

**GOVERNANCE CATEGORIES FOR ANALYSIS OF STRUCTURES AND OPTIONS FOR GANG REDUCTION ACTIVITY**

*Four Categories of  
Public Sector  
Structure*

<b>HIERARCHICAL</b>	<i>Primary Characteristics</i>	<i>Illustration of Type</i>	<i>Trend for Governance Structure Type</i>
	<ul style="list-style-type: none"> <li>Uniform delivery of public service from one governmental entity</li> </ul>	<p>New Deal Governmental structures developed to meet public need are the basis of cabinet and agencies throughout the federal system</p>	<p>Despite the need for uniformity and accountability, the more complex the issue becomes, and the lessening of the impact of boundaries, the hierarchical entity is slowly changing. The existence of "other providers" to compete for the service and the advent of new and rapidly changing technology are fostering a sea change in the method of providing public service.</p>
<b>OUTSOURCED</b>	<ul style="list-style-type: none"> <li>Organizational structure with the expertise and professional skills "in-house"</li> </ul>	<p>Law enforcement entities for the better part of the twentieth century existed in highly specialized areas. The Federal Bureau of Investigation (FBI) and the Central Intelligence Agency (CIA) had different charters to follow.</p>	<p>Single mission departments at the federal, state and local level with concrete boundaries are slowly moving towards more outsourcing, collaborations. The view of government as the provider of service changing into government as "integrator" of services is more the rule than the exception.</p>
<b>JOINED-UP / COLLABORATIVE</b>	<ul style="list-style-type: none"> <li>Third party delivery of services in various models: contracts between government agencies, commercialization, public-private partnerships, outsourcing, privatization</li> </ul>	<p>Two prime examples are the Department of Energy and the NASA Program which both spend more than 80 % of their respective budgets on contracts. DOE has only 16,000 with contractors outnumbering employees by 130,000 people. Both agencies have become de facto contract managers.</p>	<p>The shift from government delivered to contracted is seen in a 24 % increase in federal level contracting from 1990 to 2001. Third party or outsourced government is seen clearly in the military today. Since 1991, the number of troops in the Army has plummeted by 32 % but private companies are picking up the slack. Over 1,000 private companies are actively involved in nearly every component of warfare, and they are inextricably linked in every process as evidenced in the War in Iraq.</p>
	<ul style="list-style-type: none"> <li>Dismantling the stovepipes between two formerly hierarchical government agencies to better share information and coordinate efforts</li> </ul>	<p>Provision of human services, for example, in the State of Oregon's "No Wrong Door" initiative. Guiding principle is that the "first point of contact" is where the citizen will get the service they need. Five networks of service have been reduced to one integrated network.</p>	<p>The shift to these initiatives between governmental agencies is a trend that stems from better information technology and more scarce resources. The cost of the internet based info has reduced the cost of information to a fraction of what it once was.</p>
	<ul style="list-style-type: none"> <li>Government agencies creating more of a "one stop shopping" method of service provision, thus utilizing relationships and technology to share information and efforts to better serve</li> </ul>	<p>"Joined-up" government is a signature component in the British model today. TO insure that no one falls through the cracks and faces social 'exclusion', reps from five ministries are required to coordinate at a high level.</p>	<p>Another illustration of this trend can be seen in the Post -911 activities with interagency collaborations. Colorado's Integrated Justice Network links five state-level criminal justice agencies-law enforcement, prosecution, courts, adult corrections, and juvenile corrections-to create one virtual criminal justice information system.</p>

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<b>NETWORKED</b>	Governing by network represents the confluence of four trends that are altering the shape of public sectors worldwide:	When welfare reform was adopted, the most dramatic example of a governmental transformation might be the Milwaukee, Wisconsin model. The government in Wisconsin made a fundamental shift in the mission. Instead of dispensing cash benefits to welfare recipients, government began to help families achieve economic self-sufficiency. Administrative entitlements were out; work requirements, job training, transportation assistance and time limits were in.	The Network Model is a response to a more complex set of issues as government executives redefine their core responsibilities from managing people and programs to coordinating resources for producing public value.
	1. The rise in the use of private firms and non-profits to do government's work;	Responsibility for the operation of this mission change devolved to 72 agencies scattered across Wisconsin. These entities were paid a flat fee and allocated a significant level of operational freedom. In exchange for the flexibility, each agency had to agree to state-administered performance criteria.	As governments rely less on public employees and more on a web of partnerships and contracts to do the public's work, how well an agency manages networks contributes as much to its successes and failures as how well it manages its own public employees.
	2. Efforts to "join up" governments horizontally and vertically to streamline processes from the perspective of the customer-citizen;	This approach opened the formerly county monopoly on welfare administration to bids from private providers. Today more than 70 % of the "W-2" agency workload is now handled by private providers.	Successful network management requires grappling with skill set, technology, information asymmetry, and cultural issues. The network manager must master the challenges of governing by network: aligning goals, providing oversight, averting communications meltdown, coordinating multiple partners, managing tension between competition and collaboration, and overcoming data deficits and capacity shortages.
	3. Technological breakthroughs that dramatically reduce costs of partnering; and	Milwaukee is the most dramatic example with all former "W-2" county agencies now being private organizations- four non-profits and one for-profit firm.	The success or failure of the network approach is usually traced to its original design. A government agency should not let its historical processes, current organizational charts, or existing capabilities dictate what activities should be pursued under a networked approach. Assets that public officials may use to activate a network include money, rhetoric, people, technology, and authority. A strong integrator, either the government as integrator, a third party, or non-profit, is a critical component of a well-designed approach.
	4. Increased citizen demands for more choices in public services.	Milwaukee's hierarchical county administered system could adequately administer the old welfare system of enforcing rigorous cash-payment receipt guidelines but the system was not equipped for the more complex challenges of welfare reform.	With a network government approach, the traditional accountability model shifts from standard record-keeping to the flexible network. Proof of performance, service-level agreements, outcomes, high trust levels, and penalties and rewards tied to results become the new measuring stick.
	<b>SOURCE OF INFORMATION FOR THE CATEGORIES AND MODELS:</b> Governing by Network-"The New Shape of the Public Sector" Goldsmith and Eggers, JFK School at Harvard University, and the Brookings Institution Press, 2004.		

## Governance Structures in Southern California and Key Characteristics

### GOVERNANCE STRUCTURES IN SOUTHERN CALIFORNIA

<i>Entity Description</i>	<i>Form of Governance</i>	<i>Service</i>	<i>Funding/Resources</i>	<i>Category Identifier</i>
<b>Air Quality Management District (AQMD)</b>	Regional District Established to Protect Resident Populations of Orange, Riverside, San Bernardino, and the Urban Areas of Los Angeles from the Ill-Effects of Air Pollution	<b>Air Pollution Control</b>	\$ 110.6 million in 05-06 comprised of fees on businesses violating air quality standards and a surcharge on car registration of vehicles.	" Joined-Up" or Collaborative Organization
	<b>Governing Board comprised of 12 members with 3 of the members being appointed (one by the Governor, the Speaker of the Assembly, and the Senate Rules Committee. The other 9 members are elected officials from the Counties and Cities of the Southern California Basin covering 10,743 square miles and inhabited by 16 million people.</b>		Organization Resource: Executive Office and Highly Specialized Team of Legal and Technology Professional serving the Governing Board in District Configurations.	
<b>Metropolitan Water District (MWD)</b>	Regional District is a consortium of 26 cities and water districts that provides drinking water to nearly 18 million people in parts of Los Angeles, Orange, San Diego, Riverside, San Bernardino and Ventura counties.	<b>Provision of Adequate and Reliable Supplies of High-Quality Water to Meet Current and Future Needs</b>	\$ 1.69 Billion Operating Budget and \$ 506.3 million Capital Budget for debt service and operations and maintenance of the Colorado River Aqueduct, treatment plants and reservoirs.	Joined-Up or Collaborative Organization
	<b>Governing Board of Metropolitan is comprised of a 37 member Board appointed by the 26 member cities and water districts to insure the safe and efficient delivery of 1.7 billion gallons of water per day to a 5,200 square mile service area.</b>		Funds Sources are from water sales, taxes, bond funds , charges to member agencies, repair and replacement fund and various other.	
			Organization Resource: Executive Office and Highly Specialized Team of Legal and Technology Professional serving the Governing Board in Specialty Areas of Maintenance, Construction, Treatment Plant Operations	
<b>Los Angeles Unified School District (LAUSD)</b>	School District is a State legislated program with the mission to educate all students in the jurisdictional boundaries of LAUSD to a high level of achievement that will enable them to be responsible individuals and productive members of the greater society.	<b>Educate K-12 Children</b>	Total School District Budget is \$ 13,167,000,000 for '05-06 from mostly state and federal sources of revenue as seen on the "financial information" on the attached page.	Joined Up or Collaborative Organization
	<b>LAUSD Board of Education Board of Directors has 6 District positions. These are elected positions to be accountable to the State of California whose legislative mandate and funding for K-12 education prevail over local jurisdictions, including the City of L.A. The LAUSD boundaries encompass 710 square miles, including the City of Los Angeles, several other cities, and unincorporated parts of L.A. County.</b>		A Superintendent of Schools and a highly structured district professional staff and teachers totaling 77,754 employees of the District provide educational services to 727,117 K-12 students and 149,893 community adults and early education centers.	

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<b>Metropolitan Transit Authority (METRO) Los Angeles County</b>	Transportation District is the transportation planner and coordinator, designer, builder and operator of the region covering 1,400 square miles, and encompassing 10 million people or nearly one-third of California's residents.	<b>Transportation planner, designer, builder, and operator for 10 million residents</b>	Total Transportation budget for 2006 is \$ 2.859 billion. This mixed source revenue stream is from four primary sources: sales tax, federal, state & local grants, passenger fares and advertising, and net proceeds from financing supports the second largest bus system in the U.S., operates three light rail lines and one heavy rail line with 220,000 boardings daily, and supports the new construction of light and heavy rail lines.	Joined Up or Collaborative Organization
	<b>The Metro Board of Directors governs the activities of this transportation public agency with 13 voting members. The Board of Directors include the five Los Angeles County Board of Supervisors, the Mayor Los Angeles and three appointees, four members appointed by the L.A. County/City selection committee, and one non-voting member appointed by the Governor. These Board members serve on the Board but also function in standing committees of the Board.</b>		A Chief Executive Officer and a highly specialized organization of planners, construction project managers for the massive construction of new lines, communications staff to maintain effective relationships with residents as the system operates and is being built simultaneously, and a COO. to maintain a management handle on the train, bus and other operations.	
<b>LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA))</b>	Authority is a joint City of Los Angeles and County of Los Angeles created public agency since 1993 to provide funding and guidance for a network of local, non-profit agencies with missions to help people leave homelessness permanently. The mission of this networked government structure is to "support, create and sustain solutions to homelessness in L.A. County by providing leadership, advocacy, planning and management of program funding."	<b>Housing Services Coordinator in Los Angeles County</b>	Each year LAHSA distributes between \$ 45 million and \$ 60 million in public funds for homeless services. LAHSA is the conduit for federal, state and local funds to be distributed through competitive procurement methods following the guidelines of the originating governmental entity. Once the procurement is complete, and the Commission approves an award of funds to a service provider, LAHSA then enters into contractual agreements with awardees who carry out the work. Currently, there are contracts with more than 80 agencies under 120 different program types.	Networked Government Structure

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	<p>LAHSA is governed by a politically appointed 10 member Commission. Five members are selected by the County Board of Supervisors and five are chosen by the Mayor and City Council. The LAHSA Commission has the authority to make budgetary, planning, funding and program policies. LAHSA also has a 39 member Advisory Board and has also convened a 60 member Blue Ribbon Committee to help sharpen the focus of the agency as advocate and integrator of service to homeless populations in L.A. County.</p>		<p>Organizational structure is not that of an operator of services as in the other structural organizations in this analysis. An Executive Director with an organization that is designed to network includes strategic planning, grants and contracts management, program managers and an information technology element. Awards of contracts to private and non-profit providers represent the fundamental nature of the organization.</p>	
<b>California Coastal Commission</b>	<p>Commission is an independent, quasi-judicial state agency. The Commission was first established by voter initiative in 1972 (Proposition 20) and later made permanent by the legislature in the California Coastal Act of 1976.</p>	<p><b>Protect, conserve, restore, and enhance environmental and human-based resources of the California Coast and ocean for sustainable and prudent use of current and future generations.</b></p>	<p>With a \$ 15 million operating budget, the Commission enforces the Coastal Act that calls for the protection and enhancement of public access and recreation, marine resources, environmentally sensitive habitat areas, marine water quality, agriculture, and scenic resources, and makes provisions for coastal-dependent industrial and energy development. New development in the coastal zone requires a coastal permit wither from local government or the Commission. Local governments are required to prepare a local coastal program (LCP) for the coastal zone portion of their jurisdiction. After the LCP is approved, new development is delegated to the local government, subject to limited appeals to the Commission. The Commission is also the principal state agency for purposes of administering the federal Coastal Zone Management Act.</p>	<p>Joined Up or Collaborative Organization</p>
	<p>The Commission is governed by its twelve member body appointed equally with four members each- the Governor, Senate, and the Assembly. Six of the voting commissioners are locally elected officials and six are appointed from the public at large. Four ex officio (non-voting) members represent the Resources Agency, the Business, Transportation and Housing Agency, the Trade and Commerce Agency, and the State Lands Commission.</p>		<p>Organization is highly specialized in regulatory and technical knowledge of the coastal zone, marine life, and the permitting requirements for developing along the California Coast. There are six offices in different state areas with the headquarters in San Francisco.</p>	

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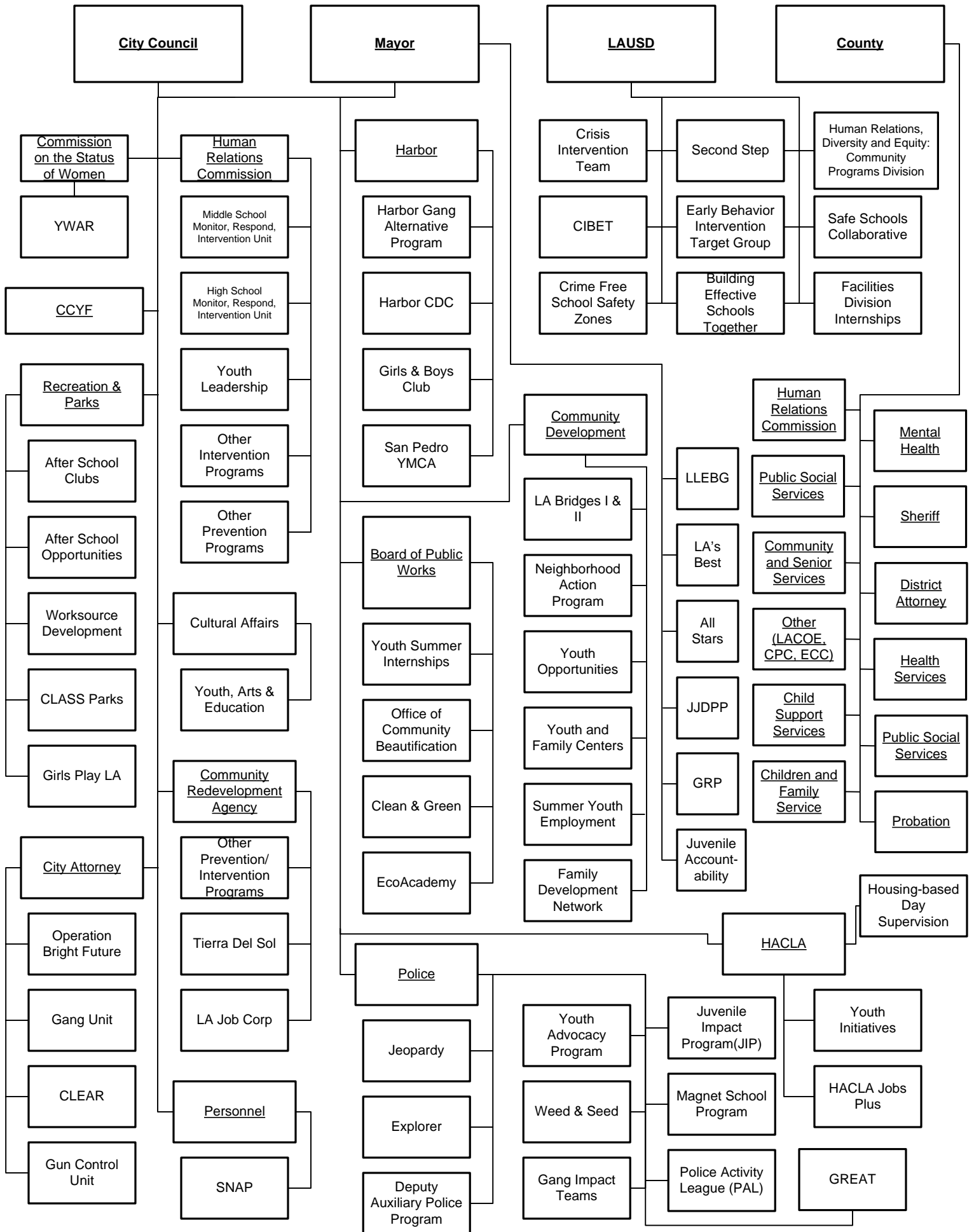
<i>Entity Description</i>	<i>Form of Governance</i>	<i>Service</i>	<i>Funding/Resources</i>	<i>Category Identifier</i>
<b>Housing Authority of the City of Los Angeles (HACLA)</b>	<p>Authority is a State of California chartered public agency as set forth in the State's Health and Safety Statutes. The local jurisdiction, Los Angeles, expressed a local need for this State agency in 1938 and formed the Authority to perform the job of slum clearance and the production and management of low-income housing. The Authority is then accountable to the State, the City, and then to the federal government which provides the vast majority of funding.</p>	<p><b>Provide decent, sanitary, and housing to very low-income families.</b></p>	<p>With a mostly federal budget of approximately \$ 600 million, the HACLA manages some 9,000 units of housing in its inventory, administers 50,000 Section 8 / Housing Choice Vouchers, provides an array of resident services programs to youth, families, and elderly in its programs. In addition, the HACLA manages a \$ 25 million per year rehabilitation program for its aging housing inventory, and has served as government integrator in the new HOPE VI program approach to revitalize the housing and the neighborhood at select public housing sites.</p>	<p>Joined Up / Collaborative Moving Toward Network</p>
	<p style="text-align: center;"><b>The Mayor appoints the seven members of the Board of Commissioners, with the approval of the City Council. Two of the seven members of the Board of Commissioners are residents of the HACLA's housing programs.</b></p>	<p style="text-align: center;"><i>Mission of the HACLA is expanding to also provide all possible opportunities to help families reach economic self-sufficiency goals.</i></p>	<p>Organizational structure is that of an Executive Director, and senior level department heads administering the federally funded programs from a central headquarters location, with local offices on-site at all major housing communities. The HACLA works collaboratively with LAHSA, and other housing and redevelopment agencies, as well as other public housing authorities in the region.</p>	<p>The HOPE VI Program in operation since the mid 90's has moved HACLA closer to a government integrated network model.</p>
<b>Santa Monica Mountains Conservancy</b>	<p>Conservancy is a joint powers entity, as provided in legislation in California since the mid- 70's, that allows two or more government agencies to combine forces by jointly exercising their powers with respect to a specific purpose or set of objectives. The Conservancy has joined with various government entities to forge these partnerships with the intent of working cooperatively to preserve public parkland. The Santa Monica Conservancy is a member of seven joint powers authorities. These joint powers authorities function as legally separate government entities with their own governing boards. The Conservancy works together with many government and nonprofit agencies to achieve the mutual goal of an interlinking network of parks and trails, and open space for public use and wildlife habitat surrounding the great Los Angeles metropolitan area.</p>	<p><b>Direct action, alliances, partnerships, and joint powers authorities, the mission is to strategically buy back, preserve, protect, restore, and enhance treasured pieces of Southern California to form interlinking network of parks, open space, trails, and habitat areas that are accessible to the public.</b></p>	<p>Modest operating budget of \$ 700,000 from State funds is the operating budget for the Conservancy.</p>	<p>Networked Government Structure</p>

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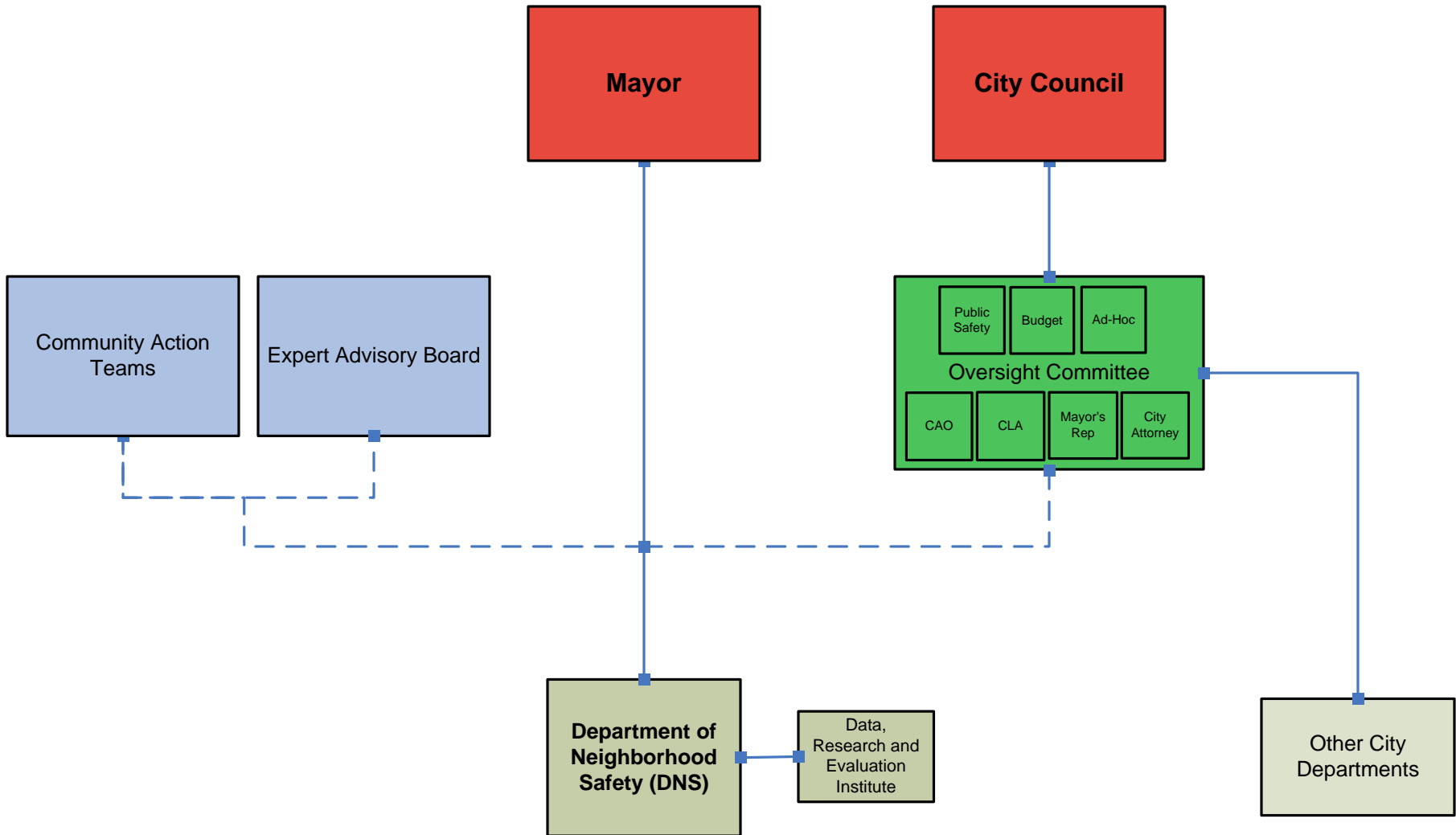
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	<p>Conservancy consists of nine voting members, three ex-officio members, and six legislative members. This policy making entity for the Conservancy is broadly representative of state, regional, and local interests. A twenty-six member advisory committee meets jointly with the Conservancy and offers citizens the opportunity for even greater participation.</p>		<p>A small staff acts as the networking integrator for the various joint powers agreements, and the relationships with non-profits and other entities for advocacy and planning purposes of the natural habitat surrounding Los Angeles.</p>	
<p><b>Better Educated Students for Tomorrow (LA's BEST)</b></p>	<p>A non-profit organization created in 1988 by Mayor Tom Bradley to address an alarming rise in the lack of adequate adult supervision of children during the critical hours between 3 and 6 p.m. From its inception, LA's BEST has maintained a balance of high quality standards for education, enrichment, and recreation guided by a clear vision and mission, and supported with a values based belief system that is woven into the programming.</p>	<p><b>Provide a safe and supervised after school education, enrichment and recreation program for elementary school children ages 5 to 12.</b></p>	<p>With an annual budget of \$ 35 million that comes from two major levels of government and also from the private sector, is in every sense a true partnership. The program started and remains in the Mayor's Office, but has dual residency and involvement through LAUSD. Co-management of the program not only allows LA's BEST to make use of opportunities directed to the City of LA and LAUSD, but to also be a reliable partner and influence on education policy. The hybrid structure of LA's BEST has been recognized as a very versatile entity than that of most independent "third party agencies."</p>	<p>Networked Non-profit Integrator</p>
	<p><b>Board of Directors is responsible as policy-makers of the program for oversight and strategic planning, including the creation of a diverse and sustainable funding base for the organization. Expanded advisory board is responsible as stewards of the program for assuring quality and representing diverse community and constituency views to the organization.</b></p>		<p>LA's BEST takes responsibility for training and supporting a staff which includes many of the most dedicated and effective after school employees in the U.S. The Corporate management is in the Mayor's Office and it worked hand-in-hand with the Operations Management staff located at LAUSD. The program focuses on training and quality in its programming and educational approach. The organization places an emphasis on training and staff development and has done that since 1988.</p>	

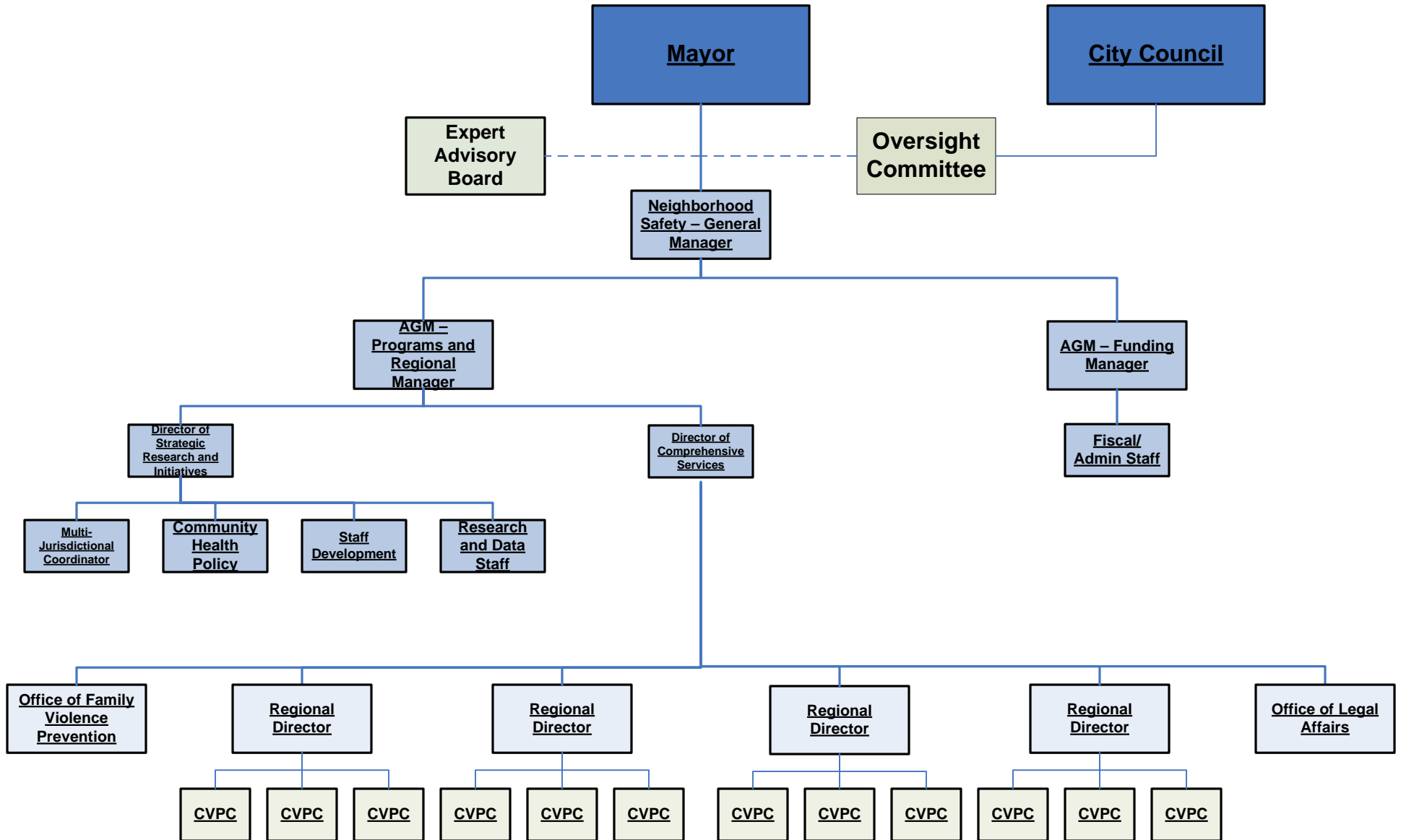
# Diagram of City and County Programs



# City Organizational Chart

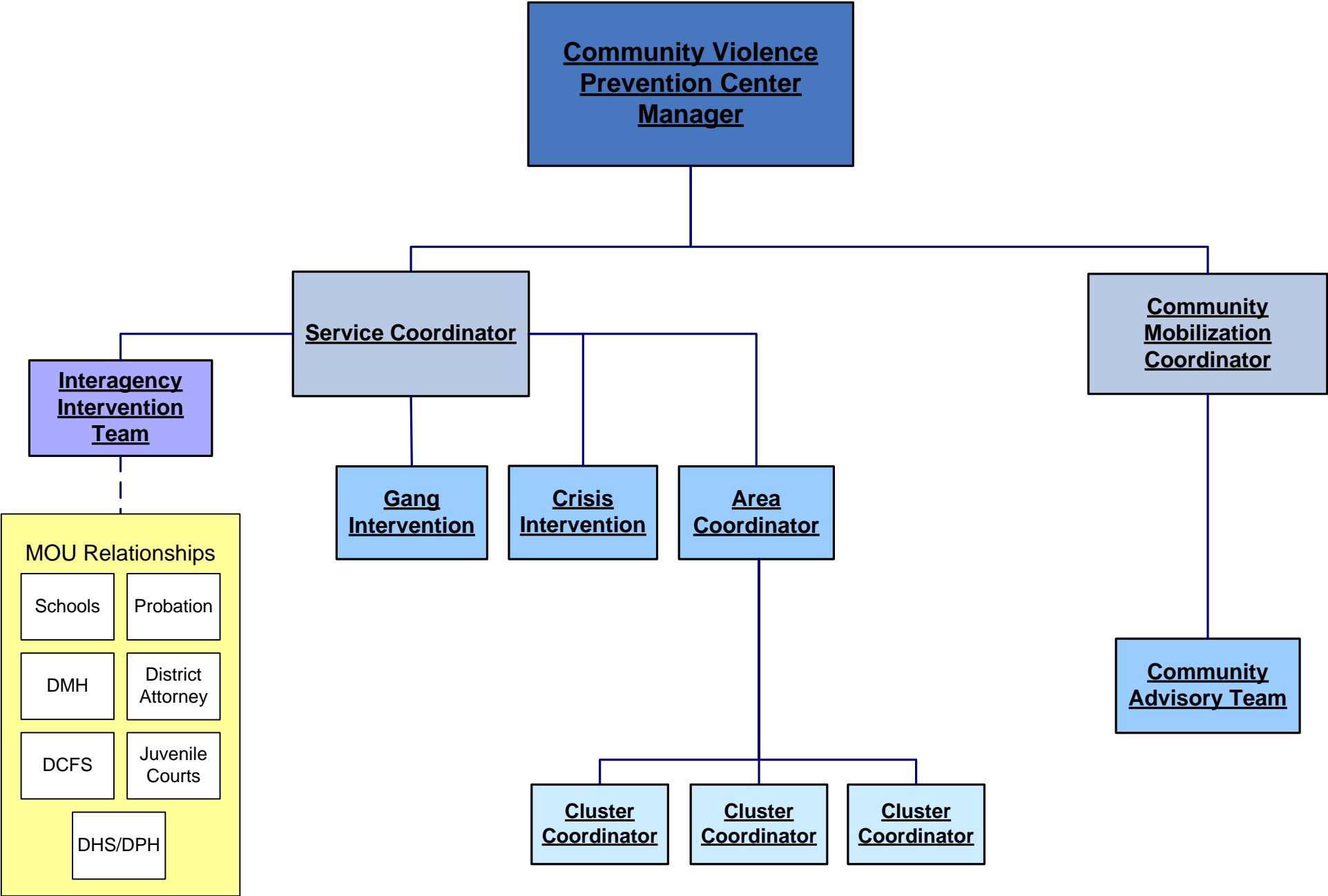


# Department of Neighborhood Safety: Organizational Chart



\*Note, this chart does not include all administrative, clerical and fiscal staff  
 \*Note, CVPCs will expand over time requiring additional Regional Directors and CVPC staff.

# Department of Neighborhood Safety: Community Violence Prevention Center Organizational Chart



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# Regional Gang Reduction Entity

