

**Greater Griffith Park Neighborhood Council  
Review of October 18 Strategic Planning Session**

November 4, 2003

Version 1.2

GGPNC Strategic Planning Ad Hoc Committee  
Richard Spicer, Co-chair  
Kerry Hunnewell, Co-chair

# **Review Session Agenda**

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- Strategic Planning Handout
- Measurable Mission
- Situational Analysis
- Key Result Areas

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  - Deliverables
  - Responsibilities
- Standing Committees: Complete for each of twelve Standing Committees
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  - Deadlines, deliverables, and responsibilities
- Review and Evaluation Schedule

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## **1. GGPNC Purpose and Mission**

## **GGPNC Purpose**

From the GGPNC By-laws:

To improve and unify the diverse communities of the Greater Griffith Park area by promoting citizen participation in government at all levels and by encouraging citizens to advise City Government in accordance with the provisions of law cited in article I of the bylaws.

To participate as an advisory body on issues of concern to the stakeholders of the Council area as defined in these bylaws and in the governance of the City of Los Angeles.

## **GGPNC Measurable Mission**

*“GGPNC will be the best neighborhood council in Los Angeles at interactively communicating with our stakeholders, and at having successful outcomes in advising city government.”*

### Benchmarks over 18 to 24 months:

1. 500 valid email addresses (double the existing database) with similar efforts for other measurable communication vehicles.
2. Increase database from 2,000 to 3,600 contacts.
3. Hold two community meetings per year with 200 stakeholders at each meeting.
4. Ten Community Impact Statements per year.
5. Three community improvement projects or events.

## **2. Situation Analysis**

## **Guiding Principles**

1. Serve the public.
2. Be informed, then useful.
3. Communicate broadly.
4. Interest and engage the public.

## **Stakeholder Needs**

Residents (36,000): public/personal safety, peace and quiet, city services, easy parking, less traffic, integrity of neighborhood, quality education, paramedics, address geographic diversity, library service, solutions for homelessness.

Workers/Businesses (6-10,000): integrity of neighborhood, education/educated workforce, easy parking, less traffic, public safety, transportation, paramedics, beautification/street improvements, solutions for homelessness, newsstands.

Property owners (5-15,000): Integrity of neighborhood, easy parking, less traffic, maintain property values, beautification, quality of schools.

Non residents: traffic, parking, safety issues.

Park users: advocacy for sustainable uses in Griffith Park, preservation and enhancement, information, safety, parking and traffic.

Institutions: advocacy, neighborhood impact issues.

Education (8700 students – 50% residents): enhanced city services in school zones, increased recognition and support, safety.

## **Competitors/Partners**

1. City Council – CD 4 and 13
2. Franklin Hills Residents Association
3. Los Feliz Improvement Association
4. Mayor
5. Los Feliz Local Business Improvement Association
6. Renters Associations
7. Barnsdall Neighborhood Association
8. Barnsdall Art Foundation
9. Friends of Observatory
10. Friends of Ferndell
11. Environmental Groups – Audubon, Sierra Club, Friends of LA River
12. Los Feliz Estates
13. Friends of the Los Feliz Library
14. Bordering Neighborhood Councils
15. Equestrian Trail
16. The Oaks
17. Laughlin Park
18. GLAZA
19. Other

# Strengths and Weaknesses

## Strengths:

1. Formal access to City and information.
2. Greater geographic area.
3. More Diverse stakeholders.
4. \$ 50,000/year budget.
5. Opportunity to define future.
6. Great people.
7. Potential to ensure political support.

## Weaknesses:

1. Formal ties to city – not nimble, can't sue.
2. Greater geographic area.
3. More diverse stakeholders – larger issues/ less focus.
4. Only \$ 50,000 per year budget.
5. Uncertainly re: Brown Act requirements.
6. Need wins, credibility.
7. No defined structure.
8. Lack of support.
9. Public – disadvantage with private groups.
10. Multiple issues.

## **Unique Position**

1. We are the only truly democratic community organization that represents everyone, and has to be listened to by the Mayor and City Council.
2. No baggage – new / groundbreaking – we can define our future.

## **Top Four Communication Opportunities**

1. Revise personal surveys of general needs and priorities to make more systematic and broad.
2. Instant email surveys on specific issues (for example, transportation, secession, Toberman House).
3. Maintain and enhance website.
4. Newsletter for branding GGPNC and to advertise successes.

## **Top Four Service Opportunities**

1. Task oriented workshops.
2. Beautification projects.
3. Facilitate neighborhood watches/ block groups.
4. Lobby day at City Hall focused on budget priorities.

## **External Challenges**

1. Brown Act.
2. Ethics Ordinances.
3. Older organizations.
4. City departments slow in accepting neighborhood council role.
5. Apathy, complacency, other activities.
6. Language and cultural differences.

## **Internal Challenges**

1. Attrition - larger pool of active participants.
2. Change in leadership.
3. Meeting space.
4. Staffing.
5. Morale.
6. Throughput – infrequent meetings.
7. Competing visions.
8. Competing commitments.
9. Outreach.

### **3. Key Result Areas**

## Key Result Areas

1. **Outreach** (10 votes )  
*Next Action: Andrew to complete objectives, strategies and next actions by 11/13 for 11/18 Board meeting agenda.*
2. **High Visibility Achievement Projects** (8 votes)  
*Next Action: Cheryl to complete and forward objectives, strategies and next actions to Andrew by 11/13.*
3. **Receive and Process City Information** (5 Votes)  
*Next Action: Bruce to complete and forward objectives, strategies, and next actions to Andrew by 11/13.*
4. **Lobby Day - Prioritize 5 City Budget Priorities** (4 Votes)  
*Next Action: Charley to review with committee to complete and formalize objectives, strategies, and next actions.*
5. Effective Committees – Partner with Other Organizations (3 votes)
6. Ten Community Impact Statements per Year (2 Votes)
7. Ongoing Services – Task-oriented Workshop / Neighborhood Watch (2 votes)
8. Adherence to Guiding Principles (1 vote)

## **4. Implementation Strategies**

## **Strategies for Implementing Strategic Planning Priorities**

1. Reassess Key Result Areas.
2. Prioritize and share with committee chairs.
3. Avoid unrealistic deadlines.
4. Focus – no more scattering our energies.
5. Don't sweat the small stuff.
6. Be supportive of those out there doing things.
7. No more micromanagement – delegate authority – practice respect.
8. Revisit and assess progress.

**5. Key Result Area Working Groups:  
Measurable Objectives and Related Strategies**

## **Key Result Area: Outreach**

(Kerry Hunnewell and Andrew Westall)

1. *Objective:* Participation of 40 outside people at Board Meetings and an average of 15 participants at committee meetings.

*Strategies:*

- Revamping and adding a new series of posting locations.
- More compelling issue-oriented email.
- Phone trees.

2. *Objective:* Identify 12 community organizations and establish single-point liaisons with each of them (2-way).

*Strategies:*

- Identify organizations and prioritize.
- Appoint liaisons for 12 organizations; establish communication and counterparts.
- Sponsor informational meetings with all identified organizations.

## **Key Result Area: Outreach (continued)**

3. *Objective:* Find and implement 5 vehicles for reaching a minimum of 3,600 constituents to educate on issues affecting our quality of life.

*Strategies:*

- Direct mail / Leave-behind newsletter.
- Email newsletter.
- Website.
- Issue forums.
- Utilize local media / Public relations.

4. *Objective:* Find and implement 5 vehicles for the Public to participate in the political process.

*Strategies:*

- Letter and email writing campaigns.
- Lobby day.
- Organizing the public to attend city meetings.
- Interactive website.
- Surveys.

## **Key Result Area: High Visibility Achievement Projects**

(Cheryl Johnson)

### 1. Production of a GGPNC directory

*Description:* This directory will be professionally designed (with Bernadette Soter lending her graphics background and talents), with lists of helpful city services, organizations, businesses, schools, churches, art galleries, restaurants, cultural institutions and other amenities within our geographic boundaries. It will also include a map of the historical places of interest within our boundaries. It will be distributed at public facilities and businesses, and mailed--if budget permits.

*TimeLine and Responsibilities:* Bernadette has agreed to oversee the project and will explore printing costs. She will also assess what assistance she needs, and seek volunteers or provide specific assignments. She will be able to start putting together the book in January, and anticipates its completion by summer 2004. Bruce Carroll and Cheryl Johnson will collaborate on development of a map and description of the historical sites within our jurisdiction (on pullout or foldout map).

### 2. LA River Cleanup

GGPNC will hold a GGPNC-Cleanup-the-LA-River-Day in conjunction with other community groups. This event is already organized and calendared by other groups. Soter will advise on the scheduled date which is believed to be in June, and will enlist others to help on the publicity and arrangements. Charlie Mims is in charge of serving refreshments for the throngs of loyal GGPNC'ers that are expected to emerge for this event.

## **Key Result Area: High Visibility Achievement Projects (continued)**

### 3. Community Cleanup

We will adopt a two- or three-block "orphaned" and "blighted" area within our geographic boundaries, and bring our collective energies and resources to its refurbishment.

Two candidate areas have been suggested: 1) the Hollywood Boulevard area between Edgemont and Alexandria, and 2) the area around Sunset and Fountain. The object is to pick an area which is not the subject of significant attention or attachment from or by other local institutions or organizations, but which is a significant eyesore. Johnson is exploring the feasibility of the first specified area, while Kerr is examining the second. Anyone with other suggestions should forward them to Kerr and Johnson. By December, we should have settled on our final neighborhood makeover candidate.

### 4. Watch for the Big Bang Opportunity

We are all charged with maintaining a watchful vigil for a high visibility activity or issue for the GGPNC. Often these opportunities are presented by the need for opposition to some controversial proposed undertaking or project (like a proposed gas line under Los Feliz Boulevard, closure of the schools, secession, etc.)

## **Key Result Area: Receive and Process City Information**

(Bruce Carroll)

*Premise:* The failure of the City to fulfill the promise and premise of the Early Notification System, ENS. With few exceptions it can be regarded currently as the Essentially Nonexistent System.

*Objective:* To overcome this impediment, the group decided that GGPNC should have two strategies.

*Strategies:*

1. Each committee should compile a list of websites or other sources where the material that might give them advanced word of actions that might impact GGPNC territory can be found. Then, committee members should try to systematically collect relevant info on a timely basis.
2. The GGPNC, perhaps in concert with other neighborhood councils, all of which are facing the same massive search for their own needles in the City's haystack, should exert more pressure on the powers-that-be to actually create the envisioned, comprehensive ENS--a service that can be relied upon to provide the earliest possible information, clearly presented, relative to any contemplated actions, sorted by NC area.

## **Key Result Area: Lobby Day**

(Charley Mims)

At the GGPNC's recent Strategic Planning Retreat one of the adopted goals for 2004 was to lobby our elected officials to accomplish the five selected GGPNC goals for the City's 2004-2005 budget:

1. Creation of public parking in the commercial areas along Vermont Avenue and Hillhurst Avenue.
2. Create "service zones" in the immediate vicinity of schools to assure priority of service for street resurfacing, tree planting, sidewalk repair, street lighting, housing inspections and enforcement, enforcement of City ordinances, and Police services. Included within this school service zone concept would be multiple-use of school facilities.
3. Increased police service to be partially measured by reduced response times and community policing.
4. Fund two (2) additional positions in the Los Angeles Homeless Services Authority to be dedicated to the GGPNC area.
5. Support the Griffith Park master plan process including the planning for the Los Angeles River through the Griffith Park area.

## **Key Result Area: Lobby Day (continued)**

*Objective:* To achieve adoption of the GGPNC Budget Priorities by the City of Los Angeles.

*Strategies:*

Training. We will first hold training sessions for the GGPNC lobbying volunteers where they will be trained in how to best communicate with and lobby our elected officials.

General Lobbying. In addition to lobbying the Mayor's staff for our budget priorities we plan to lobby key Council members.

Specific Lobbying. Next, we plan to set up meetings with the two (2) Councilmen who represent the GGPNC area, Eric Garcetti and Tom LaBonge. Afterwards we will meet with other members of the City Council's Budget & Finance Committee. These meetings will be held when the Councilmen can meet with us. The meetings will be targeted for the month preceding the release of the Mayor's budget to the City Council.

Public Relations. As part of our "Lobby Day" we plan to hold a press conference and send out press releases to advertise our budget priorities.

Lobby Day. We will then hold our lobby day.

Follow-up. After lobby day, we will follow up with Council members whom we lobbied.

Measurement. And finally we will tally our successes in achieving our budget priorities.

## **6. Recommendations for Next Steps**

## Recommendations for Next Steps: Board Level

Establish deadlines, deliverables, and responsibilities for each of the four Key Result Areas, in conjunction with the relevant committees.

### Four Key Result Areas



Outreach

High Visibility Projects

City Information

Lobby Day

Deadlines

Deliverables

Responsibilities

<i>Objectives Strategies</i>	<i>Objectives Strategies</i>	<i>Objectives Strategies</i>
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## **Recommendations for Next Steps: Standing Committee Level**

Each Standing Committee, with the assistance of the Executive Committee if requested, will articulate for an 18 - 24 month planning horizon

- Measurable Mission
- Key Result Areas
- Measurable Objectives and Related Strategies for each Key Result Area
- Deadlines, deliverables, and responsibilities for each Objective and Strategy

Those deliverables should be submitted to the Executive Committee for review and refinement, and thereafter, to the full GGPNC Board for ratification.

This role for Standing Committees is consistent with

- GGPNC Board and Executive Committee resolutions on Strategic Planning;
- GGPNC Procedures for Standing Committees, adopted by the board;
- Recommendations of the GGPNC Ad Hoc Strategic Planning Committee;
- Ongoing work of several committees in this regard.

## **Recommendations for Next Steps: Review and Evaluation Schedule**

Every 4-6 months, each Standing Committee will prepare a report for the Executive Committee, evaluating and describing its progress toward its adopted Measurable Mission and Objectives.

Thereafter, the Executive Committee will review those reports, and in conjunction with the committee chairs, will present summaries and recommendations on the progress of the Standing Committees to the full board, for its approval.

Every 12-24 months, the GGPNC will engage in a Strategic Planning Process to

- Review the Council's overall progress toward its Measurable Mission and Objectives;
- Redefine new Measurable Mission and Objectives for the GGPNC as appropriate; and
- Support the Standing Committees in the development of new Measurable Missions and Objectives consistent with the Mission and Objectives of the GGPNC.