacArthur Park. The well known and accomplished Pasadena Pops Orchestra is bringing their event to entertain the community with a full orchestra and many musically talented children. Food, interactive activities and a patriotic theme will fill the Park. Such an event just six months ago would not have been possible.

Another approach used to change the perception of MacArthur Park and the Alvarado Corridor has been to include the press. A recent investigative report by NBC News highlighted the unique use of our cameras in the Park and the dramatic positive changes being seen. Subsequent to this, a press conference in the Park was done with Chief William J. Bratton, Councilman Ed Reyes and a host of other partners from the Department of Justice and the public. All the local media channels (print/television) were covering the event and the overall response has been positive. This coverage has sparked additional interest from other LAPD divisions and from other police departments throughout the nation. Another benefit from this media coverage has been the growing participation from our local residents and business owners. Their participation and "ownership" of this process will remain the cornerstone to this project. Although much has been accomplished, there is still much more to be done. Working through the Office of the Mayor, economic redevelopment programs are being considered to assist with the area transformation. The local council office (Councilman Ed Reyes) is diligently pursuing a Business Improvement District for the area to further growth and to create stronger partnerships among the business community.

The Chief of Police, the Mayor and local leaders are committed this project and the results have been impressive. Funds allocated for this initiative and personnel within the Alvarado Corridor Project will be maintained to ensure this area returns to being the safest park in the city and the jewel of Los Angeles that it once was.

# GRIFFITH OBSERVATORY
## Renovation and Expansion[RAP1]
## 2007 World Leadership Awards Submission

## Category: Architecture and Civil Engineering

CITY OF LOS ANGELES

Department of Recreation and Parks
Jon Kirk Mukri, General Manager

Bureau of Engineering
Gary Lee Moore, City Engineer

**PROJECT TITLE:** Griffith Observatory Renovation and Expansion

**SUBMISSION CATEGORY:** Architecture & Civil Engineering

## PROBLEM SOLVED OR MITIGATED (PROBLEM STATEMENT)

The renowned Griffith Observatory, which opened its doors in 1935, had seen and been seen by more than 70 million visitors by the late 1990s, at which point the world-class icon began to show its age and that it was in need of an upgrade. However, any large scale project would also have to preserve its historic components. It was these two factors which created a unique, challenging, and massive undertaking.

Though the building and site were much the same as when the Observatory first opened, evidence of wear to the exterior of the structure was obvious, especially on the painted concrete and metal window grilles. Of particular concern were substantial waterproofing and drainage problems on the roof terraces, regular leakage of the copper-clad concrete dome over the planetarium theater, and water infiltration of the telescope domes.

The "historic fabric" of the interior, including the travertine walls and marble and rubber flooring, remained intact and in sound condition but was in need of repair and cleaning after decades of extensive use. Further examination showed the Observatory also did not meet current codes for fire/life safety and disabled access, so improvements to meet these requirements were developed within the framework of the State Historic Building Code.

In January 2002, the Observatory closed for renovation and expansion, a $93 million project that was the first major capital improvement for a cultural landmark that is a national leader in public astronomy with more than two million visitors annually. The Observatory was completely renovated, and expanded from 27,300 square feet to approximately 67,000 square feet through shoring up and underpinning to create nearly 40,000 square feet of additional space for exhibits, offices, and a new cafe and bookstore beneath the existing building and front lawn, while maintaining its historic features.

## PROJECT DESCRIPTION

From the conception of the project, preservation and restoration were essential. All historic spaces and elements were to be retained, and the exterior and interior materials and features were to be restored, including the exterior concrete, copper domes, windows and doors, window grilles, and interior finishes (ceilings, floors, and walls). All work was planned in accordance with the Secretary of the Interior's historic preservation standards, and to enhance the longstanding excellence of the facility.

Four goals guided all project planning:

1. Renovate all elements of the existing building.
2. Develop a state-of-the-art, immersive planetarium environment.
3. Expand public space to improve the visitor experience.
4. Develop an inspiring new exhibit program.

Because the Observatory is a city and national historic landmark, all four goals had to be achieved within the same footprint and at the same elevations as the existing structure.

**Renovation**

The original building is an Art Deco concrete structure with both Modern and Modified Greek influences. Built during the Great Depression, when prices for goods and labor plunged, the architects were able to select both elegant and durable materials, which contributed to the building's longevity and guided both the architects and exhibit designers of the renovation and expansion in their selection of materials.

The building exterior reflects a wide range of details, including a Greek key pattern cast into the concrete, elegant bronze and glass on the main entrance doors, decorative metal window grilles, copper-covered domes, the Astronomers Monument concrete sculpture on the front lawn, and more. The Observatory's interior was designed with the finest materials of the day, including travertine, marble, bronze metalwork, and ornate wood. The design of the public spaces, especially the alcoves, was intended to convey a sense of monumentality and importance, consistent with the "cosmic" presentations.

After completing a detailed survey of the Observatory to establish its character-defining features, the design team developed a list of preservation goals and objectives for this landmark project. It researched the history of the building's design and construction, documented the present conditions, and developed a database of the Observatory's historic and cultural resources. Working with project architect Pfeiffer Partners, Brenda Levin & Associates, the consultant historic architect, ensured all improvements made preserved the original building's key architectural and historical features.

When renovation work began, the relevant interior elements were catalogued, packed, and moved or protected in place prior to the start of work, which began in January 2003, when the building was "shrink-wrapped" in white plastic to remove the exterior lead-based paint in preparation for the rehabilitation of the exterior concrete surface.

Workers removed the copper sheathing from the dome in the fall of 2003 to begin the restoration. They patched and repaired the concrete and applied new waterproofing to the dome. In April 2004, they finished installing new copper sheathing and gutters designed to match the dome's original appearance. Though the copper initially looked like a shiny penny, it has already patinaed to the brownish color it will have for 15-20 years before turning green permanently. No effort was made to prevent or accelerate this process.

Unlike the planetarium dome, the copper panels on the Zeiss telescope and solar telescope domes are actually fastened with rivets to a steel framework, so removing them for treatment was not possible. To restore them, workers patched visible holes and repaired deformations. They also installed new drive mechanisms and seals on the sliding shutters and rotating domes. The copper was then cleaned using a mild detergent and water, but again, nothing was done to change the pace of patination.

The Observatory's roof terraces and promenade (the walkway around the back of the planetarium) had long been the source of dozens of leaks into the building. To address this, workers removed the concrete deck covering the roof, promenade walkways, and stairs, applied a new waterproof material, and installed new concrete paving and steps. The decorative iron grilles, which contribute to the formality of the facade design, were repaired, repainted, and reinstalled.

One of the most meticulous restoration efforts involved the Hugo Ballin murals located in the W.M. Keck Foundation Central Rotunda. Painted in 1934, the murals cover both the vaulted rotunda ceiling and upper walls. The murals were restored to their original brilliance and thus back into spectacular works of art. Covering the entire ceiling in the South Gallery is a mural painted by A.B. Heinsbergen depicting the sun with rays emanating outward that was also restored to its initial grandeur.

Repairing and renovating the travertine walls and marble floors was completed through painstaking work. Cracks were repaired with original stone material ground up and mixed with an epoxy binder to ensure a close match. Additionally, open spots were filled with stone pieces salvaged from other areas or previously stored by the Observatory. The surfaces also received a thorough cleaning to regain their original luster.

Bronze items throughout the building, including all wall moldings, ornaments, lighting fixtures, and vent grilles, were removed, cleaned, and given new wax finishes before being reinstalled.

In addition to preservation and restoration efforts, substantial work went into improving the Observatory building to make it better able to serve its many visitors.

The Observatory's planetarium theater was the third built in the U.S. and with a 75-foot diameter is one of the largest in the world. After more than 100 shows and 13 million visitors, it was ready for 21st century technology. The design called for the theater to be transformed into the Samuel Oschin Planetarium, with a state-of-the-art immersive environment. Workers installed a new aluminum dome, a one-of-a-kind star projector and digital laser projectors, seats, sound and control systems, and lighting. New interior finishes, including cork flooring with a compass rose design, enhance the experience of visitors. The resulting 300-seat theater is the finest planetarium in the world.

Another significant change was the consolidation of all Observatory offices to an area under the planetarium. Formerly occupied by the maintenance and shop staff, the space was transformed into modern, efficient offices for administrative and production staff that also take advantage of the impressive views to the south, and complement the historic nature of the Observatory. The former offices and support spaces on the main level were converted to become the restored library and study, and also provided space to create the new main stairway, other new walkways, and audio-visual control rooms.

Another considerable aspect of the project was to make the building more accessible and easier to navigate for persons with disabilities, and families with young children. One of the most notable additions was the new main sky-lit stairway leading from the existing building down to the new administrative and exhibit levels. An elevator was added in the W.M. Keck Foundation Central Rotunda to take visitors to both the lower administrative level and, for the first time, directly from inside the building to the roof terrace. A gently ramped hallway was installed to enable visitors in wheelchairs to travel from the W.M. Keck Foundation Central Rotunda to the Samuel Oschin Planetarium; in the past, guides had to set steep wooden ramps against the stairs and push visitors to the South Gallery.

**Expansion**

By the time project planning began in earnest, the Observatory had exceeded its capacity. On many weekends, the building was so crowded with visitors it was difficult to see exhibits or have time to reflect on their experience. Display space was limited, hampering the Observatory's ability to share the wealth of amazing new discoveries in astronomy.

One of the most spectacular features of the Observatory is its location. The building occupies the finest piece of public observatory real estate in the world. Of course, that also makes it visible from literally all sides, particularly by those on the front lawn and the millions of people who look up from the sprawling urban basin below Mount Hollywood. Maintaining the visual perspective of a building regarded as a beloved symbol of Los Angeles was a vital project objective.

The expansion plans left the front of the building essentially unaffected; arriving visitors see a view nearly identical to the one before, except for the addition of an oval-shaped, stone clad elevator on the far west side of the grounds. The western edge of the site includes a new terrace and a stairway entrance to the new Gottlieb Transit Corridor, the Observatory's new scientific instrument. Just as the form and shape of the original structure, with its telescope and planetarium domes, reflects the building's purpose, the new architecture of the project's western edge creates a place for observation and discovery. The corridor's contemporary glass walls, with ceramic frit in key locations, are held up by bronze stanchions with details reflecting those on the original building.

Expansion began in January 2003, when workers removed the front lawn and sidewalks and began digging. They ultimately removed 30,000 cubic yards of dirt from the site and created a hole 240 feet long, 100 feet wide, and 30 feet deep. The excavation made room for construction of the exterior shell of the new public space, which was completed in late summer 2004, followed by careful sealing and waterproofing, as well as extensive work on the interior finishes. The lawn was returned in December 2005.

The expansion accomplishes several important objectives toward the goal of improving the visitor experience. Most of this added area of nearly 40,000 square feet is public space, in the form of a large, multi-level exhibit gallery, a 200-seat presentation theater, a new observing instrument, a classroom, and other support areas.

The Richard and Lois Gunther Depths of Space exhibit hall illustrates the recent transformation of cosmic perspective that began when people first ventured into space. No longer is observation and understanding of the sky bounded to the ground and framed by the Earth's horizon. This dramatic area is filled with exhibits that are as monumental and unique as the ideas they illustrate.

The Leonard Nimoy Event Horizon theater is a 200-seat multi-media auditorium that significantly broadens the Observatory's programming and educational capabilities. In conjunction with the classroom in the adjacent Boeing Education Center, the theater will enhance the Observatory's ability to sponsor creative educational activities, from live transmissions of space events to astronomical training for teachers. Visitors move from the historic building to this newly-expanded space via the curving Cosmic Connection, a gently sloping walkway featuring a 150-foot timeline of the universe, including objects and images that remind us of the wonder of the cosmos and our connection to it.

The walkway leads to The Edge of Space, a mezzanine exhibit area featuring the Observatory's spectacular meteorite collection, material from the moon obtained on an Apollo mission, and the first glimpses of the exhibits on the lower floor of the new Richard and Lois Gunther Depths of Space exhibit gallery. The architectural design of these areas reflects the shape and detailing of the building exterior and enhances visitor orientation at the lower levels.

Part of the additional space in the western portion of the expansion is home to the new Cafe at the End of the Universe, which replaces the old snack bar in the parking lot. The location of the cafe, which is operated by Wolfgang Puck Catering and Events LLC, is more accessible for visitors. For those interested in purchasing a souvenir, astronomy-themed book, or other cosmic item, there is a new Stellar Emporium gift shop.

The expansion includes five new public entrances that make the building easier to enter and exit, and are part of a comprehensive plan to make all areas of the building more accessible for all visitors, including those who cannot climb stairs. Circular ramps on the east and west sides of the building enable such visitors to enjoy the view from the South Promenade (outside the Samuel Oschin Planetarium) for the first time. The elevator from the W.M. Keck Foundation Central Rotunda also means that patrons in wheelchairs can now visit the Observatory's roof.

## REQUIRED RESOURCES

The Griffith Observatory renovation and expansion project cost $93 million dollars.

| | |
|---|---|
| Design work and construction | $66.5 million |
| Exhibit program design and fabrication | $14.8 million |
| Planetarium equipment and show production | $8.5 million |
| Other expenses | $3.2 million |

## SOURCE(S) OF FUNDING

Public: $67.4 million
Private: $25.6 million

## NAMES OF OTHER PARTICIPATING AGENCIES

The City of Los Angeles amassed a stellar team to marshal the project: the Department of Recreation and Parks and the Board of Recreation and Park Commissioners were the client and awarding authority; the Department of Public Works, Bureau of Engineering, Recreational and Cultural Facilities Program was the overall project manager, the Construction Management Division managed the construction, and the Bureau of Contract Administration enforced the contract and plan specifications. Pfeiffer Partners, Inc. was the principal architect, Brenda Levin and Associates Architects were the associate architect, and S.J. Amoroso Construction was the general contractor. Friends of the Observatory (FOTO) accomplished a major part of the fundraising, were responsible for specialized equipment acquisition, and managed exhibit design, fabrication and installation via their consultant team, in coordination with Observatory staff and the project/construction management team.

## OUTCOME

On November 2, 2006, the ribbon was officially cut by Mayor Antonio Villaraigosa, City Councilmember Tom LaBonge, Observatory Director Dr. Edwin C. Krupp, and other dignitaries, and the facility reopened to the public the next day. The Observatory is indeed cosmic and has been featured by many media outlets; probably the most literal came from a headline in the Los Angeles Times' November 4, 2006 edition: "An out-of this-world feeling; By bus and on foot, the first visitors to upgraded Griffith Observatory exult in the reopening." The best result, though, is the look of awe on children's faces as they enter the Observatory exhibits (the school program restarted in early March 2007).

## SOCIAL OR HUMANITARIAN VALUE

When Colonel Griffith Jenkins Griffith looked through a telescope at Mt. Wilson, he said, "If everyone could look through that telescope it would change the world." According to Dr. Krupp, "Astronomy prompts the big questions. The big questions invite wonder. Wonder drives the quest for understanding. The quest for understanding invests value in accurate portrayals of nature. Accurate portrayals of nature enhance survival." Astronomy, in that sense, helps underwrite our future.