



Economic Resiliency Task Force

Comprehensive Report

Los Angeles County June 30, 2020

BACKGROUND

On March 4, 2020, Governor Gavin Newsom proclaimed a State of Emergency in California as a result of the novel coronavirus (COVID-19) global pandemic. Following the Governor's proclamation the Los Angeles County Board of Supervisors (Board) declared a local emergency in Los Angeles County and the County Health Officer declared a local health emergency as a result of COVID-19 the same day. At the Federal level, on March 13, 2020, President Trump declared the COVID-19 pandemic a national emergency. On March 19, 2020 the County Health Officer issued the Safer at Home Order to slow the spread of COVID-19. As a result of these actions, the spread of the virus has slowed. Nevertheless, COVID-19 has had a profound economic impact on the County. According to the assessment dated May 19, 2020, provided by the Los Angeles Economic Development Corporation, roughly 45.9% of jobs across multiple sectors that have strong roots in the County were at high risk of loss due to COVID-19.

The Board recognized that a plan to revive and re-open the economy required public-private partnerships in which economic sectors, industries and government work closely together. To facilitate such cooperation, on April 28, 2020, the Board established the Los Angeles County Economic Resiliency Task Force to “leverage public-private partnerships to improve the economy, create jobs and return to full employment.” The expectation of this Task Force was to develop actionable recommendations based on the best practices for a phased recovery of the County's economy. The Task Force consists of the five members of the Board along with the representatives from 13 economic sectors. Each sector was led by a Board appointed task force member (Appendix D: Sector Leads) and comprised of a diverse representative membership. In these work groups, sector leaders and industry stakeholders formulated recommendations for the recovery and revival of that sector and the County economy. More than 300 industry leaders and stakeholders contributed to these work groups. The Task Force convened on May 19, 2020, and completed its work on June 30, 2020. In this brief time, the sector representatives and their work groups formulated hundreds of recommendations (Appendix B: Sector Specific Recommendations) and plans for sector specific re-openings (Appendix C: Sector Specific Reports) in order to inform the County's evolving return to work plan. The work of the Task Force and the sector work groups took place in a rapidly changing environment. In some cases, recommendations that were proposed early in the process have been fully or partially addressed by subsequent public health orders (Appendix A: Recommendation and Health Officer Order Comparison).



THEMATIC SUMMARY

Los Angeles County encompasses an enormous and diverse economy. Therefore, the recommendations emerging from one sector will naturally differ in their specifics from the recommendations of another sector. The detailed recommendations from each sector are attached as appendices to this summary. However, despite the differences in specifics, certain themes run through the collective recommendations:

Health and Recovery

Each of the sector reports underscored the need to protect the health of the public, consumers and employees. The reports were generally supportive of the work of the Department of Public Health (DPH) and many tailored their specific proposals to align with the guidance from DPH. The need to protect health was most directly expressed in the report from the Faith Based Organization sector that defined their vision for recovery as follows: “We are guided by our shared belief in the sanctity of human life and the imperative to protect the health of our congregants and our community.” Moreover, none of the sector reports posed a trade-off between health and economic recovery. Each report was an answer to the question “how might my sector safely recover?” All work groups saw the appropriate reopening of their sector as a contributing factor to, in the words of the Corporate and Manufacturing sector report, “...the well-being of the people of Los Angeles County.”

Urgency

Many of the sectors report the current economic situation as nothing short of a crisis. The Philanthropy/Nonprofit work group for example reports that 20% of the organizations in their sector are preparing to close and half have less than two months of cash on hand. Hospitals and academic medical centers report sharp drops in the volume of elective procedures with losses to hospitals estimated to be more than \$14 billion since the start of the crisis. The private event industry describes itself as in survival mode. More than one-third of the arts organizations report laying off or furloughing staff. The need to rapidly return to work to restore businesses and preserve jobs was expressed in all the sector reports.



THEMATIC SUMMARY (continued)

Clarity and Flexibility

Some sectors reported, in the words of the Small Business sector report, being “frustrated by apparent inconsistencies in state and local health officer orders that seemingly treat similarly situated businesses and regions differently.” The Faith Based Organization report states that they are “...subject to protocols and guidance from cities, the County and the State...it is very challenging to keep track of this changing and at times conflicting guidance.” At the same time, sectors also requested that public health guidance be flexibly applied with the recognition that different circumstances might allow different approaches. This sentiment was expressed in the sector reports for Faith Based Organization, Restaurants and Hospitality, Education, Philanthropy/Nonprofit, Sports and Large Venue Entertainment, and Healthcare and Biosciences.

Relief

Some sectors called for various forms of economic or regulatory relief during the crisis, including such matters as rent abatement, delayed implementation of increases in minimum wages and limitation of employer liabilities associated with COVID-19.

Childcare and K-12 Education

During the second Task Force meeting, the Corporate and Manufacturing sector lead stated, “don’t forget the schools.” In a separate submission attached to this Task Force report, the Los Angeles County Office of Education points out that Los Angeles is home to 2.3 million children under 18 years old and that educating them is the “backbone of a vibrant economy and to economic renewal.” Additionally, the education system, after school programs, and day care institutions address childcare needs for children from birth to 12 years old. Unless people have someone to care for their children, they will be unable to return to work and to other activities that drive the economy. The Faith Based Organization report similarly emphasizes the need for guidance about how to open the education programs that they conduct for congregants and the community.



THEMATIC SUMMARY (continued)

Testing, Tracing, Isolation and Personal Protective Equipment (PPE)

All sectors agreed on the importance of public health measures such as testing, tracing, isolation and the appropriate use of PPE. However, some sectors were not confident in their ability to properly implement, or pay for, such measures. Technical assistance and financial support are needed. In the words of the Small Business sector report, "...the County's policies around testing, contact tracing and quarantining should be made available in an easy-to-understand format online." Or in the words of the Healthcare and Bioscience report, "employers do not have uniform guidance on post-exposure testing, quarantine and isolation."

Beyond the Pandemic

Some sectors identified reforms that extend beyond the immediate crisis. The Labor sector report, for example, proposed raising wages in low-wage industries and expediting shovel-ready projects. The Philanthropic/nonprofit sector report proposes long-term changes in County contracting and payment policies as well as the redirection of public dollars into flexible block grants for high need communities. The Faith Based Organization report recommends the creation of Faith Based offices in County Departments. The Arts and Culture report recommends adoption of the Countywide Cultural Policy as well as public art in private development ordinance.



CONCLUSION

The recommendations emerging from the Task Force process are as diverse as the economy of the County. However, notwithstanding this diversity, the sector reports indicate a common willingness to work together – with County government – to safely get the County back to work. They also reflect a recognition of the scale of the task and an urgent desire to get the job done. In a short period of time the task force was able to:

- Develop plans and recommendations for short-term, medium-term and long-term economic recovery in the County, including industry partnerships and policy considerations to spur economic recovery as the Safer at Home Order is relaxed.
- Identify financial incentives the County can provide to existing or new businesses to spur economic recovery as the Safer at Home Order is relaxed.
- Develop a systematic plan for the most COVID-19 impacted industries and in consultation with labor, provide a systematic plan for rapid reemployment.
- Formulate policy considerations to spur small business growth and create jobs including, but not limited to, tax credits; public infrastructure investments; unsecured/business personal property tax rebates; deferrals; and/or abatements.
- Identify alternatives to existing strategies to engage with the business community regularly, using technology and/or surveys for business owners and business organizations.
- Find options for deferrals; waivers; reduced permitting and licensing fees; or flexible payment structures for qualifying businesses.
- Strategize on community benefits for the most impacted neighborhoods and industries.

NEXT STEPS

The recommendations and plans developed by the Task Force are intended as an input to policy making by the Board. The Board will now consider these ideas and incorporate them, as appropriate, into motions directing action by relevant County departments.



Economic Resiliency Task Force
Comprehensive Report

Appendix A: Comparison of Sector Workgroup
Recommendations to the Health Officer Order
(Revised Order Issued: June 18, 2020)

Comparison of Sector Workgroup Recommendations to Health Officer Order
“Reopening Safer at Work and in the Community for Control of COVID-19 (Revised Order Issued: June 18, 2020)”
June 2020

Contents

Arts and Culture	3
Business – Corporate and Manufacturing.....	4
Business – Corporate and Manufacturing.....	4
Private Event Industry	5
Business – Small*	7
Commodities and Goods Movement	8
Education	9
Faith Based Organization	13
Film, Entertainment, Leisure, and Digital Media	14
Film Production	14
Theme Parks.....	24
Healthcare and Biosciences*	27
Infrastructure Development and Construction Sector Recommendation Report	28
Labor	29
Philanthropy and Nonprofit	30
Restaurants and Hospitality.....	31
Hotels (Clean + Safe Guidelines)	31
Restaurant Reopening Principles and Plans.....	37
Sports and Large Venue Entertainment.....	40

*Draft Recommendations

Arts and Culture	Included in Health Order (Y/N) ¹
Sector recommendations would not be addressed by the Health Order.	N/A

¹ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Business – Corporate and Manufacturing	Included in Health Order (Y/N) ²
Business – Corporate and Manufacturing	
Required Measures for All Businesses	
Adopt basic safeguards as a condition to reopen, including appropriate physical distancing, proper use of personal protective equipment, measures for hand hygiene, regular cleaning of workplaces and active messaging to educate and remind employers and visitors of important precautionary health measures.	Y
Recommended Measures to Further Enhance Safety	
<p>Consider adopting specific guidelines outlined in the following resources:</p> <ul style="list-style-type: none"> • <i>Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019</i> – Centers for Disease Control and Prevention, May 2020³ • <i>Guidance on Preparing Workplaces for COVID-19</i> – U.S. Department of Labor / Occupational Safety and Health Administration, 2020⁴ • <i>Statewide Industry Guidance to Reduce Risk</i> – State of California⁵ • <i>Reopening Safer at Work and In the Community for Control of COVID-19 / Moving the County of Los Angeles Through Stage 2 of California’s Pandemic Resilience Roadmap</i> – County of Los Angeles Department of Public Health, May 2020⁶ • <i>Reopening Protocol for Warehousing, Manufacturing and Logistic Establishments: Appendix C</i> – County of Los Angeles Department of Public Health, May 2020⁷ • <i>Protocols for Office Worksites: Appendix D</i> – County of Los Angeles Department of Public Health, May 2020⁸ 	N

² Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California’s Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

³ <https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>.

⁴ <https://www.osha.gov/Publications/OSHA3990.pdf>.

⁵ <https://covid19.ca.gov/industry-guidance/>.

⁶ http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HO_Order_Reopening_Safer_at_Work_and_in_the_Community_05262020_FINAL.pdf.

⁷ http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_C.pdf.

⁸ http://publichealth.lacounty.gov/media/coronavirus/docs/protocols/Reopening_OfficeBasedWorksites.pdf.

Private Event Industry	Included in Health Order (Y/N) ⁹
<p>Event Re-Opening Schedule</p> <ul style="list-style-type: none"> As of June 19th, 2020 - Event Venues may operate at 25% capacity, and to ensure a footprint and a floor plan designed at ten guests per 600 square feet of space. As of July 1st, 2020 - Indoor Event Venues may operate at 50% capacity, Outdoor Event Venues may operate at 75% capacity (given the ongoing decline of hospitalizations and ensuring the health system is stabilized) As of August 1st, 2020 - All Event Venues may operate at 75% capacity (also given ongoing decline of hospitalizations and ensure the health system is stabilized). As of October 1st, 2020 - Venues may operate at 100% capacity, or once the state is entirely into Phase 4 of re-opening, whichever occurs first. 	N
Require all clients to send correspondence and a health and safety screening to their guests, outlining the safety measures being taken to ensure their safety. The communication will also encourage any guests feeling sick not to attend. The venue operator must receive a copy of the correspondence no later than one week prior to the wedding with the full RSVP list to cross-reference.	N
All attendees and employees/vendors must sign a waiver upon entering the venue verifying that they are not knowingly sick, nor have they been in any contact with an infected person for the last two weeks.	N
Venue to provide an onsite Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival, as well as health screening. The Wellness Coordinator will also monitor all safety measures through the duration of the event.	N
Provide disposable facemasks upon request at no charge for all employees and up to 50% of the guest count.	N
Provide one hand sanitizing station per 50 guests.	N
For venues without permanent restrooms onsite, the client must arrange for additional restrooms and handwashing stations according to building codes and health department requirements.	N
Require all vendors and their employees to wear protective face masks and gloves while on property.	Y
Require that vendors and employees submit health screenings to verify they do not knowingly have any symptoms related to COVID-19.	N
Prohibit self-service food and beverage stations. All stations must have a dedicated attendant and have a Plexi-glass barrier between the attendant/food stations, and event attendees.	N
Provide minimum two-week sick pay for all eligible employees exhibiting symptoms associated with COVID-19.	N
Configure seating and restrooms to comply with physical distancing requirements with visual cues and add signage when possible. Discourage any direct contact form of greeting (i.e., shaking hands).	N

⁹ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Private Event Industry	Included in Health Order (Y/N)⁹
Limit table seating to 10 or fewer and space tables at least 6 feet apart. Wedding and Event Planners must inform all attendees who they will be seated with as their 'social pod.' Attendees that wish to be seated separately must be accommodated.	N
Ensure ceremony floor plans adhere to physical distancing requirements between each 'social pod.'	N
Mark social distancing throughout the venue in both the front of the house and the back of the house areas.	N
Educate employees on proper sanitation and personal hygiene requirements consistent with the Centers for Disease Control (CDC) guidance and local health department best practices and guidelines.	N
<p>Increase cleaning, hygiene, and sanitation procedures to include, but not limited, to the following:</p> <ul style="list-style-type: none"> • All employees report their temperature at the beginning of every shift. Employees with temperatures of 101 degrees or more, or exhibiting symptoms affiliated with COVID-19, will be sent home and compensated with sick pay if eligible. • Employers will provide employees with appropriate PPE, including a clean facial mask and disposable gloves, which must be worn throughout the shift. • Employees will be required to wash their hands and change their disposable gloves every hour, in addition to after using restroom facilities or handling food. • Restrooms will have a dedicated restroom attendant assigned during the event. The responsibilities of this position include cleaning all individual restrooms/urinals, door handles, sinks, garbage cans, and high contact areas between each use, as well as to ensure social distancing measures are respected and queues form accordingly, when needed. • Additional housekeeping staff must be assigned to clean high contact areas every hour. This includes door handles, bar and tabletops, audiovisual equipment and 3rd party vendor areas and break rooms. • A cleaning log must be kept on file for all restrooms and high contact areas and made available upon request for employees, vendors, and attendees. 	N
Sanitize all event rentals, furniture, and décor.	N
Encourage self-parking over valet parking.	N
Prohibit sharing of photo booth props.	N
Make a full hygiene, social distancing, and sanitation plan available for employees and guests.	N
Require a log with contact information for any person that enters the venue by date to facilitate contact tracing. Notify the Department of Public Health of any known infections of COVID-19 immediately.	N

Business - Small	Included in Health Order (Y/N) ¹⁰
Short-term Objectives	
Provide clear guidance on appropriate use of toxic cleaning substances.	N

¹⁰ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Commodities and Goods Movement	Included in Health Order (Y/N) ¹¹
Continue to implement all County, State, and Centers for Disease Control Department health guidelines and recommendations across all facets of Commodities and Goods Movement.	Y
Integrate all State, County, and Centers for Disease Control health guidelines and actionable recommendations into operations and reopening plans, including strategies to incorporate social distancing, the use of face-coverings, and frequent use of hand sanitizers and hand washing. Other workplace health and safety standards can be modified and/or introduced as appropriate to protect employees and customers.	Y
Tailor training for workforce on infection control to each work environment.	N
Ensure workforce policies encourage sick employees to stay home.	Y
Ensure there are mechanisms in place enabling management to readily identify individuals who may be exposed to an infected employee.	Y

¹¹ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Education	Included in Health Order (Y/N) ¹²
COVID-19 Education and Re-Entry Strategy	
Issue a directive to the campus community and/or update the institution's standard of conduct policy to include mitigating the spread of COVID-19 and implement appropriate accountability systems to address non-compliance.	N
Develop prior to re-entry campus training programs that educate all community members on disease prevention measures, on the campus health culture and on risk minimizing strategies, including training videos, bulletins, signage (e.g., posters and electronic displays) online and social media campaigns.	N
Create specific plans and protocols to accommodate students, faculty and staff in vulnerable, high-risk populations.	N
Establish a year-round health education campaign to promote/educate the campus community on universal precautions such as frequent hand washing, refraining from touching face and reporting COVID-like symptoms.	N
Implement a robust communication plan and associated communication tools to ensure timely and accurate delivery of information for students and, as appropriate, their families.	N
Develop plans for a phased re-entry of campus constituents with a focus on managing on-campus population density to adhere with physical distancing measures.	N
Provide options for remote online education, including asynchronous delivery to accommodate ill or quarantined students, as well as those with technology or travel constraints.	N
Emphasize to staff, faculty and students the importance of receiving an influenza vaccine prior to returning to campus to help health care professionals distinguish between the similar symptoms of COVID and the flu.	N
Physical Distancing & Building Campus Density Plan	
Establish criteria in line with standards approved by the Board of Supervisors Economic Resiliency Task Force for other LA County sectors – such as restaurants, gyms and houses of worship – for all in the campus community and visitors to practice six-foot distancing and density for the following: <ul style="list-style-type: none"> • Housing facilities • Dining halls and campus eateries • Classrooms/laboratories/auditoriums • Library/study rooms • Administrative buildings/office space • Event centers/multi-purpose rooms • Sports facilities and recreational centers 	N

¹² Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Education	Included in Health Order (Y/N) ¹²
<ul style="list-style-type: none"> Common areas/student gatherings/co-curricular activities/other Limiting cross-directional movement in high-trafficked areas of campus 	
Educate, encourage, and expect among all campus community members and visitors, adherence to directives on physical distancing as well as the use of cloth face coverings.	N
Implement physical distancing signage, floor markings and barriers (e.g. plexiglass barriers in classrooms, dining facilities and other campus retail venues).	N
Adhere to state and county standards on auditorium assembling.	N
PPE and Other Supplies for Students and Employees	
Develop campus criteria on when the use of cloth face covering or other protective equipment is mandatory.	N
Use a risk-based assessment to identify and if possible provide types of face coverings and user categories (e.g., N95 or equivalent mask for medical professionals, N95 or equivalent for higher risk cleaning, provision of cloth face coverings for students and employees, provide proper enhanced PPE for those in clinical settings and/or research laboratories).	N
Develop and distribute training on the appropriate use of cloth face covering or other protective equipment.	N
Establish a Thorough Sanitization & Air Quality Strategy (When colleges and universities own buildings, adhering to these guidelines will be expected. When colleges and universities lease buildings, these guidelines will be shared with the proprietor)	
Sanitization and cleaning protocols must follow LACDPH guidelines for, but are not limited to the following: <ul style="list-style-type: none"> Restrooms Housing facilities Dining halls/campus eateries and other campus retail venues Classrooms/auditoriums/laboratories Library/study rooms Administrative buildings/office space Sports facilities/event centers/multi-purpose rooms and recreational centers Common areas/student gatherings/co-curricular activities/other 	N
Situate hand sanitizers at the entrances to all major campus facilities and strategic placement of hand-washing stations elsewhere on campus.	N
Promote preventative hygiene measures, including frequent hand washing and covering sneezes or coughs with a tissue.	N
Review/test building HVAC and air ventilation systems and service and/or retrofit as necessary, implementing regular monitoring of building air quality input/output.	N
Screening Procedures & Monitoring Potential Warning Signs	
Develop guidelines that will educate students and employees on self-screening.	N

Education	Included in Health Order (Y/N) ¹²
Evaluate and implement health and symptom monitoring measures, which are informed by public health experts and may include recording and reporting wellness, and/or a regular temperature-taking program based on an activity-centered risk assessment and institutional capacity (i.e., full scale and/or partial/selective groups such as athletes, or those in close contact).	N
Develop and implement specific protocols and timely actions for students and employees who report symptoms or a decline in health which may be indicative of illness.	N
Educate the residence life team, public safety department, and faculty, managers and supervisors across campus on steps to take if a member of the community exhibits flulike symptoms.	N
COVID-19 Testing	
Develop an institutional testing protocol for symptomatic students (based on institution's capability and capacity).	N
Develop specific criteria around the procurement of test kits, testing strategy and notification to the applicable public health departments.	N
Establish a memorandum of understanding agreement with local healthcare facilities and/or approved testing sites for institutions without health care services.	N
Implement an appropriate testing strategy to promptly identify reservoirs of infection and measure community prevalence.	N
Contact Tracing Capability will be Congruent with the Forthcoming LACDPH Guidelines	
Consider establishing adequate methods to conduct contact tracing (e.g., digital contact tracing app and/or manual contact tracing).	N
Assemble a contact tracing team or otherwise solicit contact tracing services from the LACDPH.	N
Develop processes and training programs for any internal contact tracing team.	N
Isolation/Quarantine Capability	
<p>If students are housed on campus property:</p> <ul style="list-style-type: none"> • Pre-determine isolation/quarantine location and capacity • Develop policy or procedures for comfortable self-isolation/quarantine. • Develop policy or procedures for hospitalization for more serious COVID-19 cases. • Determine core team that will implement and execute quarantine procedures. • Establish quarantine student support and compliance systems: meals, remote coursework, health services, transportation and monitoring/tracking affected students to promote compliance, etc. 	N
Ensure timely disclosure to the LACDPH team.	N
Events, Performances and Athletic Participation	
Develop a plan to resume athletics and performing arts activities, including on-site training/practices, travel, competition events and performances, etc., ensuring protocols and processes are in compliance with LADPH and other governing body guidelines.	N

Education	Included in Health Order (Y/N)¹²
Ensure events and gatherings are aligned with LACDPH phase protocols and establish corresponding campus repopulation guidelines.	N
Intercollegiate athletics COVID-related regulations will be governed by the national associations and/or regional conferences, and spectator guidelines will follow County regulations on event gatherings.	N
Safety & Well-being of the Campus Community	
Invite/request students with underlying conditions to pre-register with the campus health center. Give faculty and staff with underlying conditions the option to voluntarily register with Human Resources (HR). Establish reasonable practices and preventive measures to shield these community members from exposure.	N
Include the local community in planning and programming services where possible (excess testing, meal services) to improve the health of the local population in which the campus interacts.	N
Make known to all community members the available mental health services for supporting those with increased anxieties.	N
To the best of the institution's ability, HR should consider implementing policies or guidelines for teleworking, rotating and alternative work schedules and other de-densifying measures to provide social distancing in all work environments.	N
Require international students to follow U.S. entry standards based on LADPH and other regulatory agencies guidelines including possible onboarding orientation and quarantining.	N
Establish approval and reporting guidelines and return procedures for students studying abroad.	N
Communicate institutional policy and behavioral expectations to eliminate race-based coronavirus discrimination.	N
Resurgence of COVID-19 on Campus	
Establish notification procedures internally and to the LACDPH and other regulatory agencies.	N
Create a COVID-19 resurgence response team.	N
Develop a rapid response strategy for containment, options and specific plans to adjust operations as needed.	N
Accountability and Legal Compliance	
All actions must follow State and County orders and guidelines.	N

Faith Based Organization	Included in Health Order (Y/N) ¹³
Create a Variance Process for Individual Congregations: We propose the consideration of a variance process by which public health guidance may be adapted to local circumstances so that gathering space can be safely maximized.	N

¹³ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
Film Production	
Short-term Objectives	
Develop consistent, unambiguous health orders for television and film production and theme parks between the county, city and state. Having regional continuity amongst the guidelines is vital to keeping production in Los Angeles County and consumers in its theme parks.	Y
Industry-Wide Labor-Management Safety Committee Task Force Recommendations	
Infection Control	
Regularly and periodically test cast and crew to mitigate the risk of the spread of COVID-19.	Y
Utilize current effective testing protocols that must be developed in conjunction with, and approved by, the Unions and Guilds. Employers, Unions and Guilds shall rely upon medical experts for advice and guidance. As tests are developed and others become more accurate, the testing protocols shall also change.	N
Advise cast and crew that they will be subject to testing as a condition of employment and of continued employment.	N
Use face coverings at all times when on set or at production/studio Infection Control facilities workspaces, except when not feasible as noted below. These will be provided by employers to all cast and crew at no cost and meet applicable regulatory guidelines (CDC, Public Health, NIOSH, OSHA) as appropriate. Appropriate training in donning, doffing, cleaning and safe PPE use is required.	Y
Issue personal face coverings to all cast and crew that are assigned to the individual and are not shared with others; there shall not be a common central pool of shared face shields or face coverings.	N
Recommend against universal glove use by all cast and crew. Gloves may lead to a false sense of security and may actually increase risk, particularly due to self-contamination while donning and doffing. However, gloves may be worn as infection prevention PPE when touching potentially contaminated commonly shared equipment is unavoidable and equipment cannot feasibly be disinfected (e.g., lighting/electrical cables, worn costumes, etc.) Adequate training in glove use, including safe doffing, will be required. Non-medical (work) gloves shall be worn as usual when appropriate.	Y
Dispose PPE as regular (non-biohazard) waste. Ample trash receptacles shall be available, and these shall be emptied regularly.	N
Make available ample trash receptacles and empty regularly.	Y
Cast and crew should avoid touching their eyes, nose and mouth.	Y
Provide handwashing facilities with running water, soap and paper towels (dispensed using a non-touch system, if possible), adequate for the number of cast and crew, shall be available and accessible from the first day of work.	Y

¹⁴ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
Handwashing facilities shall be kept clean and well-stocked.	Y
Provide mobile handwashing stations when production is taking place where handwashing facilities are not readily available.	Y
Strategically place stations with alcohol-based hand rub (“hand sanitizer”) with at least 60% alcohol around work areas and readily accessible.	Y
Stock and maintain sufficient supplies of hand sanitizer.	N
Provide cast and crew with pocket-sized hand sanitizer that can be used if hand washing or sanitizing stations are not available, such as in vehicles or remote locations.	N
Train cast and crew on hand hygiene practices (washing for a minimum of 20 seconds of duration, scrubbing all surfaces).	N
Production should encourage and promote opportunities for cast and crew to practice hand hygiene and perform disinfectant wipedowns of high-touch areas.	Y
Wash or sanitize hands: <ul style="list-style-type: none"> • Upon arriving at the job site; • After blowing one’s nose, coughing, or sneezing; • After using the restroom; • Before and after eating or drinking; • After contact with animals or pets; • After handling shared equipment or objects; • After cleaning or disinfecting equipment, tools or workspaces; and • At other appropriate times throughout the workday. 	Y
Post signage prominently with instructions on how to stop the spread of COVID-19, including hand hygiene and PPE instructions.	Y
Make available appropriate, EPA-registered disinfecting methods and supplies with a claim against SARS-CoV-2 in all workspaces.	Y
Wipe down high-touch surfaces periodically with appropriate, EPA-registered disinfectant, following the disinfectant manufacturer’s instructions (e.g., safety requirements, protective equipment, concentration, contact time). Examples of high-touch surfaces are tables, doorknobs, countertops, phones, faucets, etc.	Y
Productions and a COVID-19 Compliance Officer (discussed below) will work with all departments to review and implement specific plans for disinfection of department-specific equipment. Departments will review specific workflows and identify ways to ensure disinfection of equipment and physical distancing (e.g., cleaning of camera dollies, use of remote focus devices, lights).	N
Clean all workspaces with increased frequency, with an emphasis on high-touch surfaces. <ul style="list-style-type: none"> • Whenever possible, minimize use of shared office equipment such as copiers and fax machines. When use of such 	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
<p>equipment is unavoidable, hand hygiene should be performed after use.</p> <ul style="list-style-type: none"> Manufacturer's cleaning instructions should be followed for cleaning of sensitive equipment such as electronics. 	
Production on set and work off set should designate specific individuals to perform high-touch wipedown, with an emphasis on shared spaces and equipment.	N
Clean shared workspaces daily with an emphasis on high-touch surfaces, including but not limited to production sets, studios, dressing rooms, hair and make-up stations, trailers, on- and off-production offices, break areas, shops and eating/meal areas.	Y
Dedicated cleaning crews should clean common spaces at appropriate daily intervals.	Y
As many Props, Costumes, Accessories, Wigs, and Other Specialty Items have unique cleaning requirements, those responsible for cleaning such items will do so in the customary manner.	N
Clean and disinfect hand props (other than those with unique cleaning requirements) before and after use.	Y
Clean hands before and after handling props, accessories and other items.	
Clean and disinfect personal equipment (such as tools, headsets, microphones and radios) before being issued and then at least once per day. Manufacturer's suggested cleaning instructions should be followed for electronics and other sensitive items.	Y
Issue equipment such as radios/walkie-talkies to a single cast or crew member and used exclusively by that cast or crew member for the duration of production.	Y
Wipe down personal items or equipment that must be shared between members of the cast and/or crew with disinfectant between use and perform hand hygiene after handling.	Y
Clean high-touch surfaces in vehicles (e.g., steering wheels, controls, seatbelts, door handles, arm rests) at least once per day and prior to a change in operator or passenger.	Y
Minimize use of paper whenever possible. Alternatives such as electronic scripts and electronic sign-in/out should be explored.	N
Consider alternatives to petty cash to minimize the need to handle paper money, such as purchase cards.	N
Assign paper scripts to a specific individual, clearly labeled with their name, and not shared between others.	Y
Crew lists, call sheets, production reports and other similar documents should be electronic whenever possible.	N
Use hand hygiene before and after handling shared paperwork, such as blueprints or editing.	N
Food and Beverage	
Those responsible for preparing and distributing food must clean their hands with soap and water or hand sanitizer prior to beginning food preparation and/or distribution and regularly thereafter.	N
Follow all local public health regulations regarding preparing and distributing food, including regulations regarding the use of appropriate food service PPE (hair nets, gloves, and face coverings), safe food temperatures, etc., and all personnel responsible for the preparing and/or distribution of food must be properly certified to do so.	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
As face coverings cannot be worn while eating, provide adequate eating space to ensure physical distancing can be maintained during meal periods.	Y
Handwashing facilities and/or hand sanitizer must be readily accessible at the entrance of any designated eating area and shall be used when entering and leaving the area.	N
Stagger meal times in a manner designed to avoid the gathering of large groups in the same location at the same time.	Y
Clean and disinfect all eating surfaces before and after use.	N
Eliminate communal “buffet style” food service, including salad bars, trays of food, or any food service that requires sharing of utensils such as serving spoons or tongs.	Y
Serve individually packaged meals and snacks or wrapped portions. Avoid shared communal trays or bowls.	Y
Eating utensils should be disposable and individually wrapped.	N
Cast and crew should not leave the job site to obtain food during the course of the workday.	N
Off-production offices, meeting rooms and other workspaces should have infection control protocols for use, especially when used for providing impromptu meals, snacks and coffee. Likewise, break rooms, microwaves, dishes and food deliveries will require regular cleaning and physical distancing.	N
If food is to be delivered to the job site, designate one or more individual(s) to receive the delivery. Appropriate PPE should be worn when interacting with the delivery person and hand hygiene should be performed after handling the delivery. Cast and crew who bring their own food are encouraged to bring food that does not require refrigeration or eating/microwaving.	N
Consider options for cast and crew to place orders ahead of time to minimize the amount of time they must wait in line. Consider addition of plexiglass (or similar) barriers between servers and cast and crew.	N
Avoid using or sharing items such as menus or condiments such as salt and pepper shakers. These items should be disposable and single serve.	Y
Drinks should be individually packaged or, if drinks are to be dispensed from a water station, soda fountain, coffee machine or similar equipment, receptacles should not come into contact with dispensers.	Y
General Infection Prevention Issues	
Limit the duration of workdays and excessive consecutive workdays whenever possible.	Y
Avoid physical contact, including shaking hands, “high fives,” fist or elbow bumps, or hugging. Physical contact related to performers is discussed below.	Y
Limit visitors to set unless absolutely necessary.	N
If visitors are provided access, they will be subject to the same guidance as cast and crew, including the need for symptom screening and PPE requirements.	Y
Union representatives exercising their rights to visit workspaces will be subject to the safety guidelines required of a visitor.	N
All cast and crew should avoid touching their eyes, nose or mouth.	Y
In indoor spaces, use ventilation systems and other measures to increase circulation of outdoor air as much as possible (e.g.,	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
by opening windows and doors, using fans and other methods).	
Stagger cast and crew call and wrap times to limit the number of individuals arriving to and departing from work simultaneously.	N
In the course of performing their duties, various cast and crew members may enter retail establishments during the workday. Applicable public health guidance should be followed, including use of face coverings. They should carry hand sanitizer and practice hand hygiene before entering retail establishments and after exiting.	Y
Protecting and Supporting Cast and Crew Health and Safety	
An autonomous COVID-19 Compliance Officer(s) with specialized training and responsibility and authority for COVID-19 safety compliance and enforcement will be in the workplace to address issues as they arise. COVID-19 safety plan oversight and enforcement shall be the principal responsibilities of the COVID-19 Compliance Officer(s), provided they may be assigned additional responsibilities related to workplace safety.	Y
COVID-19 Compliance Officers will undergo specialized training on health and safety precautions, policies and procedures related to infection prevention practices including COVID-19 prevention, disinfection and PPE.	N
Specific duties and responsibilities of the COVID-19 Compliance Officer(s) may include, but are not limited to, overseeing and monitoring physical distancing, testing, symptom monitoring, disinfecting protocols, and PPE education, protocols and adherence and such other duties as may be determined by the employer. A COVID-19 Compliance Officer shall be accessible in the workplace at all times during work hours and all personnel should have access to the COVID-19 Compliance Officer(s). All cast and crew shall be informed who the COVID-19 Compliance Officer is and how to contact him or her.	Y
In addition to the COVID-19 Compliance Officer, there should be a communication/ hotline system to respond to all cast and crew safety questions and concerns (including pre-, post- and off-production offices/spaces). The system shall allow for anonymous reporting.	N
Productions should consider engaging a board-certified infectious disease physician or infection preventionist with certification in infection control (CIC) to assist with development of specific workflows and operational implementation.	Y
Cast and crew shall not be discharged or disciplined for reporting concerns about COVID-19 or other safety issues in good faith.	N
All cast and crew will be required to participate in daily symptom monitoring prior to arriving on set or at their workspace. Recommended options include electronic survey, manual screening and/or temperature spot-checks. Productions shall emphasize and reinforce to all cast and crew that working while sick with symptoms of COVID-19 is not permitted. This should be part of training, set orientation and reinforced with posted signage and frequent reminders.	Y
Cast and crew are expected to immediately report to a designated person or persons (such as the COVID-19 Compliance Officer or such other person designated by the Producer) if they are experiencing, or a member of their household is experiencing, symptoms of COVID-19. If a cast or crew member is experiencing symptoms or has come into close contact with someone who has tested positive for COVID-19 either on or off site, they must report to their employer and follow the	N

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
employer's contact tracing guidelines.	
If a cast or crew member develops symptoms of COVID-19 when off site, they must not go to work and should immediately contact their healthcare provider. Anyone who reports to work with symptoms of COVID-19 will be instructed to return home and contact their healthcare provider.	Y
Cast and crew must be notified if they have been exposed to an individual who has exhibited symptoms of COVID-19 or who has tested positive for COVID-19.	Y
Paid leave policies shall be flexible and non-punitive to allow sick and quarantined employees to stay away from co-workers and the general public. These paid leave policies will be implemented to encourage compliance with infection prevention guidelines.	N
Physical Distancing	
Cast and crew must practice physical distancing whenever possible. Physical distancing involves maintaining a distance of at least 6 feet from any other person at all times, except when doing so is incompatible with one's job duties.	Y
Cast and crew should avoid congregating in groups. When practical, separate work locations into zones to facilitate physical distancing.	Y
Place visible physical indicators (e.g., cones, duct tape or signage) marking 6 feet of distance in areas where people must congregate, such as crafts service, eating/meal areas, make-up and costume trailers.	N
Use phones, videoconferencing or similar technologies for meetings whenever possible. Avoid people gathering around a computer to watch together. Consider virtual production meetings whenever feasible.	Y
Whenever possible, move to virtual writers' rooms. When virtual writers' rooms are not possible, maintain 6 feet of distance, use face coverings, and perform hand hygiene before and after the meeting. Minimize use of paper.	Y
Use technology options such as additional monitors and remote viewing with the prior approval of or consultation with the Director, when required and as applicable, to allow the viewing of video from a separate location to facilitate physical distancing.	Y
<p>At this time, the use of live audiences is discouraged. On a case-by-case basis, live audiences may be used as long as audience members:</p> <ul style="list-style-type: none"> • Wear face coverings at all times • Maintain 6 feet of physical distance, including while waiting in line and sitting in a studio; and • Undergo symptom screening on entry. 	Y
Maintain an appropriate physical separation at all times between performers working without PPE and audience members. Medical professionals shall be consulted to determine the nature of the physical separation required for the safety of the performer in such situations, including additional physical distance or physical barriers (e.g., plexiglass walls).	Y
On a temporary basis and without diminishing work opportunities, consider remote work/ telecommuting opportunities for cast and crew. This should only apply to those who can perform their job duties effectively while working remotely/	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
telecommuting.	
To the extent possible, reduce crowding of all shared workspaces (e.g., production offices and shops) with a goal of keeping people 6 feet apart. In control rooms, editing rooms and other small spaces, if physical distancing cannot be maintained, all individuals must wear face coverings and should practice hand hygiene.	Y
Training and Education	
Require training in the employer's COVID-19 plan to reduce infection risk be mandatory on or before the first day of employment.	N
<p>Educate all employees about the signs and symptoms of COVID-19 as part of their training. People with COVID-19 have reported a wide range of symptoms, ranging from mild to severe. Signs and symptoms include the following:</p> <ul style="list-style-type: none"> • Fever • Cough • Shortness of breath or difficulty breathing • Chills • Repeated shaking with chills • Muscle pain • Headache • Sore throat • New loss of taste or smell 	N
<p>Provide dedicated training to all employees on the following topics:</p> <ul style="list-style-type: none"> • PPE, with a focus on safe donning and doffing • Hand washing, including proper techniques • Environmental cleaning and disinfection, including high-touch wipedown • Policies and procedures related to COVID-19 on set or in offices • Psychological impact of the crisis • Protecting yourself at home • Preventing cross-contamination 	N
Post signage in all production workspaces where production activities occur, reinforcing training principles.	Y
Unique Production-Specific Concerns	
<p>Implement testing, contact tracing and task-specific controls such as the following for cast, crew, and performers:</p> <ul style="list-style-type: none"> • Alter workspaces to permit physical distancing. • Control the entrants to trailers and other workspaces. • Allow sufficient work time to follow safety protocols. 	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
<ul style="list-style-type: none"> • Cast and crew in close proximity must wear a face mask and/or face shield at all times and perform hand hygiene before and after the encounter. • Additional protocols must be established before work of this nature could resume. 	
Whenever possible, performers shall practice physical distancing.	Y
When maintaining physical distancing is not possible (e.g., between a performer and make-up artist) and the performer cannot wear appropriate PPE, contact must be kept to the shortest amount of time possible, and the other cast or crew member must wear appropriate PPE and observe hand hygiene practices.	Y
Keep the number of people involved in close proximity with a performer to a minimum whenever possible. If a performer requires work by more than one make-up artist/hairstylist, make-up artists/ hairstylists should observe appropriate PPE requirements, and both performer and make-up artist/hairstylist should observe hand hygiene practices immediately after completing the task.	Y
Consider measures to minimize scenes with close contact between performers, such as amending scripts or use of digital effects.	Y
Stand-ins should wear face coverings even if the performer they are standing in for may not.	N
Adjust shooting schedules to minimize the amount of back-and-forth travel needed by performers, when possible.	N
When performers are in a holding area, waiting to be used in a production, employers and performers must adhere to the recommendations outlined herein, including recommendations regarding physical distancing and the use of PPE.	Y
When it is possible to do so consistent with their job duties, performers shall wear appropriate PPE.	Y
When wearing PPE is not possible, such as when a scene is being filmed or after make-up has been applied, minimize the number of people with whom the performer is in close contact.	Y
As soon as possible after filming a scene, the performers shall put on their PPE and/or physically distance themselves.	N
Conduct casting virtually via self-tape, online video conference, or other applicable technology whenever possible.	Y
If that is not feasible, or for any additional calls or live sessions necessary, there must be a sufficient space large enough to accommodate 6 feet physical distancing in all directions.	Y
If performers will not be wearing PPE during an audition, a plexiglass partition or similar barrier between the performers and those observing the audition shall be provided by the employer and used and cleaned between performances along with any furniture, props etc.	N
If no barrier is present, increase the physical space between those observing to those auditioning beyond the 6 feet physical distancing standard.	N
No more than one individual auditioning at a time except for legitimate pairs (e.g., household members, domestic partners, roommates, living together for a minimum of 14 days or more prior to the audition).	N
Extra personnel on set with a minor are strongly discouraged and should be limited to a studio teacher and one guardian only.	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
Use physical distancing and face coverings at all times on set, including in school areas.	Y
As studio teachers will need to interact with minors within 6 feet of distance, teachers should wear face coverings, practice frequent hand hygiene, and receive training on COVID-19 prevention. Whenever possible, remote schooling should be made available.	N
Modify PPE requirements and options for minors, especially those of tender years. Face coverings are not expected for minors under two years of age.	Y
Animal handlers/trainers should receive training on COVID-19 prevention and should follow all rules regarding physical distancing and PPE.	N
Animals should not be handled by others except those necessary for shooting a scene (i.e., no petting, cuddling, feeding). All those involved in touching animals should perform hand hygiene before and after.	N
Keep other animals not involved in production such as personal pets off sets.	N
Prioritize private (i.e., self-drives) or production-provided transportation to and from sets, offices and locations over mass transit/public transportation whenever possible. All drivers and passengers should wear face coverings and maintain social distancing to the extent possible. High-touch surfaces in vehicles shall be cleaned and disinfected frequently throughout the day.	N
If neither private nor production-provided transportation is available or reasonably practical under the circumstances, public transportation may be used.	N
At all times while in transit, cast and crew should wear face coverings per local public health guidance. Whenever it is reasonably possible to do so, cast and crew shall maintain a distance of at least 6 feet from the driver and other passengers, if any.	Y
Upon disembarking, cast and crew should promptly practice hand hygiene.	N
If public transportation is used, travel should be arranged to avoid peak travel times, if practical.	N
Minimize travel to the extent possible. When travel is necessary, attempt to minimize frequent back-and-forth travel.	N
Identify local medical personnel in advance that could assist with care of cast and crew in the event of COVID-19 symptoms.	N
Production shall monitor local outbreaks and trends, including local public health guidance and restrictions on travel to and from the U.S., and keep cast and crew informed as appropriate.	N
Whenever possible, those traveling for productions should not bring family members or other non-essential personnel.	N
Book air travel only on airlines whose policies comply with the Federal Aviation Administration's regulations with respect to COVID-19.	N
Special Considerations for Filming on Location	
Provide adequate space, such as additional trailers, tents and eating space, during location filming to allow for physical distancing.	Y
Wipe down high-touch areas at least daily.	Y

Film, Entertainment, Leisure, and Digital Media	Included in Health Order (Y/N) ¹⁴
Minimize use of crowd scenes or street scenes when a controlled flow of people is not possible.	Y
Prioritize locations where access can be secured and members of the production can be kept away from the general public when possible.	Y
The location shall provide sufficient space for performing planned production activities while adhering to physical distancing recommendations.	Y
Prioritize locations with access to hand-washing facilities. Provide ample mobile hand hygiene stations.	N
If shooting in inclement weather, provide adequate shelter facilities such as tents to allow physical distancing of cast and crew.	N
Productions should avoid locations that recently have been occupied or used by people who may have been infected with COVID-19, if possible.	N
If an occupied private home or building location is required for shooting, ask the occupants about signs/ symptoms of COVID-19 and vacate the premises for proper cleaning and sanitizing prior to pre-production crew and production cast and crew entering the facility.	N
Productions shall select buildings that can be easily and effectively cleaned and that provide sufficient space for performing planned production activities while adhering to physical distancing recommendations. Locations with hand-washing facilities available should be prioritized.	N
Allow adequate ventilation of indoor locations.	Y
To the extent possible, location teams should pursue alternatives to traditional, in-person location scouting, such as creating virtual options including the use of photographs and digital scouting.	Y
Tech and director scouting should occur in small groups to the extent possible.	N
All departments that provide assessments of scouting locations (environmental hazard assessment, engineering, etc.) as well as the location teams shall be trained in appropriate PPE use and provided sufficient PPE.	Y
Prioritize locations during scouting that allow complete control of the site, including controlling access, ability to shut down the site for cleaning and high standards of hygiene.	N

Theme Parks	Included in Health Order (Y/N)¹⁵
Protecting and Supporting Worker Health and Safety	
Require all employees to wear a face covering.	Y
Fully train employees on new policies and procedures.	N
Provide sick time to employees for COVID-19 related reasons.	N
Continue work from home for all back of house employees to limit demand of onsite in break areas, shared spaces; attempt to schedule front of house employees into groups and sequence on/off days.	N
Ensuring Appropriate Physical Distancing	
Limit daily parking capacity based on approved phases from local health officials.	N
Implement measures and floor demarcations to ensure physical distancing of at least 6-feet between and among employees and guests in all queues and confined locations.	N
Develop and implement controlled foot traffic and crowd management strategies that enable at least six feet physical distancing between guests inclusive of entry & exit in and out of facilities.	N
Ensuring Proper Infection Control	
Deep clean all areas daily and frequently and extensively disinfect heavily touched, high-traffic surfaces.	N
Make available hand sanitizer or sanitizer wipes throughout the park, including entry/exit of every attraction, retail and food location.	N
Establish one-way foot traffic to reduce face-to-face contact wherever practical.	N
Communicating with the Public	
Place signage upon all entry locations indicating to follow all CDC guidelines.	N
Place physical distancing signage across all venues and with floor demarcations in all queues indicating minimum of 6-feet; in attractions queues, physical distance demarcations will be deployed every 8-10 feet to provide more space for parties.	N
Place audio reminders throughout property; pre-arrival communications to ensure guest awareness of protocols prior to visiting.	N
Ensuring for Equitable Access to Services for Vulnerable Populations	
Encourage and market online ticket sales through web/mobile app to minimize in-person interactions where feasible.	N
Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options.	N
Go Forward Plan	
Continue to work closely with our union partners for input regarding the health and safety of our employees and negotiated	N

¹⁵ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Theme Parks	Included in Health Order (Y/N)¹⁵
safety nets for maintenance of health insurance eligibility and additional paid sick time for COVID-19.	
Provide nonunion employees with a generous sick leave policy including additional COVID-19 paid time to support needs for themselves and family members.	N
Modify policies to ensure at risk employees are not be penalized for missing shifts due to COVID-19.	N
Enhance health insurance coverage for employees who cannot fulfill minimum hours required due to COVID-19.	N
Continue to support Health Dept. with our professional staff and resources for all/any necessary contact tracing. We maintain significant full-time staff on premise (EHS, Health and Human Resources) who can assist with data gathering, appropriate communication and follow up requirements.	N
Limit capacity across park attendance and all venue capacity to ensure all safety protocols are adhered to at all times for the benefit of not only our guests but also our employees.	N
Screening	
At gated parks, screen guests for symptoms, and/or temperature checked at parking or main entrance; recommend medical help as needed based upon CDC guidance for both flu and COVID-19.	N
Place audio message and/or signage along entire walkway reminding guests to follow all new safety protocols/CDC warnings and guidelines.	N
Close interactive play areas.	N
Hand out 3D glasses individually (where applicable).	N
Offer face coverings for sale at retail locations.	N
Conduct symptom check for all employees; recommend medical help as needed based upon CDC guidance for both flu and COVID-19.	N
Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options.	N
Encourage all employees who have higher risk factors (e.g., over 65 and/or with certain health condition) to work from home.	N
Sanitization	
Require all guests to wear face covering (available onsite as needed).	Y
Provide face coverings to guests onsite as needed.	N
Eliminate brochure racks for maps; employee to hand out individually, drive utilization to mobile app.	N
Reduce or eliminate water/mist elements.	N
Require guests to wear face covering to get on attraction/sit to experience a show.	Y
Provide hand sanitizer to every guest at load platform as they enter ride vehicle.	N
Remove self-serve condiments and cutlery provided at point of purchase.	N
Suspend buffet and self-serve beverage and bulk candy options.	N

Theme Parks	Included in Health Order (Y/N)¹⁵
Suspend trays. Plate meals in containers.	N
Dedicated cash handling POS; promote contactless payment.	N
Position sanitization stations at high contact areas.	N
Require all employees to wear face coverings.	Y
Temperature check and health service professionals will wear gloves in addition to any position who wore gloves prior to COVID-19.	N
Require frequent hand washing for all employees and access to hand sanitizer.	N
Touchless access will be used wherever possible.	N
Touchless purchasing capabilities will be fully leveraged.	N
Provide mobile ordering, touchless or disposable menus.	N
Spacing	
Close valet operations.	N
Park guest vehicles 1-2 spaces apart in garages.	N
Use reserved, or date specific tickets to manage capacity.	N
Ensure distancing and spacing for queuing at turnstiles; reduce turnstile count.	N
Disable every other locker bank and pulse guests into locker area by an employee.	N
Seat travel parties as appropriate on ride vehicles (separate rows or seats on vehicle as applicable).	N
Eliminate single-rider lines.	N
Eliminate post show meet & greets; performers to remain on stage for pictures.	N
Use ground markers in venue queues to separate parties at a minimum 6-feet apart.	N
Install Plexi-shields or other barrier or provide eye protection to employees where physical distancing is impractical (i.e.: point of sale for retail and F&B).	N
Implement capacity controls at entrance and seating markers.	N
Stagger parking in parking garages.	N
Encourage employees to abide by the public health guidelines when not at work of physical distancing, regular hand washing, and avoiding contact with others who are sick or exhibiting symptoms.	N
Space desks and maintain work from home options and virtual meetings.	N
Reduce seating plans for all Food and Beverage locations.	N
Reduce or eliminate physical queuing to help ensure continuous flow while maintaining safe distancing.	N
Implement separate capacity controls for all attractions, food & beverage and retail locations.	N

Healthcare and Biosciences	Included in Health Order (Y/N) ¹⁶
Adopt Hospital Association of Southern California (HASC) best practices in Elective Surgery Protocols, medical management, and medical equipment conservation.	N

¹⁶ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Infrastructure Development and Construction Sector Recommendation Report	Included in Health Order (Y/N) ¹⁷
Sector recommendations would not be addressed by the Health Order.	N/A

¹⁷ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California’s Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Labor	Included in Health Order (Y/N) ¹⁸
Workplace Health and Safety Recommendations	
Expand and maintain existing worker safety protocols. LA County became a national leader when it included Appendix A ¹⁹ in the emergency public health order. Appendix A should become a permanent set of standards within the workplace, and should expand to all workplaces. Appendix A requires enforcement of social distancing, employer provided Personal Protective Equipment (PPE), employer provided sanitation products, and a requirement for having sanitary public restrooms. Further, the existing construction guidelines that have been in place since Mid-March should also be extended (“COVID-19 Safety Guidance for Construction Sites”).	N
Protect undocumented workers in any workplace safety policy. Any exclusion of undocumented workers only threatens to prolong the current crisis, as any worker can transmit the virus. If any worker is left unprotected, all workers are left unprotected.	N

¹⁸ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California’s Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

¹⁹ http://www.publichealth.lacounty.gov/media/Coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_A.pdf.

Philanthropy and Nonprofit	Included in Health Order (Y/N) ²⁰
Short-Term Recommendations (Year 1-2)	
County departments should provide consistent guidance on home visitation practices.	N

²⁰ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Restaurants and Hospitality	Included in Health Order (Y/N) ²¹
Hotels (Clean + Safe Guidelines)	
Guest Arrival	
Have prominent signage for guests, such as this sample social distancing signage.	Y
Greet visitors prior to entry	Y
Request guests and visitors to use hand sanitizer, reinforced with signage. Place dispensers, touchless whenever possible, at key guest entrances and contact areas such as entry drives, reception areas, hotel lobbies, restaurant entrances, elevator landings, pools, and exercise areas.	Y
If at all possible, have guests enter through doors that are open, are automated or manually operated by an employee. Adhere to security protocols.	Y
Stop the practice of employees opening the doors of vehicles.	Y
Bell service employees use gloves and other appropriate PPE. Sanitize the bell cart after each guest is assisted.	Y
Do not provide valet services, unless requested or special circumstances.	N
Consider having the hotel provide the masks. Display appropriate signage prominently, outlining proper mask usage and current physical distancing practices in use throughout the facility.	Y
Guest Elevator	
Sanitize the button panels at regular intervals and/or have hand sanitizer available at or in elevators.	Y
Limit the number of guests permitted per elevator.	Y
Post signage to explain the current procedures.	Y
Consider floor markings in the elevator area to designate proper social distancing.	Y
Consider an amenity bag during check-in containing COVID-19 awareness information, hand sanitizer, and perhaps masks/gloves.	N
Consider providing a spray bottle of sanitizer or wipes in each room for guest use (if available and stored out of reach of small children).	N
Guest Rooms	
Re-think the significant touch points in rooms. <ul style="list-style-type: none"> • Remote control(s) – can guests use their cell phone/mobile device instead? • Limit amenities that aren't single use <ul style="list-style-type: none"> - Coffee/tea service - Reading material 	Y

²¹ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California's Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Restaurants and Hospitality	Included in Health Order (Y/N) ²¹
<ul style="list-style-type: none"> Property information/room service menus (digital/wrapped) Consider removing unnecessary items <ul style="list-style-type: none"> Decorative pillows/throw blankets Mini-bars/refrigerators 	
Develop plan for no housekeeping during stay <ul style="list-style-type: none"> Amenity 'drops' for longer stays Only by special request <ul style="list-style-type: none"> Only when guests aren't present Minimize contact with guests' personal belongings Increase room air circulation whenever possible Consider allowing extra cleaning time (not required) 	Y
Develop plan for increased use of room service <ul style="list-style-type: none"> Delivery/pick-up protocols Sanitization of cutlery Single-use condiments 	Y
Restrict outside food delivery to lobby hand-off (inform guests at check-in)	N
Physical Distancing	
Utilize floor markings and signage for standing at least six feet away from people not traveling with them while standing in lines, using elevators or moving around the property.	Y
Consider 'sneeze guards' for the front desk and other areas, require mask usage, set use limits for specific areas.	Y
Meet or exceed compliance with local or state mandated occupancy limits.	N
Arrange seating and physical layouts to ensure appropriate distancing. <ul style="list-style-type: none"> Lobby seating Outdoor areas Dining outlets 	Y
Websites/Reservations	
Communicate cleanliness and safety features. <ul style="list-style-type: none"> Property level Rooms Employee cleanliness + safety 	Y
Develop reservation protocols <ul style="list-style-type: none"> Set expectations for arrival. Provide no-touch check-In possibilities. 	Y

Restaurants and Hospitality	Included in Health Order (Y/N) ²¹
<ul style="list-style-type: none"> • Prepare key/information in advance. • Consider sealed packet. • Notify guests of right to cancel for symptomatic visitors/guests. 	
Ramp Up Electronic Payment Options.	Y
Dining Considerations	
Consider inclusive breakfast service protocols <ul style="list-style-type: none"> • Implement Single Self-Service Buffet Items Only. • Implement Cafeteria Style Service – Employee Served. • Implement Grab-and-Go Service. 	N
Consider reservations only for seated service.	N
Implement to-go service.	N
Hand Washing	
Instruct all employees to wash their hands, or use sanitizer when a sink is not available, every 60 minutes (for 20-seconds) and after any of the following activities: using the restroom, sneezing, touching the face, blowing the nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break and before or after starting a shift.	N
COVID-19 Training	
Educate your employees about COVID-19. Refer to the Center of Disease Control for information and guidance .	Y
Ensure all appropriate employees are certified food handlers, per state regulations.	N
Consider online training programs for employees from industry sources and educational institutions, such as community colleges.	N
Be sure employees know and are aware of guest protocols and procedures.	Y
Personal Protective Equipment (PPE)	
Have all employees wear appropriate PPE based on their role and responsibilities and in adherence to state or local regulations and guidance.	Y
Provide mandatory training on how to properly use and dispose of all PPE.	N
Per CDC recommendations, face coverings (masks) have been effective to mitigate risk, especially in areas where it's difficult or impossible to maintain social distancing. In some cities or counties, masks are required for guests and/or employees. <ul style="list-style-type: none"> • For employees where masks are appropriate/required, provide masks and require masks to be worn while on property. Provide gloves and/or protective eyewear to employees whose responsibilities require them as determined by medical experts including housekeeping and public area attendants and security officers in direct contact with guests. 	Y
Housekeepers should wear masks and gloves, with protective eyewear highly recommended.	Y
In all circumstances, coverings worn by employees should be kept clean in accordance with CDC guidance.	Y

Restaurants and Hospitality	Included in Health Order (Y/N)²¹
Employee Meetings/Interactions	
Conduct meetings virtually or in areas, including outdoors, that allow for appropriate physical distancing between employees.	Y
Consider staggering employee arrival times and breaks/meals in compliance with wage and hour regulations, to minimize traffic volume in back of house corridors and service elevators, if applicable. <ul style="list-style-type: none"> Consider separate entry/exit doors 	Y
Ensure management teams are in constant communication and proper PPE and sanitation procedures are followed and updated per the latest guidance.	N
Temperature Checks	
While current CDC guidelines do not require guest or employee temperature checks, hotels may want to consider implementing temperature checks for employees. <ul style="list-style-type: none"> EEOC only recently allowed employers to take employee temperature readings, so be sure to frequently check for updates. Those displaying a temperature over 100.4°F should be provided a secondary temperature screening (in private, if requested). Employees confirmed to have a temperature over 100.4°F should not be allowed entry to the property and will be directed towards appropriate medical care. Temperature readings are considered medical information. If kept, temperatures should be kept separately from personnel files. Provide employees with a compliant notice pursuant to the California Consumer Privacy Act. 	Y
An alternative is to encourage employees to take temperatures at home/prior to their shift.	N
Cleaning Protocols	
If your hotel has been closed, minimize the risk of Legionnaires' disease and other diseases associated with water, taking steps to ensure that all water systems and features (e.g., drinking fountains, decorative fountains) are safe to use after a prolonged facility shutdown.	N
Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on frequent contact surfaces including, but not limited to, front desk check-in counters, bell desks, elevators and elevator buttons, door handles, public bathrooms, room keys and locks, ATMs, escalator and stair handrails, gym equipment, dining surfaces and seating areas. Consider reservations for gyms	Y
Hotels with golf facilities should only allow one player per cart, except for immediate family and people who cohabitate, and increase tee time spacing, and should only open once golf courses are allowed to reopen. Additional guidance on outdoor recreation is available on State of California COVID-19 website.	Y
Consider use of guest room door seals or other mechanisms, such as enhanced key control via property management systems, to indicate the room is clean and has been sanitized and unentered since cleaning.	N

Restaurants and Hospitality	Included in Health Order (Y/N) ²¹
<p>Use proven cleaning and sanitizing protocols to clean guest rooms, with particular attention paid to high-touch items including television remote controls, toilet seats and handles, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks and flooring.</p> <ul style="list-style-type: none"> • If applicable, clean kitchen items between each guest stay. All dishes must be washed, including the ones in the cabinet and others that may have been left in different rooms. Provide adequate dish soap and new, unused sponges for each guest upon arrival. Consider replacing utensils with one-time use dinnerware, if feasible. • If applicable, properly clean all appliances and kitchen areas, including refrigerator shelving, the oven stovetop, coffee-makers, toasters, pantry shelves, and other areas. 	Y
<p>Laundry</p> <ul style="list-style-type: none"> • Wash all bed linen and laundry at the hottest appropriate temperature and in accordance with CDC guidelines. • Contain/bag dirty linen in the guest room to eliminate excess contact while being transported to the laundry facility. • Do not shake dirty laundry. 	Y
Consider leaving rooms vacant for 24 to 72 hours after a guest has departed. (Optional)	N
Increase the frequency of cleaning and sanitizing in the high traffic back of house areas with an emphasis on the employee dining rooms, employee entrances, uniform control rooms (if applicable), employee restrooms, loading docks, offices, kitchens, etc.	Y
Clean and disinfect shared tools and equipment during and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, and all other direct contact items used throughout the hotel.	Y
Discontinue the use of shared food and beverage equipment in back of the house, including shared coffee/tea service, if possible.	N
In the case of a presumptive COVID-19 positive, remove the guest's room from service and quarantined. The guest room should not be returned to service until case has been confirmed or cleared. In the event of a positive case, the room should only be returned to service after undergoing an enhanced sanitization protocol in accordance with CDC guidelines .	N
Follow manufacturer's directions and use high filtration efficiency filters. Do not touch the surface of used air filters and remove/dispose of them with minimal disturbance using disposable gloves.	Y
Consider increasing the frequency of air filter replacement and HVAC system cleaning to maximize fresh air exchange.	Y
Remind suppliers, delivery drivers, and other individuals from third-party companies of symptom screening and social distancing requirements.	Y
Swimming Pools and Aquatic Venues (If Applicable)	
Hotels with swimming pools and splash pads should take additional steps to ensure those facilities are properly cleaned and	Y

Restaurants and Hospitality	Included in Health Order (Y/N) ²¹
disinfected for visitor use, according to CDC guidelines . Saunas, steam rooms, and hot tubs should remain closed.	
Determine which List N disinfectants approved by the EPA are best for the pool/aquatic venue. Maintain proper disinfectant levels (1-10 parts per million free chlorine or 3-8 ppm bromine) and pH (7.2-8). Ensure the safe and correct use and storage of disinfectants, including storing products securely away from children.	Y
Set up a procedure so that furniture and equipment (e.g., lounge chairs) that needs to be cleaned and disinfected is kept separate from furniture that has already been cleaned and disinfected. Label containers for used equipment that has not yet been cleaned and disinfected and containers for cleaned and disinfected equipment.	Y
Launder towels and clothing according to the manufacturer's instructions. Use the hottest appropriate water temperature and dry items completely. Handle towels with disposable gloves and minimal disturbance, i.e., do not shake them.	Y
Discourage people from sharing items, particularly those that are difficult to clean and disinfect or those that are meant to come in contact with the face (e.g., goggles, nose clips, and snorkels).	Y
If applicable, ensure that the facility has adequate equipment for guests, such as kick boards, pool noodles, and other flotation devices, to minimize sharing wherever possible. Clean and disinfect the items after each use.	Y
For indoor aquatic venues, introduce and circulate outdoor air as much as possible by opening windows and doors, using fans, or other methods. However, do not open windows and doors if doing so poses a safety risk to staff, visitors, or swimmers.	Y
Change the deck layout and other areas surrounding the pool to ensure that the standing and seating areas can support physical distancing requirements. This could include removing lounge chairs or taping off areas to discourage use.	Y
Provide physical cues or guides (e.g., lane lines in the water or chairs and tables on the deck) and visual cues (e.g., tape on the decks, floors, or sidewalks) and signs to ensure that staff, visitors, and swimmers stay at least six feet apart from one another, both in and out of the water.	Y
Where feasible, install impermeable physical barriers such as Plexiglas where staff and patrons must interact and physical distancing is difficult.	N
Consider implementing reservations for pool use or implementing other mechanisms to support at least of six feet of physical distancing. This could include reserving lanes for individual lap swimming and half-lanes for individual travel party use.	Y
Ensure that lifeguards who are actively lifeguarding are not also expected to monitor handwashing, use of cloth face coverings, or physical distancing. Assign this monitoring responsibility to another staff member.	Y
Aquatic venues should avoid activities that promote group gatherings and should be aware of local regulations and policies on gathering requirements to determine if aquatic fitness classes, swim lessons, swim team practices, swim meets, or pool parties can be held.	Y
CDC's Model Aquatic Health Code has more recommendations to prevent illness and injuries at public pools.	Y

Restaurant Reopening Principles and Plans	Included in Health Order (Y/N)²²
Limit occupancy within the restaurant to ensure there is adequate distancing and/or physical barriers between tables that minimizes contact between customers per the “Seating Diagrams.”	
Start “Day 1” using the Seating Diagrams, if in the unlikely event that a restaurant's actual indoor capacity exceeds 60%, that restaurant’s capacity will be limited to 60%. Outdoor seating is subject to the Seating Diagrams, but is not counted in capacity threshold.	Y
Assess capacity threshold after 21 days.	Y
Design interactions between customers, delivery drivers and employees to limit contact.	
Mark floors in and outside of the restaurant in areas where customers, delivery drivers or others may wait to enable and enforce social distance.	Y
Encourage the use of contactless processes for pickup and delivery where possible and other electronic systems for guest interactions.	Y
Discourage use of cash.	Y
For servers or other employees’ interactions with customers that must be within six feet, limit interactions to five minutes maximum per occurrence.	Y (limited to 10 minutes)
Design operations to, where possible, achieve social distance between employees.	
Mark kitchen and other back of the house area floors to enable and enforce social distance where possible. Social distance allows for “incidental contact” (i.e. in and out in less than a 5 minutes), and therefore not “sustained close contact.”	Y
In cases where social distancing (“sustained close contact”) cannot be avoided, these individuals will continue to wear masks even if the general order to wear masks is lifted.	N
Use of masks and gloves to reduce the spread of the virus.	
All customers, employees, delivery drivers and anyone else must wear masks while on the premises. Customers can remove masks only when seated.	Y
Customers (or others) who refuse to wear masks must be asked to do so, and if they will not, the police will be called to enforce. Staff must avoid altercation with customers.	N
Staff to follow existing LA County Public Health guidelines on washing hands/sanitizing hands frequently and use of gloves with the addition of use of gloves by any role that clears tables or handles trash. Ask that the County issue clarification that gloves for front of house are only recommended for roles that clear tables or handle trash.	Y
Health check of employees and customers to keep COVID-19 positive people out of the facility.	

²² Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California’s Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Restaurant Reopening Principles and Plans	Included in Health Order (Y/N)²²
Restaurants will provide briefing on for all managers so they are aware of the symptoms of COVID-19	N
In order to clock in to work employees must review a list of symptoms and affirm they are symptom free. If they are not they must not work. <ul style="list-style-type: none"> It is recommended to have this be handled by the POS and Time clock system, but if not this information can be tracked in an electronic (preferred) or paper log. It is recommended that employers will use infrared (IR) contactless thermometers to confirm employees do not have temperatures above 100.4 F. The county's assistance with procurement would be helpful. 	N
Post all required signage and other notices including direction to not work when employees have symptoms.	Y
Posted explanations of sick leave policies need to be explained to employees in both English and a secondary language if prevalent amongst staff.	N
Use of sanitization processes to reduce potential of spread of the virus	
Staff must frequently and routinely properly wash/sanitize their hands.	Y
Sanitize all high touch surfaces (recommended every 30 minutes, not less than every hour).	Y
Sanitize all guest seating areas after a customer leaves, including table, seating, etc.	Y
Sanitize bathrooms at least every 60 minutes.	Y
Discourage use of cash; implement sanitization step if accepting credit cards.	Y
Add sanitization process after routine end of night cleaning, with log kept tracking execution, time, and person responsible.	Y
Include filling all "P traps" with water and bleach as part of the additional sanitization process after routine end of night cleaning	N
Menus must be single use, or sanitized between every use.	Y
All items on table must be single use or sanitized between parties.	Y
Physical improvements to existing restaurant to reduce potential spread of the virus	
Install hand sanitizers (touchless dispensers if available).	Y
Provide floor markings as noted in sections 1 and 2 above.	Y
Install Merv-13 filters in air handlers, if possible.	N (ventilation guidelines available on DPH website)
Increase airflow where possible. <ul style="list-style-type: none"> Ways to increase airflow include turning off economizers, increasing fan speeds and leaving doors and windows open. Health department to allow doors and windows to remain open. 	Y
Consider UV-C devices in the HVAC system at the coil and "Upper Air UV-C" in bathrooms.	N (ventilation

Restaurant Reopening Principles and Plans	Included in Health Order (Y/N)²²
	guidelines available on DPH website)
Procedures in the event an employee tests positive for the virus	
If the employee who tests positive worked at the facility that same day: implement orderly close of the facility, sanitize, and reopen after sanitization.	N
If the employee who tests positive worked on a previous day and you have documentation of the nightly sanitization step being completed, no sanitization action required, if not, then follow recommendation above. All people should expect to be named.	N
<p>In either case, ask the employee " who, since the 48 hours before you showed symptoms did you work in close contact with, which is defined as closer than six feet for more than incidental occurrences of less than five minutes?"</p> <ul style="list-style-type: none"> • Notify any named employees, prevent them from working, test them as soon as possible, and quarantine them until cleared to work. • Health department to provide free and rapid testing for our employees, prioritized as essential workers. 	N (contact investigation protocol available on DPH website - B-73 Manual)
Other guidance	
Valet will be able to operate, sanitizing hands after each car and wearing masks. Sanitation wipes should be available to customers.	N

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
Phase 1 Training & Facilities (Stage 3 of LA County Recovery Roadmap)	
Personnel/Staff Best Practices	
Require all staff to wear masks, execute proper handwashing techniques, follow proper coughing and sneezing etiquette, arrive with acceptable body temperature range, and maintain physical distancing.	N
Require appropriate PPE to be worn by all staff and team members based on their roles and responsibilities in accordance with Cal-OSHA and LACPH.	N
Provide training on how to properly use and dispose of PPE is mandatory.	N
Clean uniforms after each use.	N
Do not share personal items.	Y
To be eligible to work, all personnel must be healthy and not displaying any COVID-19-related symptoms for at least two weeks.	N
All personnel will administer daily self-temperature checks at home.	N
Screen all personnel for body temperature and/or flu-like symptoms before on-site entry.	Y
Send home anyone confirmed with body temperature of over 100.4°F and recommend to seek medical help based upon CDC guidance for both flue and COVID-19.	N
Report any employee who tests positive for COVID-19 to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.	N
Require all personnel to provide pertinent information to allow for expedited contact tracing.	Y
Provide mandatory COVID-19 training <ul style="list-style-type: none"> • Submit official acknowledgement of training prior to reporting for work. • Document and file all trainings. 	N
As operationally possible, alternate staff schedule, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.	Y
Unless granted specific exception, all staff will not have close contact or in-person interactions with athletes/talent/“players access” personnel or touch surfaces/objects that aforementioned parties are likely to touch.	Y
Athletes & Training Staff Best Practices	
Athlete training protocols will follow the general roadmap below: <ul style="list-style-type: none"> • Individual athlete training • Small group training 	N

²³ Reopening Safer at Work and in the Community for Control of COVID-19: Moving the County of Los Angeles into Stage 3 of California’s Pandemic Resilience Roadmap. Revised Order Issued: June 18, 2020. http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_COVID-19_Safer_at_Work_and_in_the_Community-Phase%203_06182020_WITH_APPENDICES.pdf.

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
<ul style="list-style-type: none"> Large group training 	
<p>Athletes and staff must adhere to the following:</p> <ul style="list-style-type: none"> No signs or symptoms of COVID-19 in the past 14 days No close sustained contact with anyone who is sick within 14 days of beginning group training To the best extent possible, avoid changes in small group participants to minimize overlap of varied athletes/staff 	N
Wear face coverings (cloth or surgical-type mask) at all times other than while exercising (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility.	Y
All participants should use their own equipment/should not share equipment and train so that physical distancing can be maintained.	Y
Do not share personal items (water bottles, towels, etc.).	Y
As operationally as possible, assign athletes, training staff, and “players access” personnel their own dedicated entrances.	N
Physical Distancing Best Practices	
Maintain >6 feet (or current LA Public Health mandated) distance.	Y
Assess and make required changes to communal areas (office space, break room, locker room, restrooms, elevators, etc.) in order to adhere to physical distancing protocol.	Y
Mark and monitor capacity restrictions within individual areas/rooms as needed to ensure appropriate physical distancing following Los Angeles County Public Health guidelines.	N
Only staff essential to operations, participating contracted players, and training staff permitted on premises. Encourage employees who are able to conduct work remotely to work from home.	Y
Any areas where personnel queue (i.e., entrances, restrooms, etc.) are clearly marked with capacities and physical distancing markers (currently at 6 feet).	N
Stagger schedules, start times, and entry times as operationally possible.	Y
Stagger parking in parking lots/garages (at least one empty space between cars).	Y
As operationally feasible, prop open high-traffic doors (entrances, restrooms, etc.).	N
Conduct training sessions following appropriate physical distancing guidelines and without any direct contact between athletes.	Y
Sanitizing Best Practices	
Disinfecting/sanitizing guidelines are not a replacement for cleaning, but are an added level for prevention of germ and bacteria buildup.	N
All surface sanitation products (spray and wipe) must be registered on EPA List N (Approved for use against SARS-CoV-2).	Y
<p>Each venue to create and implement a detailed disinfectant plan that at the very least addresses the following areas:</p> <ul style="list-style-type: none"> Disinfection of high touch areas. Increase frequency of cleaning. 	Y

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
<ul style="list-style-type: none"> • Monitor, report, and track cleaning. • HVAC Air Purification protocols. • Restroom occupancy needs to be reviewed and/or changed to either a 50% capacity or as otherwise determined by state and local guidelines • Other restroom operations including but not limited to the capacity, flow through, loitering, urinals, stalls, sinks, mirrors, supply replenishment, and staff oversight should be all reviewed. • Plan to follow a rigorous, monitored, and documented schedule. 	
Place and regularly maintain hand sanitizer dispensers and/or hand-washing stations at entrances, key high-touch/high-contact areas, and other identified locations	Y
Venues to identify where refuse will be collected and how it will be managed and discarded	N
Sanitize all personnel equipment before, during, and after shifts, and/or breaks. This includes but is not limited to radios, scanners, keys, workstations, jackets, mop heads, brooms, etc.	N
Athlete-/training-specific sanitization practices: <ul style="list-style-type: none"> • Regularly disinfect all training facilities (locker rooms, medical rooms, performance facilities, etc.) throughout the day, between different training groups, and a thorough disinfecting again at end of day. • Implement rigorous, frequent cleaning schedule/protocol of equipment with disinfectant before, during, and after training. • Disinfect any machinery/equipment that needs to be shared (treadmills, exercise benches, etc.) between uses by different individuals. • Wash any personal used items that remain at the venue (towels, uniforms, etc.) in accordance with Los Angeles County Public Health and CDC directives. 	N
Venues to work directly with sports leagues to implement any additional disinfecting/sanitizing directives.	N
Communications Best Practices	
Curate all updated COVID-19 event information on physical distancing, sanitization procedures, and event policies.	Y
Implement communication methods such as training, production meetings, and internal newsletters/alerts to educate and inform all team tenants and personnel of operational changes and guidelines.	N
Post signage throughout, both inside and outside, the venue highlighting sanitization protocols, hand sanitizer locations, physical distancing markers.	N
Communicate all COVID-19 policies and procedures to team tenants, professional sports teams, team staff, athletes, and entourages.	Y
Provide an Emergency Action Plan for all COVID-19 challenges: <ul style="list-style-type: none"> • Designate the Chief Hygiene Officer (CHO), the main point of contact person who is implementing and overseeing all cleaning and infectious protocols. 	N

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
<ul style="list-style-type: none"> • Provide emergency contact info of all personnel on property. • Develop ability to do contact tracing of all personnel and athletes. • Implement Health Screening policy for personnel and athletes. • Implement face coverings and PPE policies. • Develop mass communication policy for CHO to be able to instantly communicate with all personnel. • Implement direct communication channels with LA County Public Health. 	
Phase 2 Spectator-less Events (Stage 3 of Recovery Roadmap)	
Personnel/Staff Best Practices	
Maintain all Personnel/Staff Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.	N
Working with external partners (sports teams, event organizers, etc.), vet all staff lists to determine essential personnel necessary in venue to operate the event and keep to minimal numbers.	N
As operationally possible, assign/schedule staff to alternate events, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.	Y
Athletes & Training Staff Best Practices	
Practice physical distancing to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.	Y
Wear face coverings (cloth or surgical-type mask) at all times other than while exercising or in game play (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility	Y
Screen all athletes and training staff for body temperature and/or flu-like symptoms before on-site entry, with anyone confirmed with body temperature of over 100.4°F will not be allowed entry and will be advised to take measures consistent with professional/collegiate/national league guidelines.	N
Any athlete and/or training staff who test positive for COVID-19 must be reported to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.	N
Test players and training staff who engage in direct contact on a weekly basis, at minimum.	N
Ensure that risks will be mitigated for the team’s arrival. As operationally possible, arrange private transportation for all athletes and competition staff.	N
All participants should use their own equipment/should not share equipment unless absolutely necessary. <ul style="list-style-type: none"> • Disinfect any training equipment that needs to be shared (treadmills, exercise benches, etc.) between uses by different individuals. • Sanitize all shared operations equipment used for in-game play and other event preparations before and after every shift. 	Y
Do not share personal items (water bottles, towels, etc.).	Y
Any treatments with athletes should be done in a 1-on-1 manner with patient wearing face mask and clinician wearing face	N

Sports and Large Venue Entertainment	Included in Health Order (Y/N)²³
mask and gloves (change between patients).	
As operationally possible, assign athletes, training staff, and “players access” personnel their own dedicated entrances.	N
To the extent that physical contact is unavoidable, athletes & training staff will wash their hands before and after any interactions.	N
Food and Beverage Best Practices	
Use sanitizer buckets at the end of night (i.e., buckets of bleach water) for cut gloves, knives, etc.	N
Mark preparation and production areas in kitchens with kitchen tape to ensure social distancing is maintained.	Y
Laminate production menus for kitchen staff and sanitized after each use.	N
Store cut/prepped produce in sanitized sealed containers or bags.	N
Implement time and temperature guidelines on holding of all food aligned with LACPH requirements.	Y
All warehouses/runners use Nitrile gloves for all deliveries, in addition to wiping down receivables. Sani-wipes and hand sanitizer stations are provided in all zones.	N
Implement a sanitizing schedule for all equipment through each shift by a designated sanitarian/steward. This includes inspecting all high-touch surfaces, mop heads, and kitchen small wares to ensure sanitization and safety requirements.	Y
Serve all meals in pre-packed containers by food service attendants.	N
Provide all available snacks in single serving packaged size options.	N
Provide condiments in individual pre-packaged portions.	Y
Individually wrap utensils.	Y
Do not allow outside vendor catering.	N
Space working personnel dining seating and tables throughout multiple catering areas to provide adequate physical distancing. Sanitize all areas as part of housekeeping guidelines.	Y
Event Production Best Practices	
Building Access: Limit stage hands and production crew access to those actively working only.	N
Load In/Out Guidelines: Stage crew uses LACPH Construction Guidelines to load in and load out events.	N
Check-In Area: For large crews, create a check-in area outside of the venue to keep proper physical distancing until shift/crew call starts.	N
Truck Parking: Venue coordinates with broadcast networks on TV truck parking plan for each event.	N
TV Crews: Limit to essential personnel who are required to stay in assigned work areas only. Networks provide different credential or wristband that limits access to their specific work location (i.e., TV truck, bowl, locker room, etc.).	N
Media Feeds: Broadcasting network provides game feed in assigned areas for credentialed media.	N
Event/Operations Crew: Move event/operations crew stations to Marshalling Area so they can adhere to physical distancing during events.	N

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
Media Best Practices	
Media Room: Limit capacity in media and press areas with reduced space and chairs to ensure proper physical distancing (currently 6').	N
Press Conferences: Work with Teams/Professional/University Sports Leagues to limit number of reporters in each press conference.	N
Provide a designated room in the locker room corridor for pre- and post-game interviews.	N
Require a single camera and reporter provided by Network/Broadcast television rights holder to provide a pool feed of interviews to media watching in press room due to physical distancing requirements.	N
Access Levels: Limit court and dressing room hallway access based on physical distancing.	N
Photographers: Recommend photographers shoot from elevated locations and not on the playing surface, adhering to proper physical distancing.	N
Broadcast Locations: As operationally possible, recommend camera operators are moved to seating sections or other specified location to allow for physical distancing with players.	N
Physical Distancing Best Practices	
Maintain all Physical Distancing Best Practices in Phase 1 (Training & Facilities) throughout Phase 2. Exception: Physical distancing should be practiced to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.	N
Strictly prohibit non-game-related physical contact or unsanitary behavior (fighting, spitting, chewing tobacco, etc.).	N
As operationally possible, assign separate entrances and/or arrival times for specific cohorts of personnel (athletes, training staff & "players access" personnel, general venue staff, media, etc.).	N
Sanitizing Best Practices	
Maintain all Sanitizing Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.	N
Venue Heads of Departments are responsible for cleaning the following production equipment after each event: lighting board, consoles, spotlights, sun guns, microphones, headsets, belt packs, hard hats, etc. <ul style="list-style-type: none"> Clean and sanitize certain broadcast and event equipment, including monitors, League-issued scoring equipment, etc. before and after each event. Bring in technical cleaning service as frequently as three times per week for specialty equipment, and cleaning company/cleaning staff to handle on other days. Sanitize all stations and cameras daily, before and after events, and provide easily accessible disinfecting wipes and gel for the crew to use as desired. 	N
Mechanical equipment: At the beginning and end of each shift, the assigned loading dock personnel sprays and wipes down each high-touch areas (scissor lifts, forklifts, pallet jacks, carts, etc.).	N
Communications Best Practices	

Sports and Large Venue Entertainment	Included in Health Order (Y/N) ²³
Maintain all Communications Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.	N
Venue Website: Update event policies on websites on an ongoing basis, with relevant COVID-19 information and guidelines to be emphasized.	N
Email, Social Media & Consumer Media: Promote all COVID-19 policies and procedures via email, social postings and, as appropriate, interviews with television, radio, and print outlets.	N
Additional Best Practices	
Deliveries: Do not bring in outside deliveries directly into the venue. Venue personnel accepts deliveries outside of the venue and brought in by venue staff to reduce outside carriers from entering the venue.	N
Perimeter Checkpoints: Place barricade surrounding the venue to separate general public from event personnel, athletes, etc.	N
Tunnel Management: Do not stop tunnel access to/from back of house and field of play areas during gameplay.	N
Player/Official Escorts: Handle based on physical distancing guidelines as established by LACPH and Professional Leagues.	N
Event-Level Ramp Access: Limit to players and essential personnel only (20 – 25 vehicles). Assign alternative entrances for all other personnel.	N
Stagger parking in parking lots/garages (at least one empty space between cars).	Y
Valet Procedures (players): Attendants switch gloves after each car. Attendants use sanitization wipes to clean steering wheel, shift knob, and door handles before and after vehicle is parked.	N
Limit event level ramp access to players only.	N
Implement procedures for visiting team drop-offs and pick-ups, per league and LACPH requirements.	N
Do not allow car service vehicles (limos/Uber/Lyft) to park inside the event level loading dock. Drop-off and pick-up only, drivers must stay inside the vehicle.	N



Economic Resiliency Task Force
Comprehensive Report
Appendix B: Sector Specific
Recommendations



Arts and Culture Sector Workgroup Recommendations

June 2020

Arts and Culture
Fully fund the Organizational Grants Program and expand the Arts Internship program.
Stimulate employment opportunities and address the social connection crisis through a creative works initiative modeled on the Comprehensive Employment and Training Act ¹ to rebuild our social infrastructure and strengthen the economy.
Adopt the Countywide Cultural Policy that was submitted to the Board of Supervisors as a draft on February 28, 2020.
Provide financial support for residents to visit arts and culture venues, participate in arts and culture programs, and access live and online ticketed events.
Adopt the Public Art in Private Development ordinance to help stimulate the creative sector.
Establish an Emergency Cultural Operations Framework for the region.
Advocate for the arts and creative industries as one of its policy priorities in Sacramento and Washington, DC.
Strengthen the social safety net for arts and cultural workers.
Ensure that all residents have access to affordable broadband internet in their homes, up to and including creation of a municipal broadband system for all.
Collaborate with the City of Los Angeles and other local municipalities and their arts agencies to ensure artists and nonprofit arts and culture organizations qualify for programs designed for other small businesses, including loans, microloans, payroll protection funding, rent forgiveness, and others that may be made available.
Help secure personal protective equipment (PPE) and cleaning supplies, which are becoming increasingly expensive.

¹ See Linda Frye Burnham and Steven Durland, *Looking for CETA: Tracking the impact of the 1970s federal program that employed artists*, <https://forecastpublicart.org/looking-for-ceta>, Public Art Review #54, Spring/Summer 2016.



Business – Corporate and Manufacturing Sector Workgroup Recommendations

June 2020

Business – Corporate and Manufacturing
Business – Corporate and Manufacturing
Required Measures for All Businesses
Adopt basic safeguards as a condition to reopen, including appropriate physical distancing, proper use of personal protective equipment, measures for hand hygiene, regular cleaning of workplaces and active messaging to educate and remind employers and visitors of important precautionary health measures.
Recommended Measures to Further Enhance Safety
Consider adopting specific guidelines outlined in the following resources: <ul style="list-style-type: none">• <i>Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019</i> – Centers for Disease Control and Prevention, May 2020¹• <i>Guidance on Preparing Workplaces for COVID-19</i> – U.S. Department of Labor / Occupational Safety and Health Administration, 2020²• <i>Statewide Industry Guidance to Reduce Risk</i> – State of California³• <i>Reopening Safer at Work and In the Community for Control of COVID-19/ Moving the County of Los Angeles Through Stage 2 of California’s Pandemic Resilience Roadmap</i> – County of Los Angeles Department of Public Health, May 2020⁴• <i>Reopening Protocol for Warehousing, Manufacturing and Logistic Establishments: Appendix C</i> – County of Los Angeles Department of Public Health, May 2020⁵• <i>Protocols for Office Worksites: Appendix D</i> – County of Los Angeles Department of Public Health, May 2020⁶
Other Measures
Open in steps over the course of a week to reach the maximum capacity allowed by DPH orders.
Be prepared and attentive for additional waves of the pandemic.

¹ <https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>.

² <https://www.osha.gov/Publications/OSHA3990.pdf>.

³ <https://covid19.ca.gov/industry-guidance/>.

⁴ http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HO_Order_Reopening_Safer_at_Work_and_in_the_Community_05262020_FINAL.pdf.

⁵ http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_C.pdf.

⁶ http://publichealth.lacounty.gov/media/coronavirus/docs/protocols/Reopening_OfficeBasedWorksites.pdf.



Private Event Industry

Event Re-Opening Schedule

- As of June 19th, 2020 - Event Venues may operate at 25% capacity, and to ensure a footprint and a floor plan designed at ten guests per 600 square feet of space.
- As of July 1st, 2020 - Indoor Event Venues may operate at 50% capacity, Outdoor Event Venues may operate at 75% capacity (given the ongoing decline of hospitalizations and ensuring the health system is stabilized)
- As of August 1st, 2020 - All Event Venues may operate at 75% capacity (also given ongoing decline of hospitalizations and ensure the health system is stabilized).
- As of October 1st, 2020 - Venues may operate at 100% capacity, or once the state is entirely into Phase 4 of re-opening, whichever occurs first.

Require all clients to send correspondence and a health and safety screening to their guests, outlining the safety measures being taken to ensure their safety. The communication will also encourage any guests feeling sick not to attend. The venue operator must receive a copy of the correspondence no later than one week prior to the wedding with the full RSVP list to cross-reference.

All attendees and employees/vendors must sign a waiver upon entering the venue verifying that they are not knowingly sick, nor have they been in any contact with an infected person for the last two weeks.

Venue to provide an onsite Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival, as well as health screening. The Wellness Coordinator will also monitor all safety measures through the duration of the event.

Provide disposable facemasks upon request at no charge for all employees and up to 50% of the guest count.

Provide one hand sanitizing station per 50 guests.

For venues without permanent restrooms onsite, the client must arrange for additional restrooms and handwashing stations according to building codes and health department requirements.

Require all vendors and their employees to wear protective face masks and gloves while on property.

Require that vendors and employees submit health screenings to verify they do not knowingly have any symptoms related to COVID-19.

Prohibit self-service food and beverage stations. All stations must have a dedicated attendant and have a Plexi-glass barrier between the attendant/food stations, and event attendees.

Provide minimum two-week sick pay for all eligible employees exhibiting symptoms associated with COVID-19.

Configure seating and restrooms to comply with physical distancing requirements with visual cues and add signage when possible. Discourage any direct contact form of greeting (i.e., shaking hands).

Limit table seating to 10 or fewer and space tables at least 6 feet apart. Wedding and Event Planners must inform all attendees who they will be seated with as their 'social pod.' Attendees that wish to be seated separately must be accommodated.

Ensure ceremony floor plans adhere to physical distancing requirements between each 'social pod.'

Mark social distancing throughout the venue in both the front of the house and the back of the house areas.

Educate employees on proper sanitation and personal hygiene requirements consistent with the Centers for Disease Control (CDC) guidance and local health department best practices and guidelines.



Private Event Industry

Increase cleaning, hygiene, and sanitation procedures to include, but not limited, to the following:

- All employees report their temperature at the beginning of every shift. Employees with temperatures of 101 degrees or more, or exhibiting symptoms affiliated with COVID-19, will be sent home and compensated with sick pay if eligible.
- Employers will provide employees with appropriate PPE, including a clean facial mask and disposable gloves, which must be worn throughout the shift.
- Employees will be required to wash their hands and change their disposable gloves every hour, in addition to after using restroom facilities or handling food.
- Restrooms will have a dedicated restroom attendant assigned during the event. The responsibilities of this position include cleaning all individual restrooms/urinals, door handles, sinks, garbage cans, and high contact areas between each use, as well as to ensure social distancing measures are respected and queues form accordingly, when needed.
- Additional housekeeping staff must be assigned to clean high contact areas every hour. This includes door handles, bar and tabletops, audiovisual equipment and 3rd party vendor areas and break rooms.
- A cleaning log must be kept on file for all restrooms and high contact areas and made available upon request for employees, vendors, and attendees.

Sanitize all event rentals, furniture, and décor.

Encourage self-parking over valet parking.

Prohibit sharing of photo booth props.

Make a full hygiene, social distancing, and sanitation plan available for employees and guests.

Require a log with contact information for any person that enters the venue by date to facilitate contact tracing. Notify the Department of Public Health of any known infections of COVID-19 immediately.



Business - Small Sector Workgroup Recommendations

June 2020

Business - Small
Create clear long-term protocols and guidelines for reopening.
Provide clear guidance on appropriate use of toxic cleaning substances.
County departments, including DPH, DCBA, and DHS should provide technical assistance to businesses that need help understanding and applying County Public health guidelines as they reopen and operate. These entities should partner and collaborate with chambers of commerce and other non-profit organizations to assist with providing the most up-to-date toolkits, posters, guidelines and protocols for disbursement to small businesses.
Develop an aggressive and meaningful education program for businesses related to health and safety protocols and requirements. DPH and DCBA should collaborate with the SBDCs to establish online webinars for various business sectors to explain protocols and guidelines.
Require business owners to take online training to ensure clear and concise understanding of materials. A certificate would be provided to the business owner upon successful completion of the online training course.
Establish refresh programs focused to ensure that businesses are continually educated and updated on guidelines and protocol compliance.
Establish a 'train-the-trainer' program to provide guidance on protocols and guidelines to those who will be assisting business owners who have questions and/or concerns.
Include training module on how to handle non-compliance by customers including friendly signage about importance of compliance for the safety of all.
Increase disaster recovery funding available at the local level, establish financial incentives for businesses that are reopening with health and safety protocols and guidelines, and support additional sources of access to capital.
Identify all County-administered small business loan programs. Assure these programs provide all flexibility that is necessary and appropriate in a disaster scenario.
Immediately mobilize the County's planned disaster funding programs, including any grant and loan programs.
Assure that the County has apprised itself of and put into place all available disaster waivers from the U.S. Department of Commerce, Economic Development Administration (EDA), in the administration of existing revolving loan fund programs.
Assure the County has applied for all capital available through the EDA CARES Act Recovery Assistance, made available through a non-competitive application process with the EDA, which received a \$1.5 billion allocation of CARES Act funds.
Active outreach to, and mobilization of the County's small business resource partners, including SBDCs and Community Development Financial Institutions (CDFIs) with capacity for providing advisory and lending services. Work with lending partners to create (if not already established) a streamlined application process for loans.
Ensure funding is as patient as reasonably possible including low cost, extended "interest only" or "no payment" periods. In addition, those businesses having complied with all County-required safe reopening requirements shall receive an interest rate discount of one-quarter of one percent.
Extend funding flexibility to include employment or re-employment of staff, purchase of necessary personal protection equipment, installation of any required barriers to protect personnel and customers, or anything necessary for a compliant re-opening.



Business - Small

Streamline the permitting process through a “one-stop” concierge service program to enhance the efficiency of the permitting process, thereby reducing the waiting time substantially.

Review all regulations that impact businesses and remove obstacles or reduce fees where possible.

Consider a one-year moratorium on permitting fees.

Allow for a minimum one-year use of public sidewalks, parks, alleys, adjacent streets, etc. to increase retail sales during the weekends and spur additional capacity at food establishments.

Suspend parking requirements for all existing and new restaurant applications in the unincorporated areas.

Strengthen County procurement and contracting opportunities for small businesses and other certifications by simplifying the process of doing business with the County, including streamlined certifications, a simplified contracting process, and strengthening of incentives with the County's preference programs.

Establish an enhanced prompt payment program with the following attributes:

- Reduce prompt payment period from 15 days to 7-10 days.
- Pay a significant percentage (80-90% recommended) within 7-10 days of invoice receipt if there is a dispute on the invoice or package of invoices submitted.
- Implement a virtual pay for approved invoices for those local small business that have opted in. These will go direct to the small business account as opposed to the 3-5 days in the mail. This eliminates any “lost in the mail” checks which would take an additional 10-20 (or longer) days to go back through the processing system to cut another check and then mail it out again.
- Initiate a 30-day maximum dispute or clarification period before paying remainder of the outstanding invoice if not paid in full, and incentivize staff with getting the unpaid invoices paid within 30 days.
- Develop transparent reporting on utilization of local small business payments. Metrics include number of local small firms, dates of invoice receipt, and dates of invoice payment, as well as percentages of amounts paid.

Remove bonding requirements on large capital improvement projects for local small businesses up to \$500,000.

Create penalties for contracts that don't use local small businesses that were chosen to win the award; and not used for post-award of the contract.

Develop a local small business set aside program - Procurements up to \$5 million set aside for small local businesses.

Significantly ramp up promotion efforts to encourage certification of local and small businesses through virtual webinars and social media push.

Develop mentor protégé programs for significantly large professional service and construction projects. The mentor protégé program would be based on each contract and would provide measurable and actionable goals for small local business growth. This may include technical assistance.

Enhance DCBA oversight on procurements to ensure compliance on contracts and oversight of the above. DCBA oversight could include staffing of diversity and economic officer roles to manage the above. With the impending potential repeal of Prop 209, these officers would also play critical roles in ensuring the roll out of diverse including local small business spending programs.

Consider leveraging County buying power by requiring its large vendors to give small businesses price breaks if “like businesses” form cooperatives and buy in bulk

Develop a clearinghouse for personal safety equipment and related COVID-19 supplies. This could be achieved by taking the following steps:



Business - Small

- Promote small businesses (500 employees or less according to federal guidelines) in the clearinghouse.
- Provide additional consideration / promotion to micro local small businesses with 10 employees or less.
- Provide bulk rate pricing for local small businesses. This also includes local small as well as minority and women owned* businesses.
- To post opportunities to provide products through this clearinghouse, large vendors would agree to act as a mentor for a local small business and provide bulk pricing offers to small businesses and encourage certification by the County or any reciprocal agency certifications.

Create a county wide education and messaging program for small and diverse businesses to access personal safety equipment through churches, libraries, Community Business Organizations (CBOs), and other local community spots.

Develop communication partnerships with CBOs and churches, libraries especially serving in ethnic and also low-income areas to educate and distribute to these impacted communities.

Short-term Objectives

Create countywide standards to establish Business Recovery Zones with relaxed regulations to encourage economic recovery. Relaxed standards can include:

- Allowing businesses to use the public right of way including but not limited to streets, sidewalks, and parking lots to support public safety/social distancing requirements
- Supporting mass transit & mobility options
- Allowing use of public space, parking lots and parking spaces dedicated to their location towards the potential use of an expanded retail footprint
- Relaxing requirements for outdoor retail and dining
- Implementing a uniform and streamlined permitting process for small business owners within identified Business Recovery Zones.
- Do not associate permitting costs to permit events or use of public right-of-way that support small business expanding their service footprint that maintain social distancing requirements

Develop an outreach plan and strategy to ensure that small businesses have access to timely and accurate information about public health guidelines. Related recommendations include:

- Establishing clear reopening criteria for each industry
- Providing local Chambers of Commerce industry specific documents ahead of time to ensure timely outreach to their membership
- Establishing protocol for temperature checks (based on business size or industry type), proper masking, distancing requirements, and ventilation, among others.

Develop a strategy to provide technical assistance to businesses who need help understanding and applying public health guidelines as they reopen.

Develop a strategy to allow small businesses to obtain necessary PPE.

Create clear policies regarding the enforcement of “safe reopening” criteria and ensure small businesses and customers are aware of these policies, how they can remain compliant, and how noncompliance can be reported.

Allow the small business workgroup to consider and advise on the recommendations of all other work groups, including but not limited to the restaurant/hospitality and arts work groups, to ensure small business impacts are appropriately considered.



Business - Small

Make more disaster recovery funding available at the local level, and establish financial incentives for businesses that are reopening within the “safe reopening” guidelines.

Develop a strategy for utilizing government procurement as a tool for supporting economic recovery for small businesses.

Establish a County jobs program to hire contact tracers

Amend local ordinances and advocate for changes to state and federal law to mitigate COVID-19-related liability for small business owners as they begin to reopen, without limiting the availability of employee benefits.

Medium-term Objectives

Adopt a moratorium on taxes, regulatory fees, and other related costs for small businesses, with a reasonable amount of time to repay taxes, fees and costs without penalties or interest.

Adjust or eliminate regulatory fees and costs for businesses that are unable to operate at capacity due to COVID-19 restrictions.

Abate rent for small businesses and establish appropriate processes and protocol.

Create and disseminate a clear action plan if the rate of COVID-19 infections spike.

Deploy a public messaging campaign regarding return-to-work so that employees have enough information to determine whether it is safe for them to return to the workplace.

Long-term Objectives

Amend local ordinances and advocate for changes to state and federal law and regulations to allow for deferred payment of loans without penalties, and provide resources for lenders to prevent undue impacts from deferrals.

Develop entrepreneurship programs that provide business owners necessary technical assistance to alter their existing businesses substantially or transition to a new business type that is more sustainable during and after COVID-19.



Commodities and Goods Movement Sector Workgroup Recommendations

June 2020

Commodities and Goods Movement
Short-Term Goals
Develop a response to the Los Angeles County Economic Recovery effort
Identify and discuss issues, challenges, opportunities and actionable recommendations related to Commodities and Goods Movement
Assess opportunities for Public-Private Partnerships to reinvigorate the County economy
Promote collaboration and alignment across all 13 sector-specific working groups in delivering recommendations to the County
Formulate and support policy and legislation that spurs business growth, workforce development, job creation and related public infrastructure investment
Continue to implement all County, State, and Centers for Disease Control Department health guidelines and recommendations across all facets of Commodities and Goods Movement.
Major Issues and Challenges to the Commodities and Goods Movement Sector
Proactively protect the supply chain from being overwhelmed by a possible second wave COVID-19 outbreak.
Identify new and existing skillsets, employment opportunities, and measures to connect employees with job training throughout the supply chain and logistics industry.
Create a strategic Workforce Development Program that has strong ties to the community and responds rapidly to evolving workforce needs.
Develop funding partnerships with Local, State, and Federal government to accelerate employment gains and serve as a pipeline to new jobs as trade and cargo volumes grow.
Ensure a rapid transition to zero-emission technology.
Understand the impact of the pandemic on trade flows with East Asia and related impacts on domestic supply chains and how they need to adapt
Foster good relations with the longshoremen union, trucking, and rail industries to stay competitive in transporting goods (beyond the Coast and into the Midwest)
Transition smoothly to compliance with state sustainability measures
Address regulations to improve air quality and reduce greenhouse gas emissions while minimizing negative impacts on our economic recovery in the form of increased transportation costs, loss of jobs, and loss of economic activity needed to make investment in new technology and infrastructure
Identify funding sources for development of a regional zero emission infrastructure
Integrate all State, County, and Centers for Disease Control health guidelines and actionable recommendations into operations and reopening plans, including strategies to incorporate social distancing, the use of face-coverings, and frequent use of hand sanitizers and hand washing. Other workplace health and safety standards can be modified and/or introduced as appropriate to protect employees and customers.
Consider developing or supporting legislation and policies that foster sustainable goods movement investment and growth.
Incentivize telecommuting and other such working practices.
Solicit funds to implement e-commerce education and workforce training.



Commodities and Goods Movement

Leverage Public-Private Partnerships and collaboration between industry associations, supply chain partners, public agencies, and education institutions to identify jobs of the future and provide related education and workforce training.

Develop alliances with schools and colleges to offer practical and sector related programs that will provide students with internships, apprenticeships, and related industry job skills and experience.

Public and private stakeholders of the Commodities and Goods Movement sector need to identify data sources that will establish baseline numbers used to create and shape new and existing policies affecting this sector

Continue to leverage Public-Private Partnerships to develop a national clean tech strategy and address other challenges such as financing and fueling/charging infrastructure.

Lead the process of decarbonizing goods movement through large-scale zero-emissions investments.

Leverage good paying union jobs to establish a foundation for economic recovery.

Deploy technology across the supply chain for the efficient, secure, and reliable movement of goods.

Develop seamless processes and working practices to facilitate communication and coordination between businesses of various industries, employees, residents and the general public on best practices for reopening.

Tailor training for workforce on infection control to each work environment.

Ensure workforce policies encourage sick employees to stay home.

Ensure there are mechanisms in place enabling management to readily identify individuals who may be exposed to an infected employee.

Consider workforce development initiatives to improve the competitiveness of companies in the Commodities and Goods Movement sector, alongside the development of training programs to better prepare employees for burgeoning green jobs as well as jobs of the future.

Actively pursue funding opportunities to support recovery of the Commodities and Goods Movement sector.

Consider developing policy and financing components related to goods movement challenges as we move through the pandemic.

Develop a long-term strategy for workforce development, an e-commerce framework, sustainable operations growth, and changing global trade partners and subsequent routes.

Develop a legislative agenda to enable County advocacy at the federal and state levels. The legislative agenda should include a regional infrastructure investment for freight mobility and capital improvements across the Commodities and Goods Movement sector, as well as for zero-emissions vehicles, equipment, and infrastructure.

Implement an export-led growth strategy and diversify the cargo mix to help stimulate the local economy, spur job growth, increase manufacturing and agriculture production, lower the trade deficit, and increase freight competitiveness of the County. The export strategy should be developed and include the "Global Connectedness" objectives of the LA County Economic Development Strategy developed by LAEDC at the County's request.

Designate a lead to assure the objectives are accomplished with a regional strategy in mind to stimulate the growth of the County's export industries

Advocate for a Statewide EV Financing Authority, an entity necessary to provide businesses with consistent opportunities to incorporate zero-emissions equipment and infrastructure into business plans.

Accelerate zero-emissions deployment by developing a method to incentivize zero-emissions purchases at the County level.



Education Sector Workgroup Recommendations

June 2020

Education
COVID-19 Education and Re-Entry Strategy
Issue a directive to the campus community and/or update the institution's standard of conduct policy to include mitigating the spread of COVID-19 and implement appropriate accountability systems to address non-compliance.
Develop prior to re-entry campus training programs that educate all community members on disease prevention measures, on the campus health culture and on risk minimizing strategies, including training videos, bulletins, signage (e.g., posters and electronic displays) online and social media campaigns.
Create specific plans and protocols to accommodate students, faculty and staff in vulnerable, high-risk populations.
Establish a year-round health education campaign to promote/educate the campus community on universal precautions such as frequent hand washing, refraining from touching face and reporting COVID-like symptoms.
Implement a robust communication plan and associated communication tools to ensure timely and accurate delivery of information for students and, as appropriate, their families.
Develop plans for a phased re-entry of campus constituents with a focus on managing on-campus population density to adhere with physical distancing measures.
Provide options for remote online education, including asynchronous delivery to accommodate ill or quarantined students, as well as those with technology or travel constraints.
Emphasize to staff, faculty and students the importance of receiving an influenza vaccine prior to returning to campus to help health care professionals distinguish between the similar symptoms of COVID and the flu.
Physical Distancing & Building Campus Density Plan
Establish criteria in line with standards approved by the Board of Supervisors Economic Resiliency Task Force for other LA County sectors – such as restaurants, gyms and houses of worship – for all in the campus community and visitors to practice six-foot distancing and density for the following: <ul style="list-style-type: none">• Housing facilities• Dining halls and campus eateries• Classrooms/laboratories/auditoriums• Library/study rooms• Administrative buildings/office space• Event centers/multi-purpose rooms• Sports facilities and recreational centers• Common areas/student gatherings/co-curricular activities/other• Limiting cross-directional movement in high-trafficked areas of campus
Educate, encourage, and expect among all campus community members and visitors, adherence to directives on physical distancing as well as the use



Education
of cloth face coverings.
Implement physical distancing signage, floor markings and barriers (e.g. plexiglass barriers in classrooms, dining facilities and other campus retail venues).
Adhere to state and county standards on auditorium assembling.
PPE and Other Supplies for Students and Employees
Develop campus criteria on when the use of cloth face covering or other protective equipment is mandatory.
Use a risk-based assessment to identify and if possible provide types of face coverings and user categories (e.g., N95 or equivalent mask for medical professionals, N95 or equivalent for higher risk cleaning, provision of cloth face coverings for students and employees, provide proper enhanced PPE for those in clinical settings and/or research laboratories).
Develop and distribute training on the appropriate use of cloth face covering or other protective equipment.
Establish a Thorough Sanitization & Air Quality Strategy (When colleges and universities own buildings, adhering to these guidelines will be expected. When colleges and universities lease buildings, these guidelines will be shared with the proprietor)
Sanitization and cleaning protocols must follow LACDPH guidelines for, but are not limited to the following: <ul style="list-style-type: none">• Restrooms• Housing facilities• Dining halls/campus eateries and other campus retail venues• Classrooms/auditoriums/laboratories• Library/study rooms• Administrative buildings/office space• Sports facilities/event centers/multi-purpose rooms and recreational centers• Common areas/student gatherings/co-curricular activities/other
Situate hand sanitizers at the entrances to all major campus facilities and strategic placement of hand-washing stations elsewhere on campus.
Promote preventative hygiene measures, including frequent hand washing and covering sneezes or coughs with a tissue.
Review/test building HVAC and air ventilation systems and service and/or retrofit as necessary, implementing regular monitoring of building air quality input/output.
Screening Procedures & Monitoring Potential Warning Signs
Develop guidelines that will educate students and employees on self-screening.
Evaluate and implement health and symptom monitoring measures, which are informed by public health experts and may include recording and reporting wellness, and/or a regular temperature-taking program based on an activity-centered risk assessment and institutional capacity (i.e., full scale and/or partial/selective groups such as athletes, or those in close contact).
Develop and implement specific protocols and timely actions for students and employees who report symptoms or a decline in health which may be



Education
indicative of illness.
Educate the residence life team, public safety department, and faculty, managers and supervisors across campus on steps to take if a member of the community exhibits flulike symptoms.
COVID-19 Testing
Develop an institutional testing protocol for symptomatic students (based on institution's capability and capacity).
Develop specific criteria around the procurement of test kits, testing strategy and notification to the applicable public health departments.
Establish a memorandum of understanding agreement with local healthcare facilities and/or approved testing sites for institutions without health care services.
Implement an appropriate testing strategy to promptly identify reservoirs of infection and measure community prevalence.
Contact Tracing Capability will be Congruent with the Forthcoming LACDPH Guidelines
Consider establishing adequate methods to conduct contact tracing (e.g., digital contact tracing app and/or manual contact tracing).
Assemble a contact tracing team or otherwise solicit contact tracing services from the LACDPH.
Develop processes and training programs for any internal contact tracing team.
Isolation/Quarantine Capability
<p>If students are housed on campus property:</p> <ul style="list-style-type: none"> • Pre-determine isolation/quarantine location and capacity • Develop policy or procedures for comfortable self-isolation/quarantine. • Develop policy or procedures for hospitalization for more serious COVID-19 cases. • Determine core team that will implement and execute quarantine procedures. • Establish quarantine student support and compliance systems: meals, remote coursework, health services, transportation and monitoring/tracking affected students to promote compliance, etc.
Ensure timely disclosure to the LACDPH team.
Events, Performances and Athletic Participation
Develop a plan to resume athletics and performing arts activities, including on-site training/practices, travel, competition events and performances, etc., ensuring protocols and processes are in compliance with LADPH and other governing body guidelines.
Ensure events and gatherings are aligned with LACDPH phase protocols and establish corresponding campus repopulation guidelines.
Intercollegiate athletics COVID-related regulations will be governed by the national associations and/or regional conferences, and spectator guidelines will follow County regulations on event gatherings.
Safety & Well-being of the Campus Community
Invite/request students with underlying conditions to pre-register with the campus health center. Give faculty and staff with underlying conditions the option to voluntarily register with Human Resources (HR). Establish reasonable practices and preventive measures to shield these community members from exposure.



Education

Include the local community in planning and programming services where possible (excess testing, meal services) to improve the health of the local population in which the campus interacts.

Make known to all community members the available mental health services for supporting those with increased anxieties.

To the best of the institution's ability, HR should consider implementing policies or guidelines for teleworking, rotating and alternative work schedules and other de-densifying measures to provide social distancing in all work environments.

Require international students to follow U.S. entry standards based on LADPH and other regulatory agencies guidelines including possible onboarding orientation and quarantining.

Establish approval and reporting guidelines and return procedures for students studying abroad.

Communicate institutional policy and behavioral expectations to eliminate race-based coronavirus discrimination.

Resurgence of COVID-19 on Campus

Establish notification procedures internally and to the LACDPH and other regulatory agencies.

Create a COVID-19 resurgence response team.

Develop a rapid response strategy for containment, options and specific plans to adjust operations as needed.

Accountability and Legal Compliance

All actions must follow State and County orders and guidelines.

Receive government-assured language around immunity from liability.

Seek a Governor's blanket waiver for colleges and universities to protect from unnecessary litigation if these general standards are followed.



Faith Based Organization Sector Workgroup Recommendations

June 2020

Faith Based Organization
Ensure geographic equity for testing: Church and faith locations can serve as testing locations and resource centers.
Create a Variance Process for Individual Congregations: We propose the consideration of a variance process by which public health guidance may be adapted to local circumstances so that gathering space can be safely maximized.
Stimulate economic activity: The safe opening of places of worship will also serve to stimulate economic activity more broadly by enhancing public confidence.
Close the digital divide: The use of smart phones and other digital platforms such as zoom and social media are enabling new options for worship and for the other forms of engagement with faith. Training, particularly for older congregants, may accelerate adoption of these technologies to enable worship and service during the COVID-19 epidemic.
Mobilize our resources: Use our facilities for testing sites and as locations for health education centers. Use our value as "trusted voices" to address mental health issues (including depression, isolation and suicide prevention,) and to help address abuses of all kinds (substance abuse, child abuse, sexual abuse, family violence, elder abuse). Create social enterprises that leverage trusted traditions of service in partnership with public and private sectors (e.g. visitation to homebound and isolated). Encourage cooperative buying.
Provide safe places: Faith based organizations can provide safe spaces for those who fear exposure to government. (e.g. undocumented, formerly incarcerated, mentally challenged).
Partner with the public and private sectors for problem solving and prevention: Schools operated by faith institutions from pre-school to seminary levels are open to the general public. These centers can be used to house and provide certifications for new skill sets that are being required (e.g. chemical products, sanitizing/disinfecting for events, people handling, mental health crisis handling)
Mitigate the economic crisis: Faith based organizations can help address the homeless crisis, reduce food insecurity, and handle issues caused by the current recession
Gather data: A survey of all faith based and religious groups would help to create a more coordinated response in times of need and help guide the equitable distribution of resources across the county. An economic analysis of the many ways that faith-based organizations contribute to and support economic recovery would also be a useful input to policy making.



Film, Entertainment, Leisure, and Digital Media Sector Workgroup Recommendations

June 2020

Film, Entertainment, Leisure, and Digital Media
Film Production
Short-term Objectives
Develop consistent, unambiguous health orders for television and film production and theme parks between the county, city and state. Having regional continuity amongst the guidelines is vital to keeping production in Los Angeles County and consumers in its theme parks.
If there is any delay in lifting overall restrictions on filming activities based on protocols and procedures outlined in the white paper, Identify and authorize certain sector roles and job functions, particularly those in pre and post production such as set construction, video editing and music scoring, that can immediately resume with appropriate safety protocols in place.
Broadly benchmark protocols from other counties/states/countries for productions and theme parks so that Los Angeles County can stay at the forefront of adopting only the best practices for any limitations placed on the businesses in our sector.
Industry-Wide Labor-Management Safety Committee Task Force Recommendations
Infection Control
Regularly and periodically test cast and crew to mitigate the risk of the spread of COVID-19.
Utilize current effective testing protocols that must be developed in conjunction with, and approved by, the Unions and Guilds. Employers, Unions and Guilds shall rely upon medical experts for advice and guidance. As tests are developed and others become more accurate, the testing protocols shall also change.
Advise cast and crew that they will be subject to testing as a condition of employment and of continued employment.
Use face coverings at all times when on set or at production/studio Infection Control facilities workspaces, except when not feasible as noted below. These will be provided by employers to all cast and crew at no cost and meet applicable regulatory guidelines (CDC, Public Health, NIOSH, OSHA) as appropriate. Appropriate training in donning, doffing, cleaning and safe PPE use is required.
Issue personal face coverings to all cast and crew that are assigned to the individual and are not shared with others; there shall not be a common central pool of shared face shields or face coverings.
Recommend against universal glove use by all cast and crew. Gloves may lead to a false sense of security and may actually increase risk, particularly due to self-contamination while donning and doffing. However, gloves may be worn as infection prevention PPE when touching potentially contaminated commonly shared equipment is unavoidable and equipment cannot feasibly be disinfected (e.g., lighting/electrical cables, worn costumes, etc.) Adequate training in glove use, including safe doffing, will be required. Non-medical (work) gloves shall be worn as usual when appropriate.
Dispose PPE as regular (non-biohazard) waste. Ample trash receptacles shall be available, and these shall be emptied regularly.
Make available ample trash receptacles and empty regularly.
Cast and crew should avoid touching their eyes, nose and mouth.
Provide handwashing facilities with running water, soap and paper towels (dispensed using a non-touch system, if possible), adequate for the number



Film, Entertainment, Leisure, and Digital Media

of cast and crew, shall be available and accessible from the first day of work.

Handwashing facilities shall be kept clean and well-stocked.

Provide mobile handwashing stations when production is taking place where handwashing facilities are not readily available.

Strategically place stations with alcohol-based hand rub ("hand sanitizer") with at least 60% alcohol around work areas and readily accessible.

Stock and maintain sufficient supplies of hand sanitizer.

Provide cast and crew with pocket-sized hand sanitizer that can be used if hand washing or sanitizing stations are not available, such as in vehicles or remote locations.

Train cast and crew on hand hygiene practices (washing for a minimum of 20 seconds of duration, scrubbing all surfaces).

Production should encourage and promote opportunities for cast and crew to practice hand hygiene and perform disinfectant wipedowns of high-touch areas.

Wash or sanitize hands:

- Upon arriving at the job site;
- After blowing one's nose, coughing, or sneezing;
- After using the restroom;
- Before and after eating or drinking;
- After contact with animals or pets;
- After handling shared equipment or objects;
- After cleaning or disinfecting equipment, tools or workspaces; and
- At other appropriate times throughout the workday.

Post signage prominently with instructions on how to stop the spread of COVID-19, including hand hygiene and PPE instructions.

Make available appropriate, EPA-registered disinfecting methods and supplies with a claim against SARS-CoV-2 in all workspaces.

Wipe down high-touch surfaces periodically with appropriate, EPA-registered disinfectant, following the disinfectant manufacturer's instructions (e.g., safety requirements, protective equipment, concentration, contact time). Examples of high-touch surfaces are tables, doorknobs, countertops, phones, faucets, etc.

Productions and a COVID-19 Compliance Officer (discussed below) will work with all departments to review and implement specific plans for disinfection of department-specific equipment. Departments will review specific workflows and identify ways to ensure disinfection of equipment and physical distancing (e.g., cleaning of camera dollies, use of remote focus devices, lights).

Clean all workspaces with increased frequency, with an emphasis on high-touch surfaces.

- Whenever possible, minimize use of shared office equipment such as copiers and fax machines. When use of such equipment is unavoidable, hand hygiene should be performed after use.
- Manufacturer's cleaning instructions should be followed for cleaning of sensitive equipment such as electronics.

Production on set and work off set should designate specific individuals to perform high-touch wipedown, with an emphasis on shared spaces and



Film, Entertainment, Leisure, and Digital Media

equipment.

Clean shared workspaces daily with an emphasis on high-touch surfaces, including but not limited to production sets, studios, dressing rooms, hair and make-up stations, trailers, on- and off-production offices, break areas, shops and eating/meal areas.

Dedicated cleaning crews should clean common spaces at appropriate daily intervals.

As many Props, Costumes, Accessories, Wigs, and Other Specialty Items have unique cleaning requirements, those responsible for cleaning such items will do so in the customary manner.

Clean and disinfect hand props (other than those with unique cleaning requirements) before and after use.

Clean hands before and after handling props, accessories and other items.

Clean and disinfect personal equipment (such as tools, headsets, microphones and radios) before being issued and then at least once per day. Manufacturer's suggested cleaning instructions should be followed for electronics and other sensitive items.

Issue equipment such as radios/walkie-talkies to a single cast or crew member and used exclusively by that cast or crew member for the duration of production.

Wipe down personal items or equipment that must be shared between members of the cast and/or crew with disinfectant between use and perform hand hygiene after handling.

Clean high-touch surfaces in vehicles (e.g., steering wheels, controls, seatbelts, door handles, arm rests) at least once per day and prior to a change in operator or passenger.

Minimize use of paper whenever possible. Alternatives such as electronic scripts and electronic sign-in/out should be explored.

Consider alternatives to petty cash to minimize the need to handle paper money, such as purchase cards.

Assign paper scripts to a specific individual, clearly labeled with their name, and not shared between others.

Crew lists, call sheets, production reports and other similar documents should be electronic whenever possible.

Use hand hygiene before and after handling shared paperwork, such as blueprints or editing.

Food and Beverage

Those responsible for preparing and distributing food must clean their hands with soap and water or hand sanitizer prior to beginning food preparation and/or distribution and regularly thereafter.

Follow all local public health regulations regarding preparing and distributing food, including regulations regarding the use of appropriate food service PPE (hair nets, gloves, and face coverings), safe food temperatures, etc., and all personnel responsible for the preparing and/or distribution of food must be properly certified to do so.

As face coverings cannot be worn while eating, provide adequate eating space to ensure physical distancing can be maintained during meal periods.

Handwashing facilities and/or hand sanitizer must be readily accessible at the entrance of any designated eating area and shall be used when entering and leaving the area.

Stagger meal times in a manner designed to avoid the gathering of large groups in the same location at the same time.

Clean and disinfect all eating surfaces before and after use.

Eliminate communal "buffet style" food service, including salad bars, trays of food, or any food service that requires sharing of utensils such as serving



Film, Entertainment, Leisure, and Digital Media

spoons or tongs.

Serve individually packaged meals and snacks or wrapped portions. Avoid shared communal trays or bowls.

Eating utensils should be disposable and individually wrapped.

Cast and crew should not leave the job site to obtain food during the course of the workday.

Off-production offices, meeting rooms and other workspaces should have infection control protocols for use, especially when used for providing impromptu meals, snacks and coffee. Likewise, break rooms, microwaves, dishes and food deliveries will require regular cleaning and physical distancing.

If food is to be delivered to the job site, designate one or more individual(s) to receive the delivery. Appropriate PPE should be worn when interacting with the delivery person and hand hygiene should be performed after handling the delivery. Cast and crew who bring their own food are encouraged to bring food that does not require refrigeration or heating/microwaving.

Consider options for cast and crew to place orders ahead of time to minimize the amount of time they must wait in line. Consider addition of plexiglass (or similar) barriers between servers and cast and crew.

Avoid using or sharing items such as menus or condiments such as salt and pepper shakers.

These items should be disposable and single serve.

Drinks should be individually packaged or, if drinks are to be dispensed from a water station, soda fountain, coffee machine or similar equipment, receptacles should not come into contact with dispensers.

General Infection Prevention Issues

Limit the duration of workdays and excessive consecutive workdays whenever possible.

Avoid physical contact, including shaking hands, "high fives," fist or elbow bumps, or hugging. Physical contact related to performers is discussed below.

Limit visitors to set unless absolutely necessary.

If visitors are provided access, they will be subject to the same guidance as cast and crew, including the need for symptom screening and PPE requirements.

Union representatives exercising their rights to visit workspaces will be subject to the safety guidelines required of a visitor.

All cast and crew should avoid touching their eyes, nose or mouth.

In indoor spaces, use ventilation systems and other measures to increase circulation of outdoor air as much as possible (e.g., by opening windows and doors, using fans and other methods).

Stagger cast and crew call and wrap times to limit the number of individuals arriving to and departing from work simultaneously.

In the course of performing their duties, various cast and crew members may enter retail establishments during the workday. Applicable public health guidance should be followed, including use of face coverings. They should carry hand sanitizer and practice hand hygiene before entering retail establishments and after exiting.

Protecting and Supporting Cast and Crew Health and Safety

An autonomous COVID-19 Compliance Officer(s) with specialized training and responsibility and authority for COVID-19 safety compliance and



Film, Entertainment, Leisure, and Digital Media

enforcement will be in the workplace to address issues as they arise. COVID-19 safety plan oversight and enforcement shall be the principal responsibilities of the COVID-19 Compliance Officer(s), provided they may be assigned additional responsibilities related to workplace safety.

COVID-19 Compliance Officers will undergo specialized training on health and safety precautions, policies and procedures related to infection prevention practices including COVID-19 prevention, disinfection and PPE.

Specific duties and responsibilities of the COVID-19 Compliance Officer(s) may include, but are not limited to, overseeing and monitoring physical distancing, testing, symptom monitoring, disinfecting protocols, and PPE education, protocols and adherence and such other duties as may be determined by the employer. A COVID-19 Compliance Officer shall be accessible in the workplace at all times during work hours and all personnel should have access to the COVID-19 Compliance Officer(s). All cast and crew shall be informed who the COVID-19 Compliance Officer is and how to contact him or her.

In addition to the COVID-19 Compliance Officer, there should be a communication/ hotline system to respond to all cast and crew safety questions and concerns (including pre-, post- and off-production offices/spaces). The system shall allow for anonymous reporting.

Productions should consider engaging a board-certified infectious disease physician or infection preventionist with certification in infection control (CIC) to assist with development of specific workflows and operational implementation.

Cast and crew shall not be discharged or disciplined for reporting concerns about COVID-19 or other safety issues in good faith.

All cast and crew will be required to participate in daily symptom monitoring prior to arriving on set or at their workspace. Recommended options include electronic survey, manual screening and/or temperature spot-checks. Productions shall emphasize and reinforce to all cast and crew that working while sick with symptoms of COVID-19 is not permitted. This should be part of training, set orientation and reinforced with posted signage and frequent reminders.

Cast and crew are expected to immediately report to a designated person or persons (such as the COVID-19 Compliance Officer or such other person designated by the Producer) if they are experiencing, or a member of their household is experiencing, symptoms of COVID-19. If a cast or crew member is experiencing symptoms or has come into close contact with someone who has tested positive for COVID-19 either on or off site, they must report to their employer and follow the employer's contact tracing guidelines.

If a cast or crew member develops symptoms of COVID-19 when off site, they must not go to work and should immediately contact their healthcare provider. Anyone who reports to work with symptoms of COVID-19 will be instructed to return home and contact their healthcare provider.

Cast and crew must be notified if they have been exposed to an individual who has exhibited symptoms of COVID-19 or who has tested positive for COVID-19.

Paid leave policies shall be flexible and non-punitive to allow sick and quarantined employees to stay away from co-workers and the general public. These paid leave policies will be implemented to encourage compliance with infection prevention guidelines.

Physical Distancing

Cast and crew must practice physical distancing whenever possible. Physical distancing involves maintaining a distance of at least 6 feet from any other person at all times, except when doing so is incompatible with one's job duties.

Cast and crew should avoid congregating in groups. When practical, separate work locations into zones to facilitate physical distancing.

Place visible physical indicators (e.g., cones, duct tape or signage) marking 6 feet of distance in areas where people must congregate, such as crafts



Film, Entertainment, Leisure, and Digital Media

service, eating/meal areas, make-up and costume trailers.

Use phones, videoconferencing or similar technologies for meetings whenever possible. Avoid people gathering around a computer to watch together. Consider virtual production meetings whenever feasible.

Whenever possible, move to virtual writers' rooms. When virtual writers' rooms are not possible, maintain 6 feet of distance, use face coverings, and perform hand hygiene before and after the meeting. Minimize use of paper.

Use technology options such as additional monitors and remote viewing with the prior approval of or consultation with the Director, when required and as applicable, to allow the viewing of video from a separate location to facilitate physical distancing.

At this time, the use of live audiences is discouraged. On a case-by-case basis, live audiences may be used as long as audience members:

- Wear face coverings at all times
- Maintain 6 feet of physical distance, including while waiting in line and sitting in a studio; and
- Undergo symptom screening on entry.

Maintain an appropriate physical separation at all times between performers working without PPE and audience members. Medical professionals shall be consulted to determine the nature of the physical separation required for the safety of the performer in such situations, including additional physical distance or physical barriers (e.g., plexiglass walls).

On a temporary basis and without diminishing work opportunities, consider remote work/ telecommuting opportunities for cast and crew. This should only apply to those who can perform their job duties effectively while working remotely/ telecommuting.

To the extent possible, reduce crowding of all shared workspaces (e.g., production offices and shops) with a goal of keeping people 6 feet apart. In control rooms, editing rooms and other small spaces, if physical distancing cannot be maintained, all individuals must wear face coverings and should practice hand hygiene.

Training and Education

Require training in the employer's COVID-19 plan to reduce infection risk be mandatory on or before the first day of employment.

Educate all employees about the signs and symptoms of COVID-19 as part of their training. People with COVID-19 have reported a wide range of symptoms, ranging from mild to severe. Signs and symptoms include the following:

- Fever
- Cough
- Shortness of breath or difficulty breathing
- Chills
- Repeated shaking with chills
- Muscle pain
- Headache
- Sore throat
- New loss of taste or smell



Film, Entertainment, Leisure, and Digital Media

Provide dedicated training to all employees on the following topics:

- PPE, with a focus on safe donning and doffing
- Hand washing, including proper techniques
- Environmental cleaning and disinfection, including high-touch wipedown
- Policies and procedures related to COVID-19 on set or in offices
- Psychological impact of the crisis
- Protecting yourself at home
- Preventing cross-contamination

Post signage in all production workspaces where production activities occur, reinforcing training principles.

Unique Production-Specific Concerns

Implement testing, contact tracing and task-specific controls such as the following for cast, crew, and performers:

- Alter workspaces to permit physical distancing.
- Control the entrants to trailers and other workspaces.
- Allow sufficient work time to follow safety protocols.
- Cast and crew in close proximity must wear a face mask and/or face shield at all times and perform hand hygiene before and after the encounter.
- Additional protocols must be established before work of this nature could resume.

Whenever possible, performers shall practice physical distancing.

When maintaining physical distancing is not possible (e.g., between a performer and make-up artist) and the performer cannot wear appropriate PPE, contact must be kept to the shortest amount of time possible, and the other cast or crew member must wear appropriate PPE and observe hand hygiene practices.

Keep the number of people involved in close proximity with a performer to a minimum whenever possible. If a performer requires work by more than one make-up artist/hairstylist, make-up artists/hairstylists should observe appropriate PPE requirements, and both performer and make-up artist/hairstylist should observe hand hygiene practices immediately after completing the task.

Consider measures to minimize scenes with close contact between performers, such as amending scripts or use of digital effects.

Stand-ins should wear face coverings even if the performer they are standing in for may not.

Adjust shooting schedules to minimize the amount of back-and-forth travel needed by performers, when possible.

When performers are in a holding area, waiting to be used in a production, employers and performers must adhere to the recommendations outlined herein, including recommendations regarding physical distancing and the use of PPE.

When it is possible to do so consistent with their job duties, performers shall wear appropriate PPE.

When wearing PPE is not possible, such as when a scene is being filmed or after make-up has been applied, minimize the number of people with whom the performer is in close contact.



Film, Entertainment, Leisure, and Digital Media

As soon as possible after filming a scene, the performers shall put on their PPE and/or physically distance themselves.

Conduct casting virtually via self-tape, online video conference, or other applicable technology whenever possible.

If that is not feasible, or for any additional calls or live sessions necessary, there must be a sufficient space large enough to accommodate 6 feet physical distancing in all directions.

If performers will not be wearing PPE during an audition, a plexiglass partition or similar barrier between the performers and those observing the audition shall be provided by the employer and used and cleaned between performances along with any furniture, props etc.

If no barrier is present, increase the physical space between those observing to those auditioning beyond the 6 feet physical distancing standard.

No more than one individual auditioning at a time except for legitimate pairs (e.g., household members, domestic partners, roommates, living together for a minimum of 14 days or more prior to the audition).

Extra personnel on set with a minor are strongly discouraged and should be limited to a studio teacher and one guardian only.

Use physical distancing and face coverings at all times on set, including in school areas.

As studio teachers will need to interact with minors within 6 feet of distance, teachers should wear face coverings, practice frequent hand hygiene, and receive training on COVID-19 prevention. Whenever possible, remote schooling should be made available.

Modify PPE requirements and options for minors, especially those of tender years. Face coverings are not expected for minors under two years of age.

Animal handlers/trainers should receive training on COVID-19 prevention and should follow all rules regarding physical distancing and PPE.

Animals should not be handled by others except those necessary for shooting a scene (i.e., no petting, cuddling, feeding). All those involved in touching animals should perform hand hygiene before and after.

Keep other animals not involved in production such as personal pets off sets.

Prioritize private (i.e., self-drives) or production-provided transportation to and from sets, offices and locations over mass transit/public transportation whenever possible. All drivers and passengers should wear face coverings and maintain social distancing to the extent possible. High-touch surfaces in vehicles shall be cleaned and disinfected frequently throughout the day.

If neither private nor production-provided transportation is available or reasonably practical under the circumstances, public transportation may be used.

At all times while in transit, cast and crew should wear face coverings per local public health guidance. Whenever it is reasonably possible to do so, cast and crew shall maintain a distance of at least 6 feet from the driver and other passengers, if any.

Upon disembarking, cast and crew should promptly practice hand hygiene.

If public transportation is used, travel should be arranged to avoid peak travel times, if practical.

Minimize travel to the extent possible. When travel is necessary, attempt to minimize frequent back-and-forth travel.

Identify local medical personnel in advance that could assist with care of cast and crew in the event of COVID-19 symptoms.

Production shall monitor local outbreaks and trends, including local public health guidance and restrictions on travel to and from the U.S., and keep cast and crew informed as appropriate.

Whenever possible, those traveling for productions should not bring family members or other non-essential personnel.

Book air travel only on airlines whose policies comply with the Federal Aviation Administration's regulations with respect to COVID-19.



Film, Entertainment, Leisure, and Digital Media

Special Considerations for Filming on Location

Provide adequate space, such as additional trailers, tents and eating space, during location filming to allow for physical distancing.

Wipe down high-touch areas at least daily.

Minimize use of crowd scenes or street scenes when a controlled flow of people is not possible.

Prioritize locations where access can be secured and members of the production can be kept away from the general public when possible.

The location shall provide sufficient space for performing planned production activities while adhering to physical distancing recommendations.

Prioritize locations with access to hand-washing facilities. Provide ample mobile hand hygiene stations.

If shooting in inclement weather, provide adequate shelter facilities such as tents to allow physical distancing of cast and crew.

Productions should avoid locations that recently have been occupied or used by people who may have been infected with COVID-19, if possible.

If an occupied private home or building location is required for shooting, ask the occupants about signs/ symptoms of COVID-19 and vacate the premises for proper cleaning and sanitizing prior to pre-production crew and production cast and crew entering the facility.

Productions shall select buildings that can be easily and effectively cleaned and that provide sufficient space for performing planned production activities while adhering to physical distancing recommendations. Locations with hand-washing facilities available should be prioritized.

Allow adequate ventilation of indoor locations.

To the extent possible, location teams should pursue alternatives to traditional, in-person location scouting, such as creating virtual options including the use of photographs and digital scouting.

Tech and director scouting should occur in small groups to the extent possible.

All departments that provide assessments of scouting locations (environmental hazard assessment, engineering, etc.) as well as the location teams shall be trained in appropriate PPE use and provided sufficient PPE.

Prioritize locations during scouting that allow complete control of the site, including controlling access, ability to shut down the site for cleaning and high standards of hygiene.



Theme Parks
Protecting and Supporting Worker Health and Safety
Require all employees to wear a face covering.
Fully train employees on new policies and procedures.
Provide sick time to employees for COVID-19 related reasons.
Continue work from home for all back of house employees to limit demand of onsite in break areas, shared spaces; attempt to schedule front of house employees into groups and sequence on/off days.
Ensuring Appropriate Physical Distancing
Limit daily parking capacity based on approved phases from local health officials.
Implement measures and floor demarcations to ensure physical distancing of at least 6-feet between and among employees and guests in all queues and confined locations.
Develop and implement controlled foot traffic and crowd management strategies that enable at least six feet physical distancing between guests inclusive of entry & exit in and out of facilities.
Ensuring Proper Infection Control
Deep clean all areas daily and frequently and extensively disinfect heavily touched, high-traffic surfaces.
Make available hand sanitizer or sanitizer wipes throughout the park, including entry/exit of every attraction, retail and food location.
Establish one-way foot traffic to reduce face-to-face contact wherever practical.
Communicating with the Public
Place signage upon all entry locations indicating to follow all CDC guidelines.
Place physical distancing signage across all venues and with floor demarcations in all queues indicating minimum of 6-feet; in attractions queues, physical distance demarcations will be deployed every 8-10 feet to provide more space for parties.
Place audio reminders throughout property; pre-arrival communications to ensure guest awareness of protocols prior to visiting.
Ensuring for Equitable Access to Services for Vulnerable Populations
Encourage and market online ticket sales through web/mobile app to minimize in-person interactions where feasible.
Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options.
Go Forward Plan
Continue to work closely with our union partners for input regarding the health and safety of our employees and negotiated safety nets for maintenance of health insurance eligibility and additional paid sick time for COVID-19.
Provide nonunion employees with a generous sick leave policy including additional COVID-19 paid time to support needs for themselves and family members.
Modify policies to ensure at risk employees are not be penalized for missing shifts due to COVID-19.
Enhance health insurance coverage for employees who cannot fulfill minimum hours required due to COVID-19.



Theme Parks

Continue to support Health Dept. with our professional staff and resources for all/any necessary contact tracing. We maintain significant full-time staff on premise (EHS, Health and Human Resources) who can assist with data gathering, appropriate communication and follow up requirements.

Limit capacity across park attendance and all venue capacity to ensure all safety protocols are adhered to at all times for the benefit of not only our guests but also our employees.

Screening

At gated parks, screen guests for symptoms, and/or temperature checked at parking or main entrance; recommend medical help as needed based upon CDC guidance for both flu and COVID-19.

Place audio message and/or signage along entire walkway reminding guests to follow all new safety protocols/CDC warnings and guidelines.

Close interactive play areas.

Hand out 3D glasses individually (where applicable).

Offer face coverings for sale at retail locations.

Conduct symptom check for all employees; recommend medical help as needed based upon CDC guidance for both flu and COVID-19.

Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options.

Encourage all employees who have higher risk factors (e.g., over 65 and/or with certain health condition) to work from home.

Sanitization

Require all guests to wear face covering (available onsite as needed).

Provide face coverings to guests onsite as needed.

Eliminate brochure racks for maps; employee to hand out individually, drive utilization to mobile app.

Reduce or eliminate water/mist elements.

Require guests to wear face covering to get on attraction/sit to experience a show.

Provide hand sanitizer to every guest at load platform as they enter ride vehicle.

Remove self-serve condiments and cutlery provided at point of purchase.

Suspend buffet and self-serve beverage and bulk candy options.

Suspend trays. Plate meals in containers.

Dedicated cash handling POS; promote contactless payment.

Position sanitization stations at high contact areas.

Require all employees to wear face coverings.

Temperature check and health service professionals will wear gloves in addition to any position who wore gloves prior to COVID-19.

Require frequent hand washing for all employees and access to hand sanitizer.

Touchless access will be used wherever possible.

Touchless purchasing capabilities will be fully leveraged.



Theme Parks

Provide mobile ordering, touchless or disposable menus.

Spacing

Close valet operations.

Park guest vehicles 1-2 spaces apart in garages.

Use reserved, or date specific tickets to manage capacity.

Ensure distancing and spacing for queuing at turnstiles; reduce turnstile count.

Disable every other locker bank and pulse guests into locker area by an employee.

Seat travel parties as appropriate on ride vehicles (separate rows or seats on vehicle as applicable).

Eliminate single-rider lines.

Eliminate post show meet & greets; performers to remain on stage for pictures.

Use ground markers in venue queues to separate parties at a minimum 6-feet apart.

Install Plexi-shields or other barrier or provide eye protection to employees where physical distancing is impractical (i.e.: point of sale for retail and F&B).

Implement capacity controls at entrance and seating markers.

Stagger parking in parking garages.

Encourage employees to abide by the public health guidelines when not at work of physical distancing, regular hand washing, and avoiding contact with others who are sick or exhibiting symptoms.

Space desks and maintain work from home options and virtual meetings.

Reduce seating plans for all Food and Beverage locations.

Reduce or eliminate physical queuing to help ensure continuous flow while maintaining safe distancing.

Implement separate capacity controls for all attractions, food & beverage and retail locations.



Healthcare and Biosciences Sector Workgroup Recommendations

June 2020

Healthcare and Biosciences
Reopen Private Hospitals for all services.
Support Private Hospitals' affiliated medical practices and put healthcare workers back on the job.
Work with the State to sustain or open Surge Hospitals.
Adopt a fair and equitable evidence-based priority protocol for testing and support SNF/LTAC, Assisted Living, etc. as a top priority.
Establish a technical assistance link between DPH infection control efforts with SNF and LTAC and congregate living sites.
Utilize the platform of the Economic Resiliency Task Force to ensure continued collaboration that recognizes the unique testing needs of each sector.
Promote testing centers as public utilities and coordinate joint surveillance efforts with DPH and bioscience partners.
Coordinate efforts with California Connected, the state's public information and contact tracing strategy.
Work with health plans and the state to support primary care and FQHC practices, mental health, and dental health services.
Initiate County-wide Participation with State-level centralized procurement, stockpile, and distribution.
Adopt Hospital Association of Southern California (HASC) best practices in Elective Surgery Protocols, medical management, and medical equipment conservation.
Adopt HASC Job Portal and Regional Roundtables that improve collaboration among public health efforts in Ventura, LA, OC, IE, and SD counties.
Continue telehealth emergency regulations for all parties, including telephone-only telehealth in recognition of the digital divide across underserved communities.
Facilitate tele-work – especially for individuals at high-risk for complications of COVID-19 and to improve retention of workers who have young children displaced by school closures and who have long commutes to work.
Reopen Universities with health professions training programs, especially for professions in critical need such as primary care, mental health, public health, nursing, and allied health.
Advocate for equity in state budget and through HEROES Act, emphasizing testing, contact tracing, and wrap-around services and financial relief for small businesses and non-profits.



Infrastructure Development and Construction Sector Workgroup Recommendations

June 2020

Infrastructure Development and Construction
Key Strategy Recommendations
Create "Best in Class" Telecommunications - Streamline and implement policy changes to allow for rapid permitting and deployment of vital telecommunications facilities and critical infrastructure throughout LA County
Re-open government offices - Expedite the re-opening of government offices that are related to construction and infrastructure to the public with adequate staffing for essential services that support the construction industry.
Leverage technology solutions - Explore all opportunities to leverage technology and communication platforms to support on-line transaction of government services, while ensuring inclusive services to underserved communities, small businesses, and communities with limited access.
Support small businesses - Support small business in construction industry by providing individualized assistance such as concierge services to help navigate planning, permitting, and construction processes.
Collaborate through Infrastructure LA - Encourage and promote active participation in Infrastructure LA as a regional infrastructure forum for public and private infrastructure agencies to further advance infrastructure initiatives for speedy economic recovery.
Streamline Construction Permitting - Identify and eliminate barriers that slow down permitting for housing projects and construction activities that require regional coordination, such as those crossing multiple jurisdictional boundaries.
Advocate with State Agencies - Advocate with the Office of Statewide Health Planning and Development Division (OSHPD) and the Division of State Architect (DSA) to streamline processes and delegate additional authority to their local field offices.
Advocate for Regulatory Flexibility - Request the Board of Supervisors to send a five-signature letter to Governor Newsom and the Los Angeles delegation in Sacramento and Washington DC advocating for deferred implementation of state and federal regulatory requirements in Infrastructure Development and Construction industries, through legislation if needed, to help focus on immediate economic recovery efforts.
Advocate for Direct Federal Funding - Support and advocate for federal stimulus funds in infrastructure with direct local investment as a priority, to enable immediate local job creation and productivity increase.
Diversify Project Funding / Financing Options - Advocate for legislation or policies for innovative funding/financing options through P3, such as the inclusion of the Public Renewal Buildings Act (PRBA) in the upcoming infrastructure or stimulus bill.
Reform Regulations for Affordable Housing - Implement regulatory reforms such as By-Right Housing ordinance to expedite permitting, and proactively identify potential locations for multifamily income-restricted affordable housing.
Consider Long-Term Impacts of New Policies - Request that the Board of Supervisors evaluate the long-term impacts on jobs and regional development as a component of considering a new legislation for relief, to ensure such a short-term relief does not have long-term adverse impacts on the infrastructure sector.



Labor Sector Workgroup Recommendations

June 2020

Labor

Workplace Health and Safety Recommendations

Establish worker-lead health and safety committees within the workplace. Workers are critical in identifying on the ground solutions, as they're the eyes and ears of day-to-day operations. Workers can best identify what's working, what's not working, and are best positioned to identify solutions. To that extent, the County should enact a policy requiring employers to permit worker-lead health and safety committees, which will be made up entirely of workers and will meet to develop a detailed plan of what is needed for protection in the various departments of the employer's operation, track follow-through, and work with the employer to address any gaps in health and safety needs.

Establishment of certified worker safety organizations. The County should certify third-party worker safety organizations to assist with compliance. A certified worker safety organization should be a nonprofit organization dedicated to worker education and enforcement of worker rights, and should have a proven track record of educating and enforcing workplace protocols. Certified worker safety organizations would be able to assist workplace health and safety committees with technical assistance, education, and tracking and filing any instances of non-compliance.

Expand and maintain existing worker safety protocols. LA County became a national leader when it included Appendix A¹ in the emergency public health order. Appendix A should become a permanent set of standards within the workplace, and should expand to all workplaces. Appendix A requires enforcement of social distancing, employer provided Personal Protective Equipment (PPE), employer provided sanitation products, and a requirement for having sanitary public restrooms. Further, the existing construction guidelines that have been in place since Mid-March should also be extended ("COVID-19 Safety Guidance for Construction Sites").

Provide county assistance for PPE procurement. PPE has been difficult to secure for many businesses, and when available, rates can vary widely. Further, there have been several low-road vendors who have exploited the current situation by taking orders and not delivering. In an effort to reduce costs, root out low-road vendors, and make PPE available to all employers, the County should work to either certify credible vendors and negotiate maximum rates that vendors can charge for PPE when businesses in LA County seek to purchase it, or procure the PPE and sell it to businesses for the same price at which it was purchased.

Provide on-site testing for all workers. Before returning to work, all workers should be tested so as not to put their fellow coworkers at risk, nor the daily operations of their business. The County should expand its access to testing and make it available to employers to bring testing on site.

Protect undocumented workers in any workplace safety policy. Any exclusion of undocumented workers only threatens to prolong the current crisis, as any worker can transmit the virus. If any worker is left unprotected, all workers are left unprotected.

Economic Recovery Recommendations

Attach minimal job standards to any public procurement processes. The County must lead by example, and any procurement of public funding by a local business, or public stimulus spending directed at a specific industry, should include health and safety standards that meet the current moment, provide living wages, benefits, quality healthcare, PPE and testing for workers.

¹ http://www.publichealth.lacounty.gov/media/Coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_A.pdf.



Labor

Enforce misclassification/AB-5. Misclassification is a dual threat to our economic and physical health. When workers are misclassified, they are not provided with sick days, PPE, nor healthcare benefits. Additionally, when companies misclassify workers, they are not paying their fair share into state unemployment systems, and are therefore further straining our public agencies by dumping the costs on taxpayers.

Ensure right of recall and worker retention for all. Any worker who was laid off as a result of the pandemic should have a right to return to their job. Additionally, should a company be sold during the pandemic, workers should have an opportunity to keep their job. This brings back experienced workers for businesses, saving costs for onboarding any new employees. Additionally, this provides workers with a framework for how temporarily laid-off workers will piece their lives back together once the economy reopens.

Uplift Existing Job Pipelines and Career Paths. The Building and Construction Trades have a well-established apprenticeship pipeline that leads journeymen into long-term, sustainable career paths. Their model should be uplifted as the leading example for how to effectively create pathways out of poverty. They are able to enact targeted local hiring, and have a remarkable success rate at graduating apprentices and landing them into sustainable jobs.

Raise the floor in low-wage industries. With over 4 million unemployment claims made to date in LA County,² our public safety net is under more duress than at any time in recent memory. Given the shortage of public resources, we should ensure that all jobs in the County provide living wages, provide family benefit plans, and minimize dependence on public assistance programs. Our public safety net programs must be prioritized for those who are unemployed, they should not be used to subsidize low road employment practices by employers to offset costs for workers. Further, there is no greater stimulus package than putting money in the pockets of workers, as they spend it on basic needs, and keep dollars circulating in the local economy.

Expedite shovel-ready projects. We must keep the County working. There is a list of shovel-ready projects ready to go (see attachment 2), which will keep people employed, enact apprenticeship programs, and sustain high-road jobs that keep workers out of poverty. Maintaining existing construction projects must be a priority.

² <http://file.lacounty.gov/SDSInter/bos/supdocs/145878.pdf>.



Philanthropy and Nonprofit Sector Workgroup Recommendations

June 2020

Philanthropy and Nonprofit
Strategies for Economic Recovery: Meeting Needs
Scale of need is too big – improved coordination and cost savings are essential.
Act on CEO's 2015 recommendations to reduce administrative burden, time consuming duplication across departments, unnecessary expense and contracting inefficiencies.
Community wide system of care – improve City, County, State, and philanthropy collaboration.
Create nimble funds using block grant approach to address needs in vulnerable communities.
Emergency aid to vulnerable organizations working in targeted communities.
Create a pooled loan fund.
Provide data to set goals and track progress in high-need areas.
Relax reporting burden for 2020.
Support AB5 exemption.
Short-Term Recommendations (Year 1-2)
Provide supplies to support re-opening (kits with PPE, high-powered sanitizing equipment, floor decals, sneeze guards, etc.), ideally leveraging savings through group purchasing and provide subsidies for the necessary safety equipment.
Support HEROES Act and legislative advocacy to protect organizations from liability during pandemic.
Capture lessons learned: develop and distribute a pandemic response toolkit with resources and templates for policies and procedures.
Work with community-based groups and the Center for Nonprofit Management to assess needs, map organizations closing, and gaps in services to the most vulnerable. Agencies should weigh in on funding priorities and accountability metrics. Given the disproportionate impact on communities of color, Supervisors should ask the CEO to hold department heads accountable for allocating resources to identified areas of greatest need.
Form "Resiliency Hubs" who are accountable for linking services and results in areas of greatest need.
County departments should provide consistent guidance on home visitation practices.
Simplify contracting process, allow greater flexibility on County contracts, including extensions, and remove legal liabilities related to referrals.
Expedite reimbursements. Cover full costs – 30% of overhead (consistent with for-profit services sector).
Provide incentives for collaborative efforts, in partnership with foundations, that focus on collective impact to better leverage public/private investment for greater impact and reach.
Supervisors direct CEO, to include in annual reviews, how department directors define the role of the County versus that of contracted legal entities providing social services.
Long-Term Recommendations (Year 3-5)
Use Year 1-2 needs assessment to review data on County investment in social services by area.



Philanthropy and Nonprofit

Define shared goals in communities by listening to community-led groups.

Improve coordination between County and City governments to meet community needs more efficiently.

Fund an ombudsman role to map need, track progress, and articulate what is happening in neighborhoods.

Implement policy changes to redirect public dollars into flexible block grants in highest need communities where the safety net does not reach our most vulnerable residents.

Create entry-level funding opportunities for smaller nonprofit organizations who are filling gaps, but not currently receiving government dollars while serving as trusted resources in communities of high need.

Collaborative grants through public/private partnership to improve access to telehealth, counseling, and other human and legal/judicial services.

Adopt full-cost contracting practices that support equitable wages and benefits.

Implement a centralized website for consumers to apply for County human services; parallel website for community-based organizations to communicate with County staff about their County contracts – with a link to a similar website for City of LA services.

Save 1% by modernizing current system that is fragmented, labor intensive for County staff and nonprofits, adds to administrative costs and away from critical investment in direct services.

Strengthening Impact of Sector

Invite agencies to weigh in on funding priorities and accountability metrics (a Blue-Ribbon approach).

Broker public/private sector partnerships and engage entrepreneurs across the region to generate dollars, creativity, and intellectual capital, around housing, employment, technology, and financial support required for nonprofits to succeed.

Work with public and private sectors to support and develop leaders of color. Support should be consistent to enhance impact while creating a leadership pipeline that better reflects the community.

Predictably, in the coming months, private funding will decline because of donor fatigue and loss of available financial resources. Plan for managing the next emergency, such as fires or earthquakes, as communities who are affected will depend on the nonprofit sector for support and recovery assistance.

Building Resiliency

Work with philanthropy and private sector to support and develop leaders of color.



Restaurants and Hospitality Sector Workgroup Recommendations

June 2020

Restaurants and Hospitality
Hotels (Clean + Safe Guidelines)
Guest Arrival
Have prominent signage for guests, such as this sample social distancing signage.
Greet visitors prior to entry
Request guests and visitors to use hand sanitizer, reinforced with signage. Place dispensers, touchless whenever possible, at key guest entrances and contact areas such as entry drives, reception areas, hotel lobbies, restaurant entrances, elevator landings, pools, and exercise areas.
If at all possible, have guests enter through doors that are open, are automated or manually operated by an employee. Adhere to security protocols.
Stop the practice of employees opening the doors of vehicles.
Bell service employees use gloves and other appropriate PPE. Sanitize the bell cart after each guest is assisted.
Do not provide valet services, unless requested or special circumstances.
Consider having the hotel provide the masks. Display appropriate signage prominently, outlining proper mask usage and current physical distancing practices in use throughout the facility.
Guest Elevator
Sanitize the button panels at regular intervals and/or have hand sanitizer available at or in elevators.
Limit the number of guests permitted per elevator.
Post signage to explain the current procedures.
Consider floor markings in the elevator area to designate proper social distancing.
Consider an amenity bag during check-in containing COVID-19 awareness information, hand sanitizer, and perhaps masks/gloves.
Consider providing a spray bottle of sanitizer or wipes in each room for guest use (if available and stored out of reach of small children).
Guest Rooms
Re-think the significant touch points in rooms. <ul style="list-style-type: none">• Remote control(s) – can guests use their cell phone/mobile device instead?• Limit amenities that aren't single use<ul style="list-style-type: none">- Coffee/tea service- Reading material• Property information/room service menus (digital/wrapped)• Consider removing unnecessary items<ul style="list-style-type: none">- Decorative pillows/throw blankets• Mini-bars/refrigerators
Develop plan for no housekeeping during stay



Restaurants and Hospitality

- Amenity 'drops' for longer stays
- Only by special request
 - Only when guests aren't present
 - Minimize contact with guests' personal belongings
 - Increase room air circulation whenever possible
 - Consider allowing extra cleaning time (not required)

Develop plan for increased use of room service

- Delivery/pick-up protocols
- Sanitization of cutlery
- Single-use condiments

Restrict outside food delivery to lobby hand-off (inform guests at check-in)

Physical Distancing

Utilize floor markings and signage for standing at least six feet away from people not traveling with them while standing in lines, using elevators or moving around the property.

Consider 'sneeze guards' for the front desk and other areas, require mask usage, set use limits for specific areas.

Meet or exceed compliance with local or state mandated occupancy limits.

Arrange seating and physical layouts to ensure appropriate distancing.

- Lobby seating
- Outdoor areas
- Dining outlets

Websites/Reservations

Communicate cleanliness and safety features.

- Property level
- Rooms
- Employee cleanliness + safety

Develop reservation protocols

- Set expectations for arrival.
- Provide no-touch check-In possibilities.
- Prepare key/information in advance.
- Consider sealed packet.
- Notify guests of right to cancel for symptomatic visitors/guests.

Ramp Up Electronic Payment Options.

Dining Considerations



Restaurants and Hospitality

Consider inclusive breakfast service protocols

- Implement Single Self-Service Buffet Items Only.
- Implement Cafeteria Style Service – Employee Served.
- Implement Grab-and-Go Service.

Consider reservations only for seated service.

Implement to-go service.

Hand Washing

Instruct all employees to wash their hands, or use sanitizer when a sink is not available, every 60 minutes (for 20-seconds) and after any of the following activities: using the restroom, sneezing, touching the face, blowing the nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break and before or after starting a shift.

COVID-19 Training

Educate your employees about COVID-19. Refer to the Center of Disease Control for information and [guidance](#).

Ensure all appropriate employees are certified food handlers, per state regulations.

Consider online training programs for employees from industry sources and educational institutions, such as community colleges.

Be sure employees know and are aware of guest protocols and procedures.

Personal Protective Equipment (PPE)

Have all employees wear appropriate PPE based on their role and responsibilities and in adherence to state or local regulations and guidance.

Provide mandatory training on how to properly use and dispose of all PPE.

Per CDC recommendations, face coverings (masks) have been effective to mitigate risk, especially in areas where it's difficult or impossible to maintain social distancing. In some cities or counties, masks are required for guests and/or employees.

- For employees where masks are appropriate/required, provide masks and require masks to be worn while on property. Provide gloves and/or protective eyewear to employees whose responsibilities require them as determined by medical experts including housekeeping and public area attendants and security officers in direct contact with guests.

Housekeepers should wear masks and gloves, with protective eyewear highly recommended.

In all circumstances, coverings worn by employees should be kept clean in accordance with CDC guidance.

Employee Meetings/Interactions

Conduct meetings virtually or in areas, including outdoors, that allow for appropriate physical distancing between employees.

Consider staggering employee arrival times and breaks/meals in compliance with wage and hour regulations, to minimize traffic volume in back of house corridors and service elevators, if applicable.

- Consider separate entry/exit doors

Ensure management teams are in constant communication and proper PPE and sanitation procedures are followed and updated per the latest guidance.

Temperature Checks



Restaurants and Hospitality

While current CDC guidelines do not require guest or employee temperature checks, hotels may want to consider implementing temperature checks for employees.

- EEOC only recently allowed employers to take employee temperature readings, so be sure to frequently check for updates.
- Those displaying a temperature over 100.4°F should be provided a secondary temperature screening (in private, if requested). Employees confirmed to have a temperature over 100.4°F should not be allowed entry to the property and will be directed towards appropriate medical care.
- Temperature readings are considered medical information. If kept, temperatures should be kept separately from personnel files.
- Provide employees with a compliant notice pursuant to the California Consumer Privacy Act.

An alternative is to encourage employees to take temperatures at home/prior to their shift.

Cleaning Protocols

If your hotel has been closed, minimize the risk of Legionnaires' disease and other diseases associated with water, taking steps to ensure that all water systems and features (e.g., drinking fountains, decorative fountains) are safe to use after a prolonged facility shutdown.

Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on frequent contact surfaces including, but not limited to, front desk check-in counters, bell desks, elevators and elevator buttons, door handles, public bathrooms, room keys and locks, ATMs, escalator and stair handrails, gym equipment, dining surfaces and seating areas. Consider reservations for gyms

Hotels with golf facilities should only allow one player per cart, except for immediate family and people who cohabitate, and increase tee time spacing, and should only open once golf courses are allowed to reopen. Additional guidance on outdoor recreation is available on State of California COVID-19 website.

Consider use of guest room door seals or other mechanisms, such as enhanced key control via property management systems, to indicate the room is clean and has been sanitized and unentered since cleaning.

Use proven cleaning and sanitizing protocols to clean guest rooms, with particular attention paid to high-touch items including television remote controls, toilet seats and handles, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks and flooring.

- If applicable, clean kitchen items between each guest stay. All dishes must be washed, including the ones in the cabinet and others that may have been left in different rooms. Provide adequate dish soap and new, unused sponges for each guest upon arrival. Consider replacing utensils with one-time use dinnerware, if feasible.
- If applicable, properly clean all appliances and kitchen areas, including refrigerator shelving, the oven stovetop, coffee-makers, toasters, pantry shelves, and other areas.

Laundry

- Wash all bed linen and laundry at the hottest appropriate temperature and in accordance with CDC guidelines.
- Contain/bag dirty linen in the guest room to eliminate excess contact while being transported to the laundry facility.
- Do not shake dirty laundry.

Consider leaving rooms vacant for 24 to 72 hours after a guest has departed. (Optional)



Restaurants and Hospitality

Increase the frequency of cleaning and sanitizing in the high traffic back of house areas with an emphasis on the employee dining rooms, employee entrances, uniform control rooms (if applicable), employee restrooms, loading docks, offices, kitchens, etc.

Clean and disinfect shared tools and equipment during and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, and all other direct contact items used throughout the hotel.

Discontinue the use of shared food and beverage equipment in back of the house, including shared coffee/tea service, if possible.

In the case of a presumptive COVID-19 positive, remove the guest's room from service and quarantined. The guest room should not be returned to service until case has been confirmed or cleared. In the event of a positive case, the room should only be returned to service after undergoing an enhanced sanitization protocol in accordance with [CDC guidelines](#).

Follow manufacturer's directions and use high filtration efficiency filters. Do not touch the surface of used air filters and remove/dispose of them with minimal disturbance using disposable gloves.

Consider increasing the frequency of air filter replacement and HVAC system cleaning to maximize fresh air exchange.

Remind suppliers, delivery drivers, and other individuals from third-party companies of symptom screening and social distancing requirements.

Swimming Pools and Aquatic Venues (If Applicable)

Hotels with swimming pools and splash pads should take additional steps to ensure those facilities are properly cleaned and disinfected for visitor use, according to [CDC guidelines](#). Saunas, steam rooms, and hot tubs should remain closed.

Determine which List N disinfectants approved by the EPA are best for the pool/aquatic venue. Maintain proper disinfectant levels (1-10 parts per million free chlorine or 3-8 ppm bromine) and pH (7.2-8). Ensure the safe and correct use and storage of disinfectants, including storing products securely away from children.

Set up a procedure so that furniture and equipment (e.g., lounge chairs) that needs to be cleaned and disinfected is kept separate from furniture that has already been cleaned and disinfected. Label containers for used equipment that has not yet been cleaned and disinfected and containers for cleaned and disinfected equipment.

Launder towels and clothing according to the manufacturer's instructions. Use the hottest appropriate water temperature and dry items completely. Handle towels with disposable gloves and minimal disturbance, i.e., do not shake them.

Discourage people from sharing items, particularly those that are difficult to clean and disinfect or those that are meant to come in contact with the face (e.g., goggles, nose clips, and snorkels).

If applicable, ensure that the facility has adequate equipment for guests, such as kick boards, pool noodles, and other flotation devices, to minimize sharing wherever possible. Clean and disinfect the items after each use.

For indoor aquatic venues, introduce and circulate outdoor air as much as possible by opening windows and doors, using fans, or other methods. However, do not open windows and doors if doing so poses a safety risk to staff, visitors, or swimmers.

Change the deck layout and other areas surrounding the pool to ensure that the standing and seating areas can support physical distancing requirements. This could include removing lounge chairs or taping off areas to discourage use.

Provide physical cues or guides (e.g., lane lines in the water or chairs and tables on the deck) and visual cues (e.g., tape on the decks, floors, or



Restaurants and Hospitality

sidewalks) and signs to ensure that staff, visitors, and swimmers stay at least six feet apart from one another, both in and out of the water.

Where feasible, install impermeable physical barriers such as Plexiglas where staff and patrons must interact and physical distancing is difficult.

Consider implementing reservations for pool use or implementing other mechanisms to support at least of six feet of physical distancing. This could include reserving lanes for individual lap swimming and half-lanes for individual travel party use.

Ensure that lifeguards who are actively lifeguarding are not also expected to monitor handwashing, use of cloth face coverings, or physical distancing. Assign this monitoring responsibility to another staff member.

Aquatic venues should avoid activities that promote group gatherings and should be aware of local regulations and policies on gathering requirements to determine if aquatic fitness classes, swim lessons, swim team practices, swim meets, or pool parties can be held.

[CDC's Model Aquatic Health Code](#) has more recommendations to prevent illness and injuries at public pools.



Restaurant Reopening Principles and Plans
Limit occupancy within the restaurant to ensure there is adequate distancing and/or physical barriers between tables that minimizes contact between customers per the “Seating Diagrams.”
Start “Day 1” using the Seating Diagrams, if in the unlikely event that a restaurant's actual indoor capacity exceeds 60%, that restaurant’s capacity will be limited to 60%. Outdoor seating is subject to the Seating Diagrams, but is not counted in capacity threshold.
Assess capacity threshold after 21 days.
Long term - no continuing limits to capacity.
Long term - allow expanded outdoor operations to continue.
Design interactions between customers, delivery drivers and employees to limit contact.
Mark floors in and outside of the restaurant in areas where customers, delivery drivers or others may wait to enable and enforce social distance.
Encourage the use of contactless processes for pickup and delivery where possible and other electronic systems for guest interactions.
Discourage use of cash.
For servers or other employees’ interactions with customers that must be within six feet, limit interactions to five minutes maximum per occurrence.
Design operations to, where possible, achieve social distance between employees.
Mark kitchen and other back of the house area floors to enable and enforce social distance where possible. Social distance allows for “incidental contact” (i.e. in and out in less than a 5 minutes), and therefore not “sustained close contact.”
In cases where social distancing (“sustained close contact”) cannot be avoided, these individuals will continue to wear masks even if the general order to wear masks is lifted.
Use of masks and gloves to reduce the spread of the virus.
All customers, employees, delivery drivers and anyone else must wear masks while on the premises. Customers can remove masks only when seated.
Customers (or others) who refuse to wear masks must be asked to do so, and if they will not, the police will be called to enforce. Staff must avoid altercation with customers.
Staff to follow existing LA County Public Health guidelines on washing hands/sanitizing hands frequently and use of gloves with the addition of use of gloves by any role that clears tables or handles trash. Ask that the County issue clarification that gloves for front of house are only recommended for roles that clear tables or handle trash.
Health check of employees and customers to keep COVID-19 positive people out of the facility.
Restaurants will provide briefing on for all managers so they are aware of the symptoms of COVID-19
In order to clock in to work employees must review a list of symptoms and affirm they are symptom free. If they are not they must not work. <ul style="list-style-type: none">• It is recommended to have this be handled by the POS and Time clock system, but if not this information can be tracked in an electronic (preferred) or paper log.• It is recommended that employers will use infrared (IR) contactless thermometers to confirm employees do not have temperatures above 100.4 F. The county’s assistance with procurement would be helpful.
Post all required signage and other notices including direction to not work when employees have symptoms.
Posted explanations of sick leave policies need to be explained to employees in both English and a secondary language if prevalent amongst staff.



Restaurant Reopening Principles and Plans
Use of sanitization processes to reduce potential of spread of the virus
Staff must frequently and routinely properly wash/sanitize their hands.
Sanitize all high touch surfaces (recommended every 30 minutes, not less than every hour).
Sanitize all guest seating areas after a customer leaves, including table, seating, etc.
Sanitize bathrooms at least every 60 minutes.
Discourage use of cash; implement sanitization step if accepting credit cards.
Add sanitization process after routine end of night cleaning, with log kept tracking execution, time, and person responsible.
Include filling all "P traps" with water and bleach as part of the additional sanitization process after routine end of night cleaning
Menus must be single use, or sanitized between every use.
All items on table must be single use or sanitized between parties.
Physical improvements to existing restaurant to reduce potential spread of the virus
Install hand sanitizers (touchless dispensers if available).
Provide floor markings as noted in sections 1 and 2 above.
Install Merv-13 filters in air handlers, if possible.
Increase airflow where possible. <ul style="list-style-type: none">• Ways to increase airflow include turning off economizers, increasing fan speeds and leaving doors and windows open.• Health department to allow doors and windows to remain open.
Consider UV-C devices in the HVAC system at the coil and "Upper Air UV-C" in bathrooms.
Procedures in the event an employee tests positive for the virus
If the employee who tests positive worked at the facility that same day: implement orderly close of the facility, sanitize, and reopen after sanitization.
If the employee who tests positive worked on a previous day and you have documentation of the nightly sanitization step being completed, no sanitization action required, if not, then follow recommendation above. All people should expect to be named.
In either case, ask the employee "who, since the 48 hours before you showed symptoms did you work in close contact with, which is defined as closer than six feet for more than incidental occurrences of less than five minutes?" <ul style="list-style-type: none">• Notify any named employees, prevent them from working, test them as soon as possible, and quarantine them until cleared to work.• Health department to provide free and rapid testing for our employees, prioritized as essential workers.
Economic viability provisions for existing establishments to bring jobs back online more quickly
Continue sales of alcohol and to-go until normal operations are restored.
Allow extended use of sidewalks, parking lots, adjacent parks and beachfront for seating. Expedited path to obtain permission with fees waived. These provisions can be looked at for both short and long term. We have the opportunity to create a new vibe for indoor/outdoor dining, taking advantage of our unique weather, while also improving the long-term viability of the restaurant industry. <ul style="list-style-type: none">• Lift parking requirement to use for dining space as applicable.• Limit parking restrictions (e.g., red curb) to facilitate pickup and dropoff if no safety issue.



Restaurant Reopening Principles and Plans

- Allow up to two metered parking stalls in front of restaurants for pick and delivery with “buyout” fee waived.
- Open grill/bbq cooking allowed outdoors.
- Do not close streets to create large dining areas (would create congestion of too many people and would materially hurt the to-go business that is keeping many restaurants alive).
 - Small side streets would be opened on a case-by-case basis in conjunction with the operators in those locations.
- Do not apply expansions to food trucks (they are not allowed outdoor seating per health department).

Issue guidance clarifying that restaurants are not taking legal liability if a person contracts the virus in your establishment if safety protocols are in place.

Rent abatement starting June 1st until full operations resume or the end of the year, whichever is earlier.

- Pay rent equal to the capacity threshold percentage in section 1.
- Landlord will be given the ability to defer mortgage payments for one year, “dollar for dollar” based on the amount of abatement.

Recommend to the State the ability to implement a “minimum wage offset.” This change would have significant short, medium- and long-term positive impact on the viability of the restaurant industry and better equip the industry for increasing minimum wages. The minimum wage offset will only begin when employees make over \$20 per hour. 50% of tips above \$20 per can be offset to a maximum of \$7.50 per hour.

Posting of outbreaks should only be after investigation and for an establishment not following protocols.

The county will not pass a “premium pay stature,” a “just cause” statute, or a “seniority rehire” statute.

Economic viability provisions to jumpstart new establishments to bring jobs back online more quickly

For new restaurants, allow architect self-certification (use the NYC model that has been in places for many years) and inspect after open. This will have significant short, medium- and long-term positive impact on restaurants, city revenues and employees.

Waive all permitting fees (building, health, fire, electrical, CUP, ABC, etc).

Revise alcohol process to be concurrent and effective with completion of work. This has short, medium- and long-term benefits.

Extend 90-day grandfather to one year and remove the dollar threshold.

Other guidance

Valet will be able to operate, sanitizing hands after each car and wearing masks. Sanitation wipes should be available to customers.



Sports and Large Venue Entertainment Sector Workgroup Recommendations

June 2020

Sports and Large Venue Entertainment
Phase 1 Training & Facilities (Stage 3 of LA County Recovery Roadmap)
Personnel/Staff Best Practices
Require all staff to wear masks, execute proper handwashing techniques, follow proper coughing and sneezing etiquette, arrive with acceptable body temperature range, and maintain physical distancing.
Require appropriate PPE to be worn by all staff and team members based on their roles and responsibilities in accordance with Cal-OSHA and LACPH.
Provide training on how to properly use and dispose of PPE is mandatory.
Clean uniforms after each use.
Do not share personal items.
To be eligible to work, all personnel must be healthy and not displaying any COVID-19-related symptoms for at least two weeks.
All personnel will administer daily self-temperature checks at home.
Screen all personnel for body temperature and/or flu-like symptoms before on-site entry.
Send home anyone confirmed with body temperature of over 100.4°F and recommend to seek medical help based upon CDC guidance for both flue and COVID-19.
Report any employee who tests positive for COVID-19 to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.
Require all personnel to provide pertinent information to allow for expedited contact tracing.
Provide mandatory COVID-19 training <ul style="list-style-type: none">• Submit official acknowledgement of training prior to reporting for work.• Document and file all trainings.
As operationally possible, alternate staff schedule, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.
Unless granted specific exception, all staff will not have close contact or in-person interactions with athletes/talent/“players access” personnel or touch surfaces/objects that aforementioned parties are likely to touch.
Athletes & Training Staff Best Practices
Athlete training protocols will follow the general roadmap below: <ul style="list-style-type: none">• Individual athlete training• Small group training• Large group training
Athletes and staff must adhere to the following: <ul style="list-style-type: none">• No signs or symptoms of COVID-19 in the past 14 days



Sports and Large Venue Entertainment

- No close sustained contact with anyone who is sick within 14 days of beginning group training
- To the best extent possible, avoid changes in small group participants to minimize overlap of varied athletes/staff

Wear face coverings (cloth or surgical-type mask) at all times other than while exercising (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility.

All participants should use their own equipment/should not share equipment and train so that physical distancing can be maintained.

Do not share personal items (water bottles, towels, etc.).

As operationally as possible, assign athletes, training staff, and "players access" personnel their own dedicated entrances.

Physical Distancing Best Practices

Maintain >6 feet (or current LA Public Health mandated) distance.

Assess and make required changes to communal areas (office space, break room, locker room, restrooms, elevators, etc.) in order to adhere to physical distancing protocol.

Mark and monitor capacity restrictions within individual areas/rooms as needed to ensure appropriate physical distancing following Los Angeles County Public Health guidelines.

Only staff essential to operations, participating contracted players, and training staff permitted on premises. Encourage employees who are able to conduct work remotely to work from home.

Any areas where personnel queue (i.e., entrances, restrooms, etc.) are clearly marked with capacities and physical distancing markers (currently at 6 feet).

Stagger schedules, start times, and entry times as operationally possible.

Stagger parking in parking lots/garages (at least one empty space between cars).

As operationally feasible, prop open high-traffic doors (entrances, restrooms, etc.).

Conduct training sessions following appropriate physical distancing guidelines and without any direct contact between athletes.

Sanitizing Best Practices

Disinfecting/sanitizing guidelines are not a replacement for cleaning, but are an added level for prevention of germ and bacteria buildup.

All surface sanitation products (spray and wipe) must be registered on EPA List N (Approved for use against SARS-CoV-2).

Each venue to create and implement a detailed disinfectant plan that at the very least addresses the following areas:

- Disinfection of high touch areas.
- Increase frequency of cleaning.
- Monitor, report, and track cleaning.
- HVAC Air Purification protocols.
- Restroom occupancy needs to be reviewed and/or changed to either a 50% capacity or as otherwise determined by state and local guidelines
- Other restroom operations including but not limited to the capacity, flow through, loitering, urinals, stalls, sinks, mirrors, supply replenishment, and staff oversight should be all reviewed.
- Plan to follow a rigorous, monitored, and documented schedule.



Sports and Large Venue Entertainment

Place and regularly maintain hand sanitizer dispensers and/or hand-washing stations at entrances, key high-touch/high-contact areas, and other identified locations

Venues to identify where refuse will be collected and how it will be managed and discarded

Sanitize all personnel equipment before, during, and after shifts, and/or breaks. This includes but is not limited to radios, scanners, keys, workstations, jackets, mop heads, brooms, etc.

Athlete-/training-specific sanitization practices:

- Regularly disinfect all training facilities (locker rooms, medical rooms, performance facilities, etc.) throughout the day, between different training groups, and a thorough disinfecting again at end of day.
- Implement rigorous, frequent cleaning schedule/protocol of equipment with disinfectant before, during, and after training.
- Disinfect any machinery/equipment that needs to be shared (treadmills, exercise benches, etc.) between uses by different individuals.
- Wash any personal used items that remain at the venue (towels, uniforms, etc.) in accordance with Los Angeles County Public Health and CDC directives.

Venues to work directly with sports leagues to implement any additional disinfecting/sanitizing directives.

Communications Best Practices

Curate all updated COVID-19 event information on physical distancing, sanitization procedures, and event policies.

Implement communication methods such as training, production meetings, and internal newsletters/alerts to educate and inform all team tenants and personnel of operational changes and guidelines.

Post signage throughout, both inside and outside, the venue highlighting sanitization protocols, hand sanitizer locations, physical distancing markers.

Communicate all COVID-19 policies and procedures to team tenants, professional sports teams, team staff, athletes, and entourages.

Provide an Emergency Action Plan for all COVID-19 challenges:

- Designate the Chief Hygiene Officer (CHO), the main point of contact person who is implementing and overseeing all cleaning and infectious protocols.
- Provide emergency contact info of all personnel on property.
- Develop ability to do contact tracing of all personnel and athletes.
- Implement Health Screening policy for personnel and athletes.
- Implement face coverings and PPE policies.
- Develop mass communication policy for CHO to be able to instantly communicate with all personnel.
- Implement direct communication channels with LA County Public Health.

Phase 2 Spectator-less Events (Stage 3 of Recovery Roadmap)

Personnel/Staff Best Practices

Maintain all Personnel/Staff Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.

Working with external partners (sports teams, event organizers, etc.), vet all staff lists to determine essential personnel necessary in venue to operate the event and keep to minimal numbers.



Sports and Large Venue Entertainment

As operationally possible, assign/schedule staff to alternate events, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.

Athletes & Training Staff Best Practices

Practice physical distancing to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.

Wear face coverings (cloth or surgical-type mask) at all times other than while exercising or in game play (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility

Screen all athletes and training staff for body temperature and/or flu-like symptoms before on-site entry, with anyone confirmed with body temperature of over 100.4°F will not be allowed entry and will be advised to take measures consistent with professional/collegiate/national league guidelines.

Any athlete and/or training staff who test positive for COVID-19 must be reported to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.

Test players and training staff who engage in direct contact on a weekly basis, at minimum.

Ensure that risks will be mitigated for the team’s arrival. As operationally possible, arrange private transportation for all athletes and competition staff.

All participants should use their own equipment/should not share equipment unless absolutely necessary.

- Disinfect any training equipment that needs to be shared (treadmills, exercise benches, etc.) between uses by different individuals.
- Sanitize all shared operations equipment used for in-game play and other event preparations before and after every shift.

Do not share personal items (water bottles, towels, etc.).

Any treatments with athletes should be done in a 1-on-1 manner with patient wearing face mask and clinician wearing face mask and gloves (change between patients).

As operationally possible, assign athletes, training staff, and “players access” personnel their own dedicated entrances.

To the extent that physical contact is unavoidable, athletes & training staff will wash their hands before and after any interactions.

Food and Beverage Best Practices

Use sanitizer buckets at the end of night (i.e., buckets of bleach water) for cut gloves, knives, etc.

Mark preparation and production areas in kitchens with kitchen tape to ensure social distancing is maintained.

Laminate production menus for kitchen staff and sanitized after each use.

Store cut/prepped produce in sanitized sealed containers or bags.

Implement time and temperature guidelines on holding of all food aligned with LACPH requirements.

All warehouses/runners use Nitrile gloves for all deliveries, in addition to wiping down receivables. Sani-wipes and hand sanitizer stations are provided in all zones.

Implement a sanitizing schedule for all equipment through each shift by a designated sanitarian/steward. This includes inspecting all high-touch surfaces, mop heads, and kitchen small wares to ensure sanitization and safety requirements.



Sports and Large Venue Entertainment

Serve all meals in pre-packed containers by food service attendants.

Provide all available snacks in single serving packaged size options.

Provide condiments in individual pre-packaged portions.

Individually wrap utensils.

Do not allow outside vendor catering.

Space working personnel dining seating and tables throughout multiple catering areas to provide adequate physical distancing. Sanitize all areas as part of housekeeping guidelines.

Event Production Best Practices

Building Access: Limit stage hands and production crew access to those actively working only.

Load In/Out Guidelines: Stage crew uses LACPH Construction Guidelines to load in and load out events.

Check-In Area: For large crews, create a check-in area outside of the venue to keep proper physical distancing until shift/crew call starts.

Truck Parking: Venue coordinates with broadcast networks on TV truck parking plan for each event.

TV Crews: Limit to essential personnel who are required to stay in assigned work areas only. Networks provide different credential or wristband that limits access to their specific work location (i.e., TV truck, bowl, locker room, etc.).

Media Feeds: Broadcasting network provides game feed in assigned areas for credentialed media.

Event/Operations Crew: Move event/operations crew stations to Marshalling Area so they can adhere to physical distancing during events.

Media Best Practices

Media Room: Limit capacity in media and press areas with reduced space and chairs to ensure proper physical distancing (currently 6').

Press Conferences: Work with Teams/Professional/University Sports Leagues to limit number of reporters in each press conference.

Provide a designated room in the locker room corridor for pre- and post-game interviews.

Require a single camera and reporter provided by Network/Broadcast television rights holder to provide a pool feed of interviews to media watching in press room due to physical distancing requirements.

Access Levels: Limit court and dressing room hallway access based on physical distancing.

Photographers: Recommend photographers shoot from elevated locations and not on the playing surface, adhering to proper physical distancing.

Broadcast Locations: As operationally possible, recommend camera operators are moved to seating sections or other specified location to allow for physical distancing with players.

Physical Distancing Best Practices

Maintain all Physical Distancing Best Practices in Phase 1 (Training & Facilities) throughout Phase 2. Exception: Physical distancing should be practiced to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.

Strictly prohibit non-game-related physical contact or unsanitary behavior (fighting, spitting, chewing tobacco, etc.).

As operationally possible, assign separate entrances and/or arrival times for specific cohorts of personnel (athletes, training staff & "players access")



Sports and Large Venue Entertainment

personnel, general venue staff, media, etc.).

Sanitizing Best Practices

Maintain all Sanitizing Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.

Venue Heads of Departments are responsible for cleaning the following production equipment after each event: lighting board, consoles, spotlights, sun guns, microphones, headsets, belt packs, hard hats, etc.

- Clean and sanitize certain broadcast and event equipment, including monitors, League-issued scoring equipment, etc. before and after each event.
- Bring in technical cleaning service as frequently as three times per week for specialty equipment, and cleaning company/cleaning staff to handle on other days.
- Sanitize all stations and cameras daily, before and after events, and provide easily accessible disinfecting wipes and gel for the crew to use as desired.

Mechanical equipment: At the beginning and end of each shift, the assigned loading dock personnel sprays and wipes down each high-touch areas (scissor lifts, forklifts, pallet jacks, carts, etc.).

Communications Best Practices

Maintain all Communications Best Practices in Phase 1 (Training & Facilities) throughout Phase 2.

Venue Website: Update event policies on websites on an ongoing basis, with relevant COVID-19 information and guidelines to be emphasized.

Email, Social Media & Consumer Media: Promote all COVID-19 policies and procedures via email, social postings and, as appropriate, interviews with television, radio, and print outlets.

Additional Best Practices

Deliveries: Do not bring in outside deliveries directly into the venue. Venue personnel accepts deliveries outside of the venue and brought in by venue staff to reduce outside carriers from entering the venue.

Perimeter Checkpoints: Place barricade surrounding the venue to separate general public from event personnel, athletes, etc.

Tunnel Management: Do not stop tunnel access to/from back of house and field of play areas during gameplay.

Player/Official Escorts: Handle based on physical distancing guidelines as established by LACPH and Professional Leagues.

Event-Level Ramp Access: Limit to players and essential personnel only (20– 25 vehicles). Assign alternative entrances for all other personnel.

Stagger parking in parking lots/garages (at least one empty space between cars).

Valet Procedures (players): Attendants switch gloves after each car. Attendants use sanitization wipes to clean steering wheel, shift knob, and door handles before and after vehicle is parked.

Limit event level ramp access to players only.

Implement procedures for visiting team drop-offs and pick-ups, per league and LACPH requirements.

Do not allow car service vehicles (limos/Uber/Lyft) to park inside the event level loading dock. Drop-off and pick-up only, drivers must stay inside the vehicle.



Economic Resiliency Task Force

Comprehensive Report

Appendix C: Sector Specific Reports



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Arts and Culture Sector Recommendation Report: FINAL**

Summary:

Arts and culture play a critical role in the economic resiliency of Los Angeles County and in the social resiliency of our communities, not just in recovery from the pandemic but in the long term. Supporting this sector's survival will help to preserve our creative economy, the cultural identity and vitality of the region, and the well-being of our residents and communities where they live.

This report from the Arts and Culture Sector Workgroup offers six recommendations that will support the reopening of arts and culture venues, stimulate employment, and spur economic growth while supporting the resiliency of the people of Los Angeles County. To address the disproportionate impact of the COVID-19 crisis on different communities and important social and economic issues raised by recent civil unrest, these recommendations center on equity.

The report begins with contextual information about the strength and complexity of our sector and its people. We highlight efforts already underway by arts organizations large and small to support the economy while also meeting the emotional and social needs of residents. We also explain how recommendations relevant to other sectors can support arts and culture. Finally, we forecast outcomes for implementing these recommendations.

Context: Arts and Culture Sector in Los Angeles County:

The arts and culture sector in Los Angeles County is vibrant, diverse, and complex. We are home to 228 museums, 279 art galleries, 580 heritage or historical sites, more than 400 music venues, 330 theaters, plus botanic gardens, concert halls, bookstores, art centers, and more.¹ Prior to the pandemic, arts and culture events took place every day in community centers, places of worship, parks, libraries, and even the streets. Our communities are rich with culture bearers who breathe soul and meaning into our daily lives.

People and organizations that make up the infrastructure of arts and culture in LA County are wide-ranging, including artists, arts educators, nonprofit organizations, and small creative businesses. They include world-class performing and visual arts institutions and small and mid-sized organizations. Some have multimillion dollar budgets and large endowments while others are entirely volunteer-run community-based organizations. It includes teaching artists working in all grades in nearly all schools. It includes countless arts and culture collectives and individual artists with a dream and a passion. Los Angeles has been called "America's artist super city," home to more working artists than any other major metropolitan area in the United States.² (A

¹ World Cities Culture Forum, *Data on over 70 cultural indicators*, <http://www.worldcitiescultureforum.com/data>, 2018.

² Ann Markusen, *Los Angeles: America's Artist Super City*, https://www.cciarts.org/Library/docs/LAProject_Report.pdf, 2010.

list of members of the Arts and Culture Workgroup and other stakeholders consulted for this report can be found in Appendix A.)

The arts and culture sector, including the nonprofits and tens of the thousands of people employed in the creative workforce, are part of the LA County creative economy which is a significant driver of our region's economy contributing more than \$200 billion annual output and generating a staggering one out of every five jobs in the County.³

Each year arts nonprofits in LA County host 13.5 million visits to nearly 200,000 in-person events.⁴ The vast majority of these are grantees of the LA County Department of Arts and Culture, and grantees of other local municipal arts agencies in the region. More than 40,000 people volunteer each year with these organizations. As a result of COVID-19, all those performances, exhibitions, workshops, classes, and fundraisers – and the accompanying employment – stopped in mid-March when the doors closed. Already, 29 percent of our arts nonprofits have laid off or furloughed staff.⁵ More than a third have tapped into their financial reserves. Forty-five percent of them are not confident their organization will survive. We also know that many organizations in the sector – especially those in the performing arts – will be among the last to come back to full operations.

How arts and culture contribute to resiliency: LA Plaza de Cultura y Artes

While its doors are closed, LA Plaza de Cultura y Artes is providing a wide array of online arts and cultural experiences to residents on Zoom, through their En Casa con LA Plaza program. Programs have included *From MEXIKA to Electra Azteca* with musician and composer Martin Espino, *Green Chili Cooking Demonstration* with Sandi Romero of Mama's Tamales and Tacos Too, and a *Dan Guerrero Happy Hour* conversation with actor Richard Montoya. By providing free performances, lectures, readings, workshops, classes, and more, artists and arts organizations like LA Plaza are supporting the health and well-being of our residents and communities.

Artists were among the first to be laid off, furloughed, or had their contracts canceled when the closures began. Thirty-nine percent of arts nonprofits have already taken this action.⁶ Artists in communities hardest-hit by the pandemic may have been earning as little as \$400 per month before the closures. Putting them at the center of this conversation about reopening is fundamental to our countywide long-term resiliency.

³ Beacon Economics, *2020 Otis Report on the Creative Economy*, <https://www.otis.edu/creative-economy/2020>, 2020.

⁴ SMU DataArts, *Cultural Data Project*, proprietary data available upon request, <https://www.culturaldata.org/what-we-do/for-researchers-advocates>, 2017.

⁵ Americans for the Arts, *The Economic Impact of Coronavirus on the Arts and Culture Sector*, <https://www.americansforthearts.org/by-topic/disaster-preparedness/the-economic-impact-of-coronavirus-on-the-arts-and-culture-sector>, data as of June 5, 2020.

⁶ Americans for the Arts, op cit.

But these closures have had an even greater impact beyond the loss of wages and revenue for artists and organizations. Residents of LA County have lost access to important places and programs where they learn something new, express their culture, explore ideas, gain new skills, find solace, and experience joy. Arts and culture venues are a fundamental part of our social infrastructure, and as such are already playing a critical role in the recovery and long-term resiliency of the region.

The COVID-19 pandemic is a health crisis that became an economic crisis and a crisis of social connection. The Department of Public Health under Dr. Barbara Ferrer's leadership has helped us see clearly the racial inequities, showing which communities have been hit hardest by the health crisis. The LA Economic Development Corporation has shown us inequities in terms of which communities have been hit hardest by the economic crisis.

Long-standing inequities in the arts and culture sector led Supervisor Hilda Solis and Supervisor Mark Ridley-Thomas to author a motion passed in 2015 directing the LA County Arts Commission (now the Department of Arts and Culture) to establish a Cultural Equity and Inclusion Initiative to develop recommendations to "enhance the participation and leadership of individuals from underrepresented communities in the arts," focused on leadership, staffing, programming and audience composition. In 2017, several of those recommendations were funded by the Board of Supervisors by unanimous vote and launched by the Department.⁷

The arts and culture sector can continue play a critical role as a trusted partner in building our County's economic resiliency as we address the racial and systemic inequities in our social connection crisis that must be resolved to achieve shared prosperity. Prior research has found that while lower-income communities have fewer cultural resources, these resources are more likely to be associated with measurable benefits in other dimensions of wellbeing.⁸ Moreover, cultural engagement is a form of intentional social action that can "develop counter-narratives to structural forces that determine individual and community wellbeing."⁹

Despite the financial challenges they face, our local arts and culture sector is already actively working to support the resilience of LA County and our residents. For example,

- Nearly 80 percent of arts nonprofits report they are delivering artistic content throughout the safer-at-home orders, to help raise community spirit and morale, most of that online.¹⁰
- Nearly 60 percent of arts nonprofits are communicating with their constituents about the importance of physical distancing, handwashing, and wearing masks.¹¹

⁷ LA County Arts Commission, *Strengthening Diversity, Equity, and Inclusion in the Arts and Culture Sector for All Los Angeles County Residents*, https://www.lacountyarts.org/sites/default/files/pdfs/lacac17_ceiireport_final.pdf, April 2017.

⁸ Mark J. Stern and Susan C. Seifert, *The Social Wellbeing of New York City's Neighborhoods: The contribution of culture and the arts*, https://repository.upenn.edu/cgi/viewcontent.cgi?article=1001&context=siap_culture_nyc, March 2017.

⁹ Stern and Seifert, op cit.

¹⁰ Americans for the Arts, op cit.

- The City of Los Angeles' Department of Cultural Affairs established a COVID-19 Relief Fund for artists and arts organizations whose programming was canceled due to the pandemic.
- The Getty Foundation funded a \$10 million LA Arts COVID-19 Relief Fund to support LA-based nonprofit museums and visual arts organizations. These are important starting points for meeting the need. However, these efforts have been limited and mostly segmented by artistic discipline. There has been no major relief or recovery fund for arts nonprofits in LA County of the scale achieved by New York City and other major cities around the world.
- As we move to reopening, organizations with large outdoor venues such as the South Coast Botanic Garden; The Huntington Library, Art Museum, and Botanical Gardens; and Natural History Museum are exploring ways to partner with artists and smaller arts nonprofits to present their work safely outdoors.
- In order to understand the arts and culture needs of LA County residents in terms of both safety and programming, research firms and several organizations including The Music Center, Natural History Museum, and the LA County Department of Arts and Culture will be surveying audience members and participants throughout the summer and fall.
- The LA County Department of Arts and Culture is facilitating virtual meetings that bring together municipal arts agencies across the county, arts service organizations, and philanthropy to explore new ways we can work together and secure resources from a wide variety of sources to provide arts and culture services to the people of LA County.

The impact of COVID-19 comes on top of existing vulnerabilities and structural inequity. The nonprofit sector is largely undercapitalized. Half of all arts nonprofits in LA County began the pandemic with less than two months of operating cash on hand.¹² The recommendations that follow are intended to stimulate employment and strengthen our arts and culture infrastructure. By getting artists and arts organizations back to work, we can continue to support the cultural lives and community resilience of Los Angeles County, and help our residents thrive.

How arts and culture contribute to resiliency: Kristina Wong's Auntie Sewing Squad

When the Safer at Home orders were announced, LA-based performance artist Kristina Wong began making masks. She posted a photo on Facebook and offered to make them and send them for free to anyone who is immunosuppressed and did not have access to masks. The requests came in quickly, and she soon turned to friends for help. Before long, the Auntie Sewing Squad made up of volunteers across the US was turning out 4,000-6,000 masks a week and sending them to vulnerable groups like women's shelters, farmworkers, Native American communities, and the NAACP. The work of artists like Wong – who was an intern in the early years of LA County's Arts Internship Program – is part of our County's long-term resiliency.

¹¹ Americans for the Arts, op cit.

¹² SMU DataArts, op cit.

Goals and Recommendations for Recovery:

The recommendations below recognize the disproportionate impact of COVID-19 in LA County that has magnified underlying structural and systemic inequities. They are therefore intended to center cultural and racial equity as we seek to address and dismantle historical inequities in services, investments, and opportunities.

Emerging data suggest many people will be unwilling to return to indoor venues until there is a treatment or vaccine for COVID-19.¹³ Early results from a survey of audiences in Los Angeles find only 14 percent are ready to resume attending arts and culture events as soon as it is legally permitted.¹⁴ Clear guidance and protocols from public health officials will be needed to build audience confidence, and this guidance should be communicated to the general public. Implementation of strong health and safety protocols will need to be visible to potential audience members and visitors. Performing artists and venue employees – especially those who work directly with the public – will need guidance and training. In addition to guidance from public health officials, arts and culture organizations in LA County are accessing recommendations and best practices from professional and trade associations (links to several examples can be found in Appendix B). As venues reopen, they are discovering it takes time to develop systems, train staff, and purchase PPEs and other necessary materials. As a result, many will not be able to reopen immediately.

For all these reasons, we expect artists and arts organizations will continue to offer many programs online, outdoors, or in hybrid settings for the foreseeable future.

Our sector's six recommendations are built on the above and other important assumptions:

- The arts and culture sector, like the Restaurant sector, is made up of a wide range of business models and budget sizes, such that there is no one-size-fits-all solution.
- Some arts organizations own facilities while others are peripatetic and provide their services in many different venues. These two types of organizations will have very different needs.
- The economic recovery will not follow a linear pattern and we may see periodic closures and reopenings in response to changes in infection rates. Moreover, we must think beyond the pandemic and build an economy that is able to recover from future shocks.
- LA County's Cultural Equity and Inclusion Initiative (CEII) which was developed through a countywide collaborative consensus-building process provides a relevant framework and set of recommendations to build on as we turn to recovery and resilience of our communities through arts and culture. We encourage the County to establish a timeframe for funding and implementation of all remaining recommendations in this plan.

¹³ See for example, Colleen Dilen Schneider, *How COVID-19 & Civil Unrest Are Impacting Intentions to Visit Cultural Entities*, <https://www.colleendilen.com/2020/06/08/how-covid-19-uprising-are-impacting-intentions-to-visit-cultural-entities-data-june-8-2020>, June 8, 2020.

¹⁴ Alan Brown, *Early results from Audience Outlook Monitor are coming in*, <https://www.audienceoutlookmonitor.com/post/early-results-from-audience-outlook-monitor-are-coming-in>, June 12, 2020.

Recommendation 1: Fully fund the Organizational Grants Program and expand the Arts Internship program

Of both immediate importance and long-term benefit, the Organizational Grants Program (OGP) is the primary mechanism through which the Board of Supervisors invests in small and midsize community-based arts nonprofits located throughout LA County. OGP is one of few grant programs that provides general operating support to the field, which translates into job opportunities for arts administrators and artists. Every dollar the County invests in OGP is matched one-for-one from other sources. This program supports hundreds of cultural organizations countywide that reflect the diversity of the county and provide programs and services for our communities.

The Arts Internship program is the County's primary arts and culture workforce development program, putting 203 college and university students to work in 2019 in paid internships with arts nonprofits across the county. The Arts Internship program has expanded its focus to include community college students, thus building a future arts and culture workforce that is racially, economically, and culturally representative of LA County's great diversity. This program opens opportunities to people in communities where a career in the arts may not be considered viable employment.

How arts and culture contribute to resiliency: South Coast Botanic Garden

When the Safer at Home Health Officer Orders were announced on March 19, South Coast Botanic Garden made a decision to continue limited operations. They were able to do this because outdoor activities were still permitted. The 87-acre garden quickly implemented new protocols for staff and visitors, including timed ticketing, one-way directions, and an enhanced disinfecting and cleaning schedule. Visitors have expressed deep gratitude for the opportunity to meet their newly-discovered need for experiences in nature. South Coast Botanic Garden is now working on partnerships with arts organizations such as LACMA, the Natural History Museum, and the LA Master Chorale so that residents can safely distance themselves while enjoying the arts and the garden's beauty.

Recommendation 2: Stimulate employment opportunities and address the social connection crisis through a creative works initiative modeled on the Comprehensive Employment and Training Act¹⁵ to rebuild our social infrastructure and strengthen the economy

CEII includes two recommendations that are a starting point for bringing arts and culture services to our communities hardest hit by the pandemic: *Neighborhood Bridges* and the *Parks and Libraries Arts Partnership*.¹⁶ These are designed to provide grants and professional development services for arts and culture programs to municipalities and to parks and libraries in areas of LA County with the least arts programming. Through these grants, local artists

¹⁵ See Linda Frye Burnham and Steven Durland, *Looking for CETA: Tracking the impact of the 1970s federal program that employed artists*, <https://forecastpublicart.org/looking-for-ceta>, *Public Art Review* #54, Spring/Summer 2016.

¹⁶ LA County Arts Commission, op cit.

teaching artists, and arts organizations can be employed to provide culturally relevant arts performances, exhibits, workshops, classes, and activities in their local communities. With guidance from the Department of Public Health and the Department of Mental Health, arts programming can be provided in compliance with Public Health Orders while sharing important messages to support residents in their resilience. Implemented at scale across all of LA County's 106 communities,¹⁷ this can build social connection while putting local artists to work supporting the health and wellbeing of our communities.

These two CEII recommendations can serve as a starting point for a timely and innovative creative works initiative that utilizes both immediate and longer-term investments by the County in our communities. Arts and culture can and should be part of cross-sector neighborhood revitalization projects; repair, construction, and maintenance of physical infrastructure; activating and programming social infrastructure including parks, libraries, and arts and culture venues; educational programs in and out of school; reforming the justice system; cultural preservation projects; and transportation programs like Vision Zero that make our streets safer. When the Department of Public Health or the Office of Immigrant Affairs have messages to communicate to audiences they have historically had trouble reaching, artists can serve as trusted partners and creative communicators. When County departments want to have meaningful engagement with the communities, artists can help break the ice and bridge the gap to ensure community members are heard.

By putting artists to work in this way, the County can stimulate the creative workforce while supporting the missions of many departments and divisions. This creative works initiative would build on the County's leadership role by bringing projects to scale through coordination with the City of LA and other local municipalities, leveraging and incentivizing matching grants, philanthropy, and funds from other federal, state, and local sources.

Recommendation 3: Adopt the Countywide Cultural Policy

The Countywide Cultural Policy, submitted to the Board of Supervisors as a draft on February 28, 2020, provides direction and guidelines for how LA County and its Departments will ensure that every resident of the County has meaningful access to arts and culture. The intent of this policy is to foster an organizational culture that values and celebrates arts, culture, and creativity; strengthens cultural equity and inclusion, and leverages arts and culture in strategies to achieve the highest potential of communities across all aspects of civic life. Adoption of the Countywide Cultural Policy in this moment will help ensure that arts and culture are at the table in County plans related to resilience and recovery, continuing our work as part of the solution.

Recommendation 4: Provide financial support for residents to visit arts and culture venues, participate in arts and culture programs, and access live and online ticketed events

As outdoor arts and culture facilities have begun to reopen, we are seeing remarkably high demand and a deep appreciation and even gratefulness from visitors. We want to ensure these opportunities are available to all residents of LA County. While many arts and culture venues

¹⁷ Social Science Research Council, *A Portrait of LA County*, <https://measureofamerica.org/los-angeles-county>, 2017.

provide free programming and events, many performances, exhibitions, workshops, and other programs are not. Some programs already exist to allow residents to attend for free or very low cost such as the LA County Libraries “Discover and Go” program or the Department of Arts and Culture’s partnership with the Department of Public and Social Services to share information on how to access free admission with an Electronic Benefit Transfer (EBT) card. However, these programs are often unfamiliar to many County residents who could benefit the most. Additionally, arts and cultural programs are not inherently no-cost. As arts and culture venues begin to reopen safely, grants and access initiatives that would allow them to increase free admission to community members – especially those who may not be able to otherwise afford it – would simultaneously provide much-needed revenue to those venues and support the rebuilding of social connections among residents. CEII also includes recommendations related to increasing access to information and cultural events for residents that could be worked toward achieving at scale.

Recommendation 5: Adopt the Public Art in Private Development ordinance to help stimulate the creative sector

Most local jurisdictions with public percent-for-art policies also have private percent-for-art policies. LA County has been on a path to adopt an ordinance to apply a one percent fee for the arts on private development in the County’s unincorporated areas. These projects not only bring art to communities but employ artists, designers, fabricators, laborers, and more. The Board of Supervisors could consider limiting developer options to comply with the ordinance to payment of an in-lieu fee for a set period of time to more immediately result in funds that could be utilized for relief and stimulus for the arts sector.

Recommendation 6: Establish an Emergency Cultural Operations Framework for the region

When health, economic, environmental, social or other emergencies arise, arts organizations often function as “second responders,” helping to rebuild lives and support communities. They are “caretakers of community spirit,”¹⁸ using performances, exhibitions, workshops, and classes where people can express themselves and their experiences, and work through their stress and anxiety. There is also a need for disaster preparedness in the arts sector and the ability to share emergency information, event venue closures, artist relief efforts, and activate quickly when an emergency strikes. This recommendation is for the Department of Arts and Culture to bring together local arts agencies from throughout LA County to develop an Emergency Cultural Operations Framework that can be mobilized to deploy information and action quickly and in a coordinated manner. There are models at the local and national level in the arts that can be utilized for an LA County framework. By stepping up in moment of crisis, the arts and culture sector will be better positioned to stay connected, support the artists, cultural organizations, and creative workforce, and support residents and communities as second responders in their resiliency.

¹⁸ Kristin Madsen, *Artists Are Second Responders*, <https://www.creativesonoma.org/artists-are-second-responders>, October 2017.

In addition to these six recommendations, we also wish to express our concurrence with policy recommendations to strengthen the resilience of our economy that you may be hearing from other sectors. The benefits of these recommendations cross many sectors, including ours:

- We encourage the County to advocate for the arts and creative industries as one of its policy priorities in Sacramento and Washington, DC. After all, the creative industries generate one in five jobs in the County.¹⁹ The creative workforce can be found in different sectors identified by this task force, including Arts and Culture, Film and Digital Media, Infrastructure, and Small Business. Support for the creative industries – including investment in pathways for youth seeking employment in the creative industries²⁰ – is also support for each of these critical sectors of our economy.
- The economic crisis brought to light glaring holes in the social safety net for people who work on contract (gig workers). We know that for every one full-time employee employed by an arts nonprofit in LA County, there are nearly four more who are working on contract. This is true for many other sectors of the economy. Efforts to strengthen the safety net must be systemic, for all workers, including arts and culture workers.
- Lack of access to affordable broadband internet has been a significant problem during the pandemic for students trying to learn at home, small businesses trying to serve customers online, and arts nonprofits working to provide performances, classes, and workshops online. The County created an app to help residents find access to free Wi-Fi hotspots. We encourage the County to expand on this and play a more active role in ensuring that all residents have access to affordable broadband internet in their homes, up to and including creation of a municipal broadband system for all.
- We encourage the County to collaborate with the City of Los Angeles and other local municipalities and their arts agencies to ensure artists and nonprofit arts and culture organizations are eligible for programs designed for other small businesses, including loans, microloans, payroll protection funding, rent forgiveness, and others that may be made available. When these awards are made available, they must include eligibility for nonprofit organizations. It is critical that the County ensure access for arts and culture organizations in business and nonprofit recovery and relief efforts and integrate arts and culture organizations and businesses into wider relief efforts funded at all levels.
- To support reopening of arts and culture venues, the County can play a critical role in securing personal protective equipment (PPEs) and cleaning supplies, which are becoming increasingly expensive. The Board of Supervisors is already establishing a grant program to help small businesses with such costs as purchasing PPEs and sanitization materials, but it is not clear whether nonprofits are eligible for these grants.²¹ Moreover, as businesses

¹⁹ Beacon Economics, op cit.

²⁰ LA County Arts Ed Collective and LA County Arts Commission, *Building Creative Career Pathways for Youth: A field scan for LA County*, https://www.lacountyartsedcollective.org/sites/lacaec/files/building_creative_career_pathways_for_youth_web.pdf, April 2019.

²¹ LA County Board of Supervisors Motion by Supervisors Hilda L. Solis and Janice Hahn, *Development of the Los Angeles County Pandemic-Compliant Businesses and Workers Partnership Program*, <http://file.lacounty.gov/SDSInter/bos/supdocs/146409.pdf>, June 9, 2020.

reopen, demand will only rise. The County could function as a central buyer, or could choose to provide incentives to local manufacturers to produce PPEs and cleaning supplies for local use, at a scale large enough to meet rising need. This can also provide needed support for employment in the manufacturing sector.

How arts and culture contribute to resiliency: Lauren Halsey's Summaeverythang Community Center

LA-based artist Lauren Halsey was about to open her Summaeverythang Community Center beside her studio in South Central LA as a place where community members could gather for in-person arts events like classes, workshops, and films. Instead, coronavirus hit, and she quickly changed her plans to meet community needs. Since March 2020 the center has gathered organic produce from Southern California farms and delivered it free to Nickerson Gardens and other homes in Watts. The ability of artists like Halsey to pivot and respond to changing community needs is part of our long-term resiliency.

Forecasted Outcomes for Implementing Recommendations:

1) Timeline

Systems are already in place to kick-start implementation of recommendations 1 and 4 almost immediately, pending available funding, and supports to both immediate needs and the long-term sustainability of the sector. Recommendation 2 can roll out over the medium and long term, pending available funding. Recommendations 3 and 5 can be activated at an upcoming meeting of the Board of Supervisors and can roll out over the medium and long term. Recommendation 6 can begin this fiscal year and would roll out over the long term.

2) Employment

The nonprofit arts and culture sector is not captured well by Bureau of Labor Statistics Labor Market Information, but we have several indicators of its size and scope:

- The City of Los Angeles is home to more than 96,000 artists, making up nearly five percent of the city's workforce²²
- The 2020 Otis Report finds 17,500 people working in the Fine Arts and Performing Arts industry alone,²³ one of the fastest growing segments of our creative economy
- IRS records show 3,307 arts, culture, and humanities nonprofits located in the County²⁴

²² National Endowment for the Arts, *NEA Tables from the EEO 2006-2010 Data*, <https://www.arts.gov/artistic-fields/research-analysis/arts-data-profiles/arts-data-profile-1/dp1-nea-tables-eeo-2006-2010-data>, n.d.

²³ Beacon Economics, op cit.

²⁴ Beacon Economics, op cit.

Recommendation 1 will employ people most immediately, with OGP grants supporting the hiring or retention of workers, and the Arts Internship program providing college and university students with critical paid internship opportunities that will also advance their longer-term careers. Recommendations 2, 5 and 6 will roll out over time, employing artists to provide cultural services. Recommendation 4 can help arts and culture venues rehire or avoid layoffs and furloughs of existing staff.

3) Revenue

Recommendations 1, 2 and 5 are designed specifically to stimulate the arts and culture by stimulating employment in the arts and culture sector. Recommendations 1 and 4 can reduce layoffs in arts nonprofits and also provide both employment and early-career professional development to college and university students exploring career opportunities.

Recommendations 2 and 5 will stimulate the hiring of creative sector workers and engagement of arts and culture organizations to create artworks and deliver programs and performances. In addition, recommendation 5 will generate new revenue. Recommendation 3 will provide a framework for all County departments to utilize arts and culture in their own work to address civic issues and community needs.

What cannot be measured in short-term dollars is the value of social connection and support for communities in these difficult times. County investments in all forms of social infrastructure – parks, libraries, community centers, slow streets, and arts and culture venues – will pay off in the long term. Cohesive communities with public facilities that are well maintained, fully staffed, and programmed with activities for all ages are safe and healthy communities. We know from prior research here in LA County that visible investments in communities can build trust in government,²⁵ so that when the next shock arrives, people know where to look for reliable information to keep themselves and their loved ones safe.

How arts and culture contribute to resiliency: Arts for Incarcerated Youth Network (AIYN)

Organizations that are part of the AIYN network were poised to begin professional development training on healing-centered arts education in several school districts when the Safer at Home orders were announced. Rather than cancel the training, AIYN and County partners (Department of Arts and Culture, Department of Mental Health, and Office of Child Protection) quickly modified this program to meet the needs of teachers, parents, and students. Tia Chucha's Centro Cultural, The Actor's Gang, Bold Ink Writers/WriteGirl, Dance For Healing, Pasadena Armory for the Arts, and Boyle Heights Arts Conservatory are now providing virtual Creative Wellbeing workshops for parents, K-12 teachers and administrators, and foster youth living in congregate settings. A program evaluation is underway to help learn what works in providing these kinds of services virtually. The ability of teaching artists to put healing-centered arts education to work in our communities is part of our resiliency.

²⁵ Susannah Laramée Kidd, *Arts as Infrastructure: An evaluation of civic art and public engagement in four communities in South Los Angeles County*, https://www.lacountyarts.org/sites/default/files/lacac_artasinfrastucture_report_2018_-_web_1.pdf, May 2018.

What also cannot be measured is the value of the County's government role in utilizing public funding to support a culture that actively embraces equity, inclusion, and the creative expression and engagement of our Black community and all of our historically marginalized communities, particularly at this time when the unfortunate events of our past and present mean we feel the need to say that Black Lives Matter. It is a vital aspect of our collective healing, truth-telling, and part of shifting greater public investment to our communities in positive ways.

The early days of reopening will be a period of experimentation and learning for artists and arts organizations. We are designing creative communication tools that move people through facilities, using new safety protocols to enhance their artistic and cultural experiences. We know we will have to learn quickly what works and what does not, then adapt. This is part of our resiliency. Expanding our digital strategies is another part of our resiliency, ensuring that more people have access to what we offer when they are unable to visit. Also part of our resiliency is the new collaborations and partnerships we are developing, both within the arts and beyond.

Perhaps most important, our work will be changing. The artworks that hang on our walls, are performed on our stages and in our community centers, the artists who visit classrooms in person or virtually, the artists whose works are seen, heard, read, and experienced – all this must change and become more relevant to the people of LA County. The relationship between the artist, their work, and the audience will shift. This, too, is central to our long-term resiliency.

The County has already shown great leadership in the arts demonstrated by its creation of the Department of Arts and Culture. The arts and culture sector can and will continue to find creative and innovative ways serve our communities and support them in their resiliency. We are only limited by our resources.

Appendix A Acknowledgements

LA County Economic Resiliency Task Force Arts and Culture Workgroup members

Tim Dang, Cultural Equity and Inclusion Initiative Co-Chair, Task Force Member

Kristin Sakoda, Los Angeles County Department of Arts and Culture

Betty Avila, Self Help Graphics

Danielle Brazell, City of Los Angeles Department of Cultural Affairs

Lori Bettison-Varga, Natural History Museums of Los Angeles County

Eric Eisenberg, Arts Commissioner

Olga Garay-English, OMG Arts

Michael Govan, LACMA

Karen Lawrence, The Huntington Library, Art Museum, and Botanical Gardens

Rachel Moore, The Music Center

Adrienne Nakashima, South Coast Botanic Garden

Other stakeholders consulted for this report

Jean Armbruster, LA County Department of Public Health

Al Aubin, UCLA Career Center, Retired

Ahmed Best, Actor

Leticia Buckley, The Music Center

Beatrice Casagran, Founding Artistic Director, Ophelia's Jump Productions

Els Collins, Head of Productions, USC School of Dramatic Arts

Dolores Cruz, Educator, Retired

Kristy Cummings, Contract Affairs Representative, Society of Directors and Choreographers

Gregg Daniel, Actor and Stage Director

Snehal Desai, Producing Artistic Director, East West Players

Elina de Santos, Co-Artistic Director of Rogue Machine Theatre

Geoff Elliott, Artistic Director, A Noise Within

Julia Rodriguez Elliott, Artistic Director, A Noise Within
Maria Estrada, Director, Voiceover Animation
Danny Feldman, Producing Artistic Director, Pasadena Playhouse
Dwayne Gathers, Chair of the Board, Hollywood Chamber of Commerce
Bonnie Goodman, The Music Center
Gary Grossman, Producing Artistic Director, Skylight Theatre Company
Dawn Holiski, Director of Operations and Facilities, Center Theatre Group
Karen Huie, Actor, Voiceover Actor
Leslie Ito, Executive Director, Armory for the Arts
Stevie Johnson, Actor
Neel Keller, Stage Director, Associate Artistic Director, Center Theatre Group
Emily Kuroda, Actor
Amy Lew, IT Services, Kaiser Permanente
Beth Lopes, Stage Director
Art Manke, Stage Director and Choreographer
Dan Mayeda, Chair, Asian Pacific American Media Coalition
Kitty McNamee, Stage Director
Tim McNeal, Vice President, Talent Development and Diversity, Disney ABC Television Group
Janet Miller, Stage Director and Choreographer
Tim Miller, Public Affairs, Disneyland Resort
Rob Nagle, Actor
Rick Noguchi, COO, Japanese American National Museum
Meghan Pressman, Managing Director, Center Theatre Group
Josephine Ramirez, The Music Center
Geoff Rivas, Actor, Associate Artistic Director of Los Angeles Theatre Center
Oz Scott, Television and Stage Director
Freda Foh Shen, Actor
Vanessa Silberman, Senior Director of Communications & Strategic Initiatives, Levitt Foundation

Casey Stangl, Stage Director, Board of Directors, Society of Stage Directors and Choreographers
Janellen Steininger, Actor

Gedde Watanabe, Actor

Cameron Watson, Stage Director

Jeannine Wisnosky/Stehlin, Managing Director of The New American Theatre

Zakiya Young, Actor

Special thanks to

Kathy Banuelos, NBC Universal

Regina Birdsell, Non-Profits/Foundation Task Force Member

Linda Griego, Small Business Task Force Member

Ron Herrera, Labor Task Force member

Jimmie Horowitz, NBC Universal

Rob Nothoff, LA County Federation of Labor

Jeff Shell, Task Force Member

Staff of the Los Angeles County Department of Arts and Culture

Miriam Gonzalez, Secretary, Commission Services

Bronwyn Mauldin, Director of Research and Evaluation

Megan Moret, Board Liaison/Special Assistant

Heather Rigby, Chief Deputy

Appendix B
Sample Arts and Culture Sector Guides to Reopening

Performing Arts Center Consortium Guide to Reopening Theatrical Venues

<https://www.californiansforthearts.org/s/PACC-Reopening-Advisory-Draft-Ver-40.pdf>

American Alliance of Museums' Considerations for Museum Reopenings

<https://www.aam-us.org/wp-content/uploads/2020/04/Considerations-for-Museum-Reopenings-5.27.2020.pdf>

Music Cities Resilience Handbook

<https://www.sounddiplomacy.com/better-music-cities>

Alliance of Motion Picture and Television Producers Industry-Wide Labor-Management Safety Committee Task Force White Paper

<https://pmcdeadline2.files.wordpress.com/2020/06/iwlmsc-task-force-white-paper-6-1-20.pdf>

Event Safety Alliance Reopening Guide

<https://www.eventsafetyalliance.org/esa-reopening-guide>

Reopening Guidance: Considerations for the Attractions Industry

<https://www.iaapa.org/document/23416>

Reopening a Public Garden After the Coronavirus Shutdown

<https://www.publicgardens.org/resources/reopening-public-garden-after-coronavirus-shutdown>

De-Escalation Tips in Light of Coronavirus Anxiety

https://www.crisisprevention.com/CPI/media/Media/download/PDF_De-escalation-Tips-Coronavirus.PDF



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Business (Corporate & Manufacturing) Sector
Recommendation Report**

Summary:

RECOMMENDATION

In the interest of the well-being of the people of Los Angeles County, the Business Sector should be reopened at this time. As part of this reopening, business owners shall maintain certain measures to limit the spread of COVID-19. Additionally, recommendations of additional practices to further promote health and safety in the workplace ought to be shared by County officials with all business owners and employees to encourage safe and healthy practices in the workplace.

The Business Sector includes a broad array of employers in Los Angeles County, including Corporate and Manufacturing businesses, amongst a number of others. Our Business Sector Working Group has formed a plan that reflects the following guiding principles:

- The plan supports the safety and well-being of employees, customers, and others who enter any place of business.
- Compliance with all municipal, county, state, and federal rules and regulations is a premise to the plan.
- Out of caution, a number of actions will be mandated for businesses to reopen; however, the sharing and active distribution of leading practices and suggestions to employers will be important to ensure safety and well-being of employees and others in the workplace.
- The plan leverages on publicly available recommended practices from independent organizations recognized as health authorities.
- A phased reopening approach will be implemented to provide employers and employees to “ramp up” to capacity over time; the phases will be practical and reasonable time frames.
- Our plan represents a partnership between our County leaders and private business – together, these constituents can create a Safer at Work environment and a more resilient economy to benefit working families for the future.

Goals and Recommendations for Recovery:

With the above stated guiding principles in mind, we have created a plan that includes requirements for reopening, recommended actions for businesses in our Sector, an outline for a phased reopening, and longer-term measures to better manage the risk of infection in the workplace.

REQUIRED MEASURES FOR ALL BUSINESSES

In its *Roadmap to Recover: A Phased Approach to Reopening Safely in Los Angeles County*, the Department of Public Health defined a five-stage reopening process based on risk. Stage Five is “fully normal operations”. The following recommended required protocols are designed for employers as they proceed through Stages Two, Three, and Four. To help further manage risk for the future, we have included longer-term recommendations later in this plan. Our plan includes a number of baseline standards that should be adopted by employers as conditions to reopen, including the following:

- Appropriate physical distancing
- Proper use of personal protective equipment
- Measures for hand hygiene
- Regular cleaning of workplaces
- Active messaging to educate and remind employers and visitors of important precautionary health measures

RECOMMENDED MEASURES TO FURTHER ENHANCE SAFETY

Extensive, guidelines, thought leadership and leading practices have been published to assist businesses respond to COVID-19 and enhance safety in the workplace. We believe that all employers can benefit from recommendations made in a number of publicly available sources, including the following:

- *Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019*
– Centers for Disease Control and Prevention, May 2020¹

¹ https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html?utm_source=hs_email&utm_medium=email&utm_content=85167367&hsenc=p2ANqtz--nMOB-d4AS8HpbdluOXnW9rLtHOMHzNFNLpOKpvVmuycv98HhzwS8cKJGEaTagSGluEaj_zB_JfFezxt7UMpUII9yotYdD5zxo7fDAAd9vCbEEwAOk&hsmi=85167367

- *Guidance on Preparing Workplaces for COVID-19* – U.S. Department of Labor / Occupational Safety and Health Administration, 2020²
- *Statewide Industry Guidance to Reduce Risk* – State of California³
- *Reopening Safer at Work and In the Community for Control of COVID-19 / Moving the County of Los Angeles Through Stage 2 of California’s Pandemic Resilience Roadmap* – County of Los Angeles Department of Public Health, May 2020⁴
- *Reopening Protocol for Warehousing, Manufacturing and Logistic Establishments: Appendix C* – County of Los Angeles Department of Public Health, May 2020⁵
- *Protocols for Office Worksites: Appendix D* – County of Los Angeles Department of Public Health, May 2020⁶

These publications can assist businesses a great deal in planning for a safe reopening. Specific measures that we believe should be recommended to all businesses in our Sector will also be highlighted in our plan.

A PHASED APPROACH

While the people of Los Angeles County have clearly “flattened the curve” and our Sector is ready to reopen, it is incumbent upon employers to ensure that they are able to operate effectively with the new required and recommended measures in place. This phased approach should not be unduly protracted and ought to reflect its purpose – to “ramp-up” to capacity during a trial phase. Accordingly, the following phases are recommended for all businesses in our Sector.

- Days 1 and 2 – minimal workforce (less than 10% of workplace capacity⁷) for trial runs of protocols and policies; identify gaps in or improvements that can be made to newly implemented measures.
- Days 3 through 5 – increasing workforce to increase operations; 10% to 25% of workplace capacity

² <https://www.osha.gov/Publications/OSHA3990.pdf>

³ <https://covid19.ca.gov/industry-guidance/>

⁴

http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HO_Order_Reopening_Safer_at_Work_and_in_the_Community_05262020_FINAL.pdf

⁵

http://publichealth.lacounty.gov/media/coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_C.pdf

⁶ http://publichealth.lacounty.gov/media/coronavirus/docs/protocols/Reopening_OfficeBasedWorksites.pdf

⁷ Workplace capacity indicates number of employees and others in the workplace with minimum physical distancing and other required measures in place.

- Day 6 onward – full workplace capacity with minimum physical distancing and other requirements in place.

LONGER-TERM MEASURES

Employers should be prepared and attentive for additional waves of the pandemic and / or other serious health threats. Our plan will include specific recommended measures to consider to be address subsequent outbreaks of the pandemic and to be better prepared for the future. Additionally, our Work Group will make specific recommendations to help create a Safer at Work environment in the County of Los Angeles and a more resilient economy to benefit its working families for the future.

Forecasted Outcomes for Implementing Recommendations:

- 1) Timeline
 - a. Reopening – immediate with a phased approach
 - b. Longer-term recommendations will help create increased economic resiliency for years if not decades to come
- 2) Employment
 - a. Reopening – goal to save at least 200,000 jobs within the Business Sector in LA County (including small business), including employees at risk to lose their jobs and those that will be able to return to work after being temporarily furloughed; this is likely a conservative estimate and is being further analyzed
 - b. Longer-term impact of not reopening could result in significantly higher number of jobs
- 3) Revenue
 - a. Not estimated at this time.

Proposed Industry Guidelines for Reopening



LOS ANGELES COUNTY PRIVATE EVENT INDUSTRY

ECONOMIC IMPACT OF WEDDING AND EVENT INDUSTRY IN THE UNITED STATES

Weddings and events make a significant contribution nationally by providing quality jobs, bolstering economies through tourism, taxes, and enhancing communities through charitable giving.

WEDDING INDUSTRY



\$73.6 billion
In revenue in 2020



391,778
Wedding service
businesses



\$23.7 billion
Total wages paid



1,209,624
Employees

EVENT INDUSTRY



\$1,100 trillion
Global revenue in 2018



5.9 million
U.S. jobs



Projected
\$2,330 trillion
In revenue by 2026



\$325 billion
In direct spending
generated in the U.S.

PROPOSAL TO RE-OPEN SPECIAL EVENT VENUES IN LOS ANGELES COUNTY ON JUNE 19TH, 2020

To:

Honorable Gavin Newsom, Governor of California

Honorable Eric Garcetti, Mayor, City of Los Angeles

District 5 Supervisor, Kathryn Barger

District 3 Supervisor, Sheila Kuehl

Senator Henry Stern

Robert M. Sainz, Assistant General Manager, City of Los Angeles Economic Workforce Development Department

The devastating economic impact of the precautionary measures enacted to stop the spread of the COVID-19 has caused the wedding industry to come to a standstill. Like many other industries, the wedding industry is in survival mode. The Wedding Event industry is serviced in large part by small family businesses and independent contractors. The hurdles to obtaining unemployment assistance or any form of federal stipend have been challenging. Brides and grooms who have spent months planning their perfect day are in limbo, waiting for directives from public officials to see if they can continue with their planned celebrations.

Operators of outdoor venues face exceptionally severe repercussions due to the wedding “season” limited to spring, summer, and early fall. Public officials have outlined steps to reopen the economy in different phases, with weddings pooled into one of the last stages to reopen. While the limitations on public gatherings are understandable, outdoor weddings with guests comprised of family and friends should not be held to the same restrictions as other public gatherings. Weddings and other social events contain unique circumstances which allow the venue to screen and conduct surveys for all attendees before and after all events, due to the closed guest list and the fact that the event is not open to the public. These events are for close family and friends to celebrate a momentous occasion. They are much easier to monitor the possibility of infection before the event date, as well as the wellbeing of all employees, vendors, and attendees post-event.

We feel that allowing weddings according to the capacities set forth below is no higher risk to public health than the reopening of other industries such as: airline operations populating airports, opening of restaurants for dine in services at 60% capacity, allowing congregation of religious services, opening hotels with high traffic common areas, and allowing people to assemble at malls and other retail stores. The circumstances of executing a wedding fall under several categories of industries already allowed to operate including houses of worship as wedding ceremonies are a religious experience, and restaurant operations as most wedding venues have a valid health permit on file. Given that these venues must abide by all regulations in accordance with their health permit, these facilities must prove they are compliant with all health and safety standards and have ongoing training to educate their employees on how to minimize the spread of airborne and food-borne pathogens. Adding on the measures below would simply be an extension of the already thorough cleaning and sanitation standards currently in place.

As operators of outdoor venues in Los Angeles County, and after consulting with Dr. Kevin Ferguson, an Infectious Disease Specialist & Pathologist, we propose to reopen according to the schedule noted below. We agree to take the following safety measures until less strict criteria are required:

Event Re-Opening Schedule & Operating Guidelines:

- As of June 19th, 2020 - Event Venues may operate at 25% capacity, and to ensure a footprint and a floor plan designed at ten guests per 600 square feet of space.
- As of July 1st, 2020 - Indoor Event Venues may operate at 50% capacity, Outdoor Event Venues may operate at 75% capacity (given the ongoing decline of hospitalizations and ensuring the health system is stabilized)
- As of August 1st, 2020 - All Event Venues may operate at 75% capacity (also given ongoing decline of hospitalizations and ensure the health system is stabilized).
- As of October 1st, 2020 - Venues may operate at 100% capacity, or once the state is entirely into Phase 4 of re-opening, whichever occurs first.
- Limit weddings and special events capacities noted above.
- Require all clients to send correspondence and a health and safety screening to their guests, outlining the safety measures being taken to ensure their safety. The communication will also encourage any guests feeling sick not to attend. The venue operator must receive a copy of the correspondence no later than one week prior to the wedding with the full RSVP list to cross-reference.
- All attendees and employees/vendors must sign a waiver upon entering the Venue verifying that they are not knowingly sick, nor have they been in any contact with an infected person for the last two weeks.
- Venue to provide an onsite Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival, as well as health screening. The Wellness Coordinator will also monitor all safety measures through the duration of the event.
- Provide disposable facemasks upon request at no charge for all employees and up to 50% of the guest count.
- Provide one hand sanitizing station per 50 guests.
- For venues without permanent restrooms onsite, the client must arrange for additional restrooms and handwashing stations according to building codes and health department requirements.
- Require all vendors and their employees to wear protective face masks and gloves while on property, and submit health screenings to verify they do not knowingly have any symptoms related to COVID-19.
- Prohibit self-service food and beverage stations. All stations must have a dedicated attendant and have a plexi-glass barrier between the attendant/food station, and event attendees.
- All vendors to provide minimum two week sick pay for all eligible employees exhibiting symptoms associated with COVID-19.
- Configure seating and restrooms to comply with physical distancing requirements with visual cues and add signage when possible. Discourage any direct contact form of greeting (ie, shaking hands).
- Limit table seating to 10 or fewer and space tables at least 6 feet apart. Wedding and Event Planners must inform all attendees who they will be seated with as their 'social pod.' Attendees that wish to be seated separately must be accommodated.

Event Re-Opening Schedule & Operating Guidelines Continued:

- Ensure ceremony floor plans adhere to physical distancing requirements between each 'social pod.'
- Social Distancing shall be marked throughout the Venue in both Front of House and Back of House areas to ensure easy visibility of abiding by current guidelines for employees, vendors, and attendees.
- Educate our employees on proper sanitation and personal hygiene requirements consistent with the Centers for Disease Control (CDC) guidance and local health department best practices and guidelines.
- Increase cleaning, hygiene, and sanitation procedures to include, but not limited, to the following:
 - All employees report their temperature at the beginning of every shift. Employees with temperatures of 101 degrees or more, or exhibiting symptoms affiliated with COVID 19, will be sent home and compensated with sick pay if eligible.
 - Employers will provide employees with appropriate PPE, including a clean facial mask and disposable gloves, which must be worn throughout the shift.
 - Employees will be required to wash their hands and change their disposable gloves every hour, in addition to after using restroom facilities or handling food.
 - Restrooms will have a dedicated restroom attendant assigned during the event. The responsibilities of this position include cleaning all individual restrooms/urinals, door handles, sinks, garbage cans, and high contact areas between each use, as well as to ensure social distancing measures are respected and queues form accordingly, when needed.
 - Additional housekeeping staff must be assigned to clean high contact areas every hour. This includes door handles, bar and tabletops, audiovisual equipment, and 3rd party vendor areas and break rooms.
 - A cleaning log must be kept on file for all restrooms and high contact areas and made available upon request for employees, vendors, and attendees.
- All event rentals, furniture, and decor must be sanitized using a spray sanitizer on all items or sanitizer wipe.
- Self Parking options will be encouraged over Valet Parking.
- Sharing of photo booth props will be prohibited.
- Full hygiene, social distancing, and sanitation plan will be made available for employees and guest knowledge and specifically customized to each event.
- The venue will be required to keep a log with contact information for any person that enters the venue by date. This will allow for easier contact tracing should an infection be reported. Venue will notify the Department of Public Health of any known infections of COVID-19 immediately.

These unprecedented times call for decisions to be made by the industry sector's specific conditions and not an industry as a whole. Countless brides and grooms, mothers, fathers, caterers, florists, DJs, musicians, and guests thank you for your consideration and swift action on this matter.

Respectfully,

Rob Pausmith, Managing Director, Tres LA Group

Nicole Stubbs, General Manager & Partner, City Market Social House

Garrett Gerson, CEO, Calamigos Ranch



SPECIAL EVENT INDUSTRY

Suggested Dates	PHASE 1 Today	PHASE 2 June 19 th 2020	PHASE 3 July 1 st 2020	PHASE 4 August 1 st 2020	PHASE 5 October 1 st 2020
Industry Trigger		In person religious services resume, Restaurants operate at 60% capacity for dine in services, Malls Resume Operation	Schools resume, movie theaters resume, travel restrictions are removed, restaurants open for dine in, gyms and salons reopen	Required face masks and social distancing begin to be relaxed	County Enters Phase 4
Gathering Size	Not Permitted	25% Occupancy for Outdoor Venues or Indoor Venues that can offer an al fresco experience	50% Occupancy for Indoor Venues; 75% Occupancy for Outdoor Venues	75%Occupancy For All Venues	Full Capacity
Venues Special Event Venues located in California that host events such as weddings, corporate events, non-profit fundraising events and social gatherings	<ul style="list-style-type: none"> Prepare venue for reopening Train staff on updated policies Encourage social distancing 	<ul style="list-style-type: none"> Physical distancing guidelines of 6' for all guests, employees and vendors through room diagrams, floor graphics and signage. Restroom attendants assigned for all restrooms. Clean doors/stalls/sinks/garbage cans between use. Enforce social distancing. Employer to provide all employees with PPE including masks and gloves, handwashing every hour, symptom monitoring to include temperature checks at the top of the shift. Additional cleaning staff assigned to hourly sanitation of high contact areas. Detailed logs of all event guests and staff will be kept on file for contact tracing purposes. Onsite healthcare professional as a Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival. The Wellness Coordinator will also monitor all safety measures through the duration of the event. Discourage any direct contact form of greeting (ie shaking hands). Pre and Post sanitizer misting of space. 	<ul style="list-style-type: none"> Physical distancing guidelines of 6' for all guests, employees and vendors through room diagrams, floor graphics and signage. Restroom attendants assigned for all restrooms. Clean doors/stalls/sinks/garbage cans between use. Enforce social distancing. Employer to provide all employees with PPE including masks and gloves, handwashing every hour, symptom monitoring to include temperature checks at the top of the shift. Additional cleaning staff assigned to hourly sanitation of high contact areas. Detailed logs of all event guests and staff to be kept on file for contact tracing purposes. Onsite healthcare professional as a Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival at no additional charge to the client. The Wellness Coordinator will also monitor all safety measures through the duration of the event. Discourage any direct contact form of greeting (ie shaking hands). Pre and Post sanitizer misting of space. 	<ul style="list-style-type: none"> Restroom attendants assigned for all restrooms. Clean doors/stalls/sinks/garbage cans hourly. Employee maintains handwashing every hour, symptom monitoring to include temperature checks at the top of the shift. Additional cleaning staff assigned to hourly sanitization of high contact areas. Detailed logs of all event guests and staff for contact tracing purposes. Onsite healthcare professional as a Wellness Coordinator to check all guests' temperature with infrared thermostat upon arrival. The healthcare professional will also monitor all safety measures through the duration of the event. Discourage any direct contact form of greeting (ie shaking hands). Pre and Post sanitizer misting of space. 	Resume normal operations.
Off - Premise Food & Beverage Food and beverage catering teams serving special events	<ul style="list-style-type: none"> Prepare venue for reopening Train Staff on updated policies Encourage social distancing 	<ul style="list-style-type: none"> No Self-Service food, no sharing of utensils or other items, buffet must have an attendant and plexi-glass barrier. Service staff must wear masks and gloves, hand washing hourly, symptom monitoring to include temperature checks. Shielding where necessary. Time and milestone related changing of gloves and hand washing. Hand washing stations provided. Physical distancing with guests and vendors whenever possible. All F&B vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	<ul style="list-style-type: none"> No Self-Service food, no sharing of utensils or other items, buffets must have an assigned attendant and plexi-glass barrier. Food Trucks only if individually packaged and plan made for line control. Service staff must wear masks and gloves, hand washing every hour, symptom monitoring to include temperature checks. Shielding where necessary. Time and milestone related changing of gloves and hand washing. Hand washing stations provided. Physical distancing with guests and vendors whenever possible. All F&B vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	<ul style="list-style-type: none"> No Self-Service food, no sharing of utensils or other items, buffets must have an assigned attendant. Food Trucks only if individually packaged and plan made for line control. Service staff must maintain hand washing every hour, symptom monitoring to include temperature checks. Shielding where necessary. Time and milestone related changing of gloves and hand washing. Hand washing stations provided. Physical distancing with guests and vendors whenever possible. All F&B vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	Resume normal operations.
Special Event Vendors Vendors providing services for special events (e.g. planners, DJs, Entertainment, photographers, etc.)	<ul style="list-style-type: none"> Prepare venue for reopening Train Staff on updated policies Encourage Social Distancing 	<ul style="list-style-type: none"> Pre and Post sanitation of equipment. Staff must wear masks and gloves, hand washing every hour, symptom monitoring to include temperature checks. Physical distancing with guests and vendors whenever possible. Must assign an attendant for each individual activity for cleaning and sanitation between use. Follow all guidelines set forth for "personal service providers". All vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	<ul style="list-style-type: none"> Pre and Post sanitation of equipment. Staff must wear masks and gloves, hand washing every hour, symptom monitoring to include temperature checks. Physical distancing with guests and vendors whenever possible. Must assign an attendant for each individual activity for cleaning and sanitation between use. Follow all guidelines set forth for "personal service providers" All vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	<ul style="list-style-type: none"> Pre and Post sanitation of equipment. Staff must maintain hand washing every hour, symptom monitoring to include temperature checks. Physical distancing with guests and vendors whenever possible. Must assign an attendant for each individual activity for cleaning and sanitation between use. Follow all guidelines set forth for "personal service providers". All vendors to provide minimum two-week sick pay for all eligible employees and for anyone exhibiting symptoms associated with COVID-19. 	Resume normal operations.
Special Event Guests Persons who are attending special events	<ul style="list-style-type: none"> Physically distance Stay at home if possible Practice personal hygiene and hand washing 	<ul style="list-style-type: none"> Guests required to bring masks to the venue and suggested to get COVID 19 testing one week prior to event. Reminded of proper hand washing procedures. Must sign a venue waiver and have participated in pre screening survey for symptom monitoring purposes. Maintain physical distance with guests who they have not traveled with. Follow all guidelines set forth by CDC and local government. 	<ul style="list-style-type: none"> Guests required to bring masks to the venue and suggested to get COVID 19 testing one week prior to event. Reminded of proper hand washing procedures. Must sign a venue waiver and have participated in pre screening survey for symptom monitoring purposes. Maintain physical distance with guests who they have not traveled with. Follow all guidelines set forth by CDC and local government. 	<ul style="list-style-type: none"> Guests are no longer required to wear masks. Reminded of proper hand washing procedures. Must sign a venue waiver and have participated in pre screening survey for symptom monitoring and report known infections to the venue. Follow all guidelines set forth by CDC and local government. 	TBD



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Faith Based Organization
Sector Recommendation Report**

Summary

We affirm the wisdom of the Board of Supervisors in reaching out to the community for recommendations on the return to work strategy for the County. We believe that faith based organizations play a central role in the life of the County and, as such, need to “return to work” in their own right and to provide support to everyone seeking to envision a “new normal” during the COVID-19 pandemic.

Goals and Recommendations for Recovery:

Goal: To develop actionable recommendations that will lead to recovery in Los Angeles County. Our Sector will focus on safe ways to open up faith institutions.

Vision: We are guided by our shared belief in the sanctity of human life and the imperative to protect the health of our congregants and our community.

Short Term Goals:

1. Respond to the County Plan (released 5-26-2020)
2. Frame broad concerns, issues, challenges, opportunities, and recommendations for the faith community
3. Initiate a review of the economic impact on the broader economy
4. Create the thread that incorporates a faith perspective in each of the other Sector recommendations
5. Recommend the establishment of Faith-based offices in LA County Depts. (similar to the model at the federal level)
6. Clarify the protocol for how to respond to positive cases, and their contacts, among congregants.

Major Issues and Challenges to the FB sector. Main barriers to addressing the challenges:

- **Social Distancing in Worship:** We recognize the need for physical distancing to protect health and limit the spread of COVID-19. We also recognize that such measures are often challenging for established rituals and worship practices. The sizes and approved occupancy levels of physical spaces in places of worship are highly variable. Attendance limitations based on an absolute number of attendees may not consider the many ways in which people may gather in places of worship consistent with the requirements of social distancing.

- **On Site Services:** Many places of worship also distribute goods and needed services. Protocols for worship services do not necessarily apply to these functions. There is a need for guidance on the safe delivery of these services. Classes for adults and children may also be delivered on-site in many places of worship. Protocols for conducting classes should be coordinated with those developed in the education sector.
- **Other Services:** Many faith based organizations organize home fellowships, affinity groups, beyond recovery programs and more. Guidance for safely delivering these services is also needed. The same is true for rituals such as baptism that may not take place in the context of a worship service.
- **Visiting the sick and the dying:** Easing a person's passage through illness and death is an essential function for faith based organizations. There is a need to work cooperatively with healthcare organizations to enable clergy to safely provide this necessary service. Such coordination should also be extended to nursing homes, assisted living and other congregate living facilities, mortuaries and cemeteries.
- **Infection Control:** Faith based organizations may need technical and financial support to bring their HVAC systems up to standard to limit the spread of COVID-19. They may also need support in obtaining appropriate cleaning supplies and protective equipment. Access to resources is vital (e.g. free energy audits, rebates and other incentives)
- **Positive Cases:** Faith based organizations need clear protocols from the Department of Health for how to respond to positive cases, and their contacts, among congregants. These protocols need to be proactively shared with clergy, staff, and other key persons.
- **Timely and Clear Communication:** Faith based organizations are subject to protocols and guidance from cities, the county and the state. These protocols are subject to periodic review and revision as the epidemic ebbs and flows. It is very challenging to keep track of this changing and at times conflicting guidance. Every effort should be made to inform faith based organizations in a timely manner when restrictions tighten and - equally important- when conditions permit easing of restrictions. Health orders should contain "user friendly" links to orders from other jurisdictions and health officials should make use of religious media and organizations focusing on faith based organizations and clergy to communicate changes in guidance.
- **Training is vital** as we return to places of worship. Functions such as parking, seating, screening, serving etc. need to be conducted in ways that protect health and safety. Clergy, staff and congregants all need training in new ways of doing things. Training videos and other resources will be needed.

OPPORTUNITIES – What ideas would you like to bring forward to the Board of Supervisors?

- **Ensure geographic equity for testing:** In some regions of the county residents are paying up to \$150 without knowledge that the county and city are providing the same

service at no charge. Church and faith locations can serve as testing locations and resource centers.

- **Create a Variance Process for Individual Congregations:** Given the diversity of places of worship, one-size-fits-all protocols are likely to cause problems, confusion and ultimately a lack of confidence in the guidance and orders of public health authorities. We propose the consideration of a variance process by which public health guidance may be adapted to local circumstances so that gathering space can be safely maximized.
- **Stimulate economic activity:** The safe opening of places of worship will also serve to stimulate economic activity more broadly by enhancing public confidence.
- **Close the digital divide:** The use of smart phones and other digital platforms such as zoom and social media are enabling new options for worship and for the other forms of engagement with faith. Training, particularly for older congregants, may accelerate adoption of these technologies to enable worship and service during the COVID-19 epidemic.
- **Mobilize our resources:** Use our facilities for testing sites and as locations for health education centers. Use our value as “trusted voices” to address mental health issues (including depression, isolation and suicide prevention,) and to help address abuses of all kinds (substance abuse, child abuse, sexual abuse, family violence, elder abuse). Create social enterprises that leverage trusted traditions of service in partnership with public and private sectors (e.g. visitation to homebound and isolated). Encourage cooperative buying.
- **Provide safe places:** Faith based organizations can provide safe spaces for those who fear exposure to government. (e.g. undocumented, formerly incarcerated, mentally challenged).
- **Partner with the public and private sectors for problem solving and prevention:** Schools operated by faith institutions from pre-school to seminary levels are open to the general public. These centers can be used to house and provide certifications for new skill sets that are being required (e.g. chemical products, sanitizing/disinfecting for events, people handling, mental health crisis handling)
- **Mitigate the economic crisis:** Faith based organizations can help address the homeless crisis, reduce food insecurity, and handle issues caused by the current recession. We are uniquely equipped to help sustain the positive momentum by working with food banks, markets, produce farms, hospitality industry, etc.
- **Gather data:** Ministry as we have known it is constantly evolving, and in the COVID-19 crisis, change is happening faster than ever. Clearly the breadth and depth of closures on the broader economy has not been evaluated or factored into the recovery equation. A survey of all faith based and religious groups would help to create a more coordinated response in times of need and help guide the equitable distribution of resources across the county. An economic analysis of the many ways that faith based organizations


contribute to and support economic recovery would also be a useful input to policy making.

LA COUNTY THEME PARKS


Modified Operating Plan for Re-Opening

Tuesday, June 2, 2020

EXECUTIVE SUMMARY



As California begins to re-open and many outdoor businesses are returning to operation (including beaches, hiking trails, malls, and outdoor attractions), theme parks and attractions **are positioned to provide a safe**, primarily outdoor experience for guests and employees in a **more controlled environment**. Not only can we provide relief to potential overcrowding of other locations, but our capabilities to **limit capacity and manage guest flow** more effectively, provides us with an advantage over other outdoor venues.




We can re-open theme parks with **modified operating protocols** and conditions that protect our guests and employees by ensuring **physical distancing, appropriate screening and enhanced sanitization**.




Collectively, we disproportionately service the local market. **More than 60% of theme park attendance** comes from local and outer CA areas under normal conditions, driven largely by **Annual and Season Passholders**.




Our marketing insights and demand studies, consistent with LATCB and Visit CA indicate **outer US and international visitation will not return to 2019 levels until 2023**. We expect a recovery that will include much **more dependence on the local and CA markets** well into 2022.



We are prepared to provide much more detail on all **aspects of the guest experience and safety measures** that are being integrated to our parks, and we look forward to discussion and collaboration with the LA County Health Dept. to ensure our **guests and our employees can return to our parks safely**.



Many theme parks around the world, like Shanghai Disney, have already reopened, **demonstrating a capability to manage the business safely for guests and employees**. As of today, theme parks in the US have also begun to re-open. Six Flags Wild Safari Park in New Jersey is now open, three Universal Studios Parks in Orlando and a Six Flags Park in Oklahoma City are set to open this Friday. Many others will be **opening in the coming weeks**, including Six Flags Parks in Texas and Universal Studios Japan in Osaka.



LA County parks will be ready to begin re-opening **between mid-June and July 1**.

RE-OPENING PROTOCOLS OVERVIEW

Ensure safe re-opening protocols to address concerns

Protecting and supporting worker health and safety

- All employees will be provided and required to wear a face covering; fully train employees on new policies and procedures
- Additional paid sick time provided to employees for COVID-19 related reasons
- Continue work from home for all back of house employees to limit demand of onsite in break areas, shared spaces; attempt to schedule front of house employees into groups and sequence on/off days

Ensuring appropriate physical distancing

- Daily park guest capacity to be limited based on approved phases from local health officials
- Implement measures and floor demarcations to ensure physical distancing of at least 6-feet between and among employees and guests in all queues and confined locations
- Develop and implement controlled foot traffic and crowd management strategies that enable at least six feet physical distancing between guests inclusive of entry & exit in and out of facilities

Ensuring proper infection control

- Daily deep cleaning of all areas and frequent, extensive disinfection of heavily touched, high-traffic surfaces
- Hand sanitizer or sanitizer wipes available throughout the park, including entry/exit of every attraction, retail and food location
- One-way foot traffic established to reduce face-to-face contact wherever practical
- Continue to support Health Dept. with professional staff & resources for all/any necessary contact tracing. Maintain significant full-time staff on premise (EHS, Health & Human Resources) who can assist with data gathering, appropriate communication & follow up requirements.

Communicating with the public

- Signage upon all entry locations indicating to follow all CDC guidelines
- Physical distancing signage across all venues and with floor demarcations in all queues indicating minimum of 6-feet; in attractions queues, physical distance demarcations will be deployed every 8-10 feet to provide more space for parties
- Audio reminders throughout property; pre-arrival communications to ensure guest awareness of protocols prior to visiting

Ensuring for equitable access to services for vulnerable populations

- Encourage and market online ticket sales through web/mobile app to minimize in-person interactions where feasible
- Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options

BACKGROUND & WORKFORCE DEMOGRAPHICS

Our main goal is to enable our core staff to return to work, implementing responsible precautions and adjusting processes to promote physical distancing and provide a clean and safe environment for our employees and guests.

Current Situation	Workforce Demographics
<ul style="list-style-type: none">• The theme park industry in CA supports an employee base of 135,000. Many of these employees have long tenures in our businesses.• They include frontline work force from entry-level Food, Retail and Guest Services positions to skilled trades Technicians and Performers.• Employees from all LA County theme parks are supporting our efforts to re-open.	<ul style="list-style-type: none">• Large union representation (85%) at Universal Studios Hollywood, including: UNITEHERE!, IATSE, American Guild of Variety Artists and Motion Picture locals of OPEIU, IBEW, LiUNA and Teamsters.• Diverse workforce with 70% people of color and multi-generational with 28% under 25, 48% ages 25-40, and 24% over 40.• Managerial and professional work staff mirrors the diversity of LA. Ongoing investment in professional development programs for internal talent has resulted in more than 50% of our managers being promoted from hourly positions.

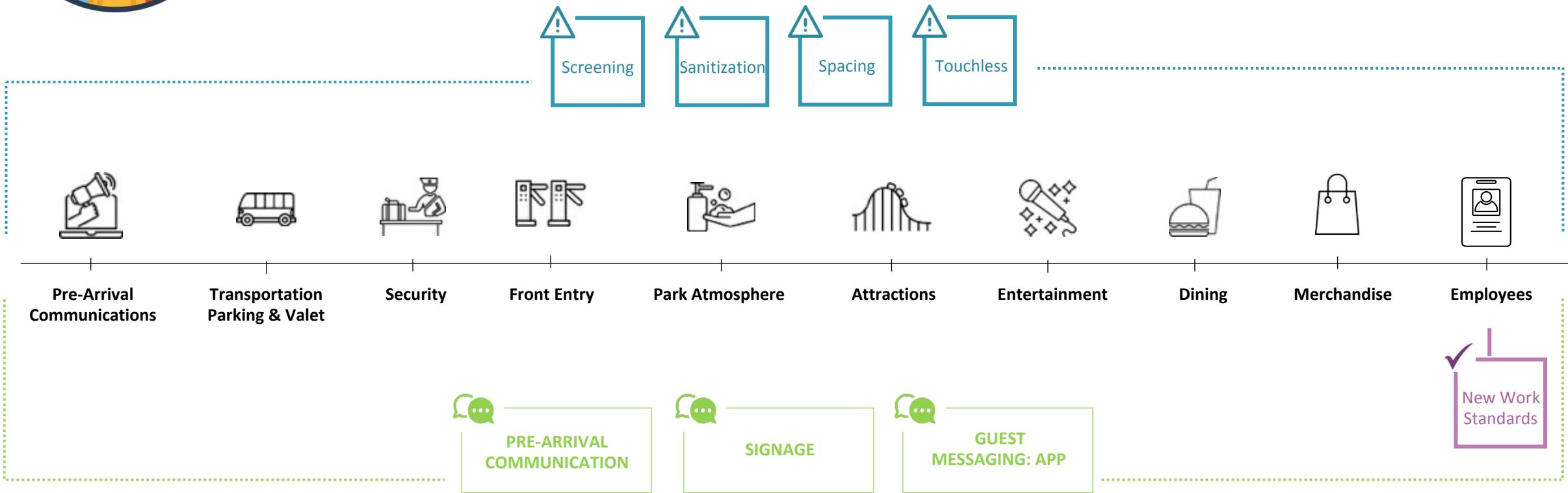
Go Forward Plan
<ul style="list-style-type: none">• Continue to work closely with our union partners for input regarding the health and safety of our employees and negotiated safety nets for maintenance of health insurance eligibility and additional paid sick time for COVID-19.• Non-union workforce provided with a generous sick leave policy including additional COVID-19 paid time to support needs for themselves and family members.• Modified policies would ensure at risk employees would not be penalized for missing shifts due to COVID-19.• Enhanced health insurance coverage for employees who cannot fulfill minimum hours required due to COVID-19.• Continue to support Health Dept. with our professional staff and resources for all/any necessary contact tracing. We maintain significant full-time staff on premise (EHS, Health and Human Resources) who can assist with data gathering, appropriate communication and follow up requirements.• Limit capacity across park attendance and all venue capacity to ensure all safety protocols are adhered to at all times for the benefit of not only our guests but also our employees.

GUEST EXPERIENCE

Operational Shifts & Best Practices Across Key Touchpoints of Engagement



Provide our guests & employees with **clean, safe, and fun** destinations while implementing **responsible precautions**, adjusting processes to **promote physical distancing** and build confidence to **encourage visitation**.

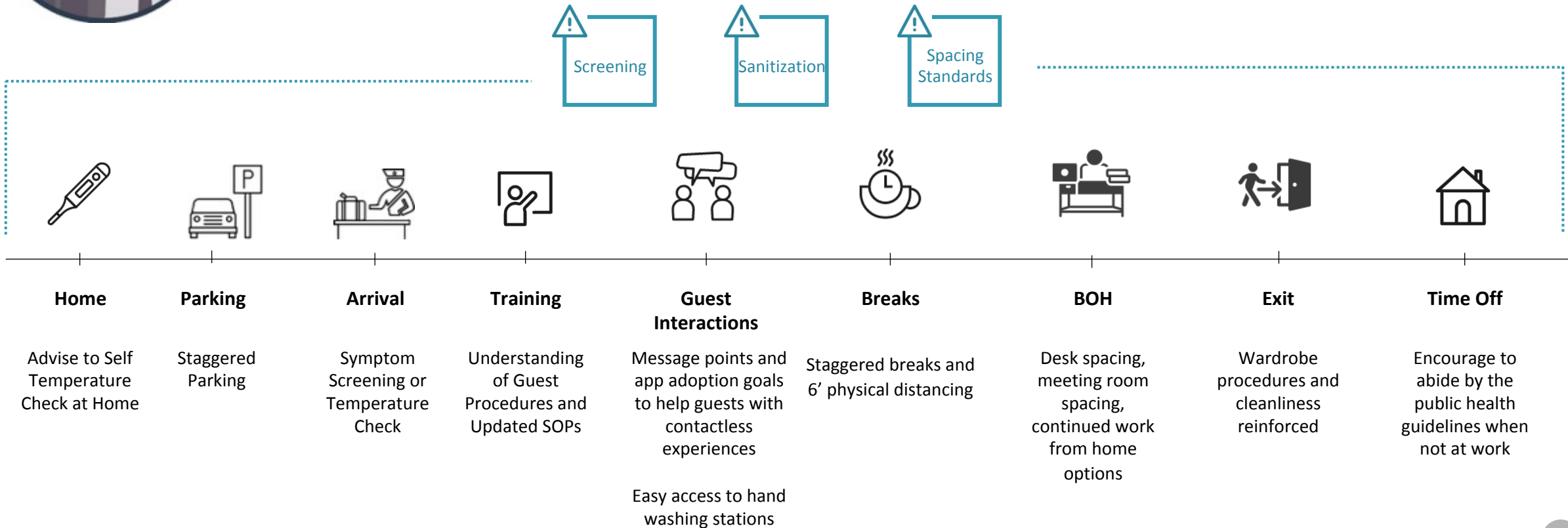


EMPLOYEE EXPERIENCE

Operational Shifts & Best Practices Across Key Touch Points of Engagement






Provide our employees with **clean, safe, and fun** destinations while implementing **responsible precautions**, adjusting training and processes to **promote physical distancing** and increasing app adoption to enable a **seamless guest experience**.



HEALTH AND SAFETY PROTOCOLS

The safety and health of our guests and employees is our top priority. The summary below highlights key components of the theme park plans based on government and health official input, consumer research, competitive benchmarking and scenario planning.

	Transportation, Parking & Valet	Security, Arrival & Front Entry	Attractions & Entertainment	Dining & Merchandise	Employees Front of House	Employees Back of House
 SCREENING	<ul style="list-style-type: none"> At gated parks, guests will be screened for symptoms, and/or temperature checked at parking or main entrance; recommended to seek medical help as needed based upon CDC guidance for both flu and COVID-19 	<ul style="list-style-type: none"> Audio message and/or signage along entire walkway reminding guests to follow all new safety protocols/CDC warnings and guidelines 	<ul style="list-style-type: none"> Close interactive play areas Hand out 3D glasses individually (where applicable) 	<ul style="list-style-type: none"> Face coverings will be offered for sale at retail locations 	<ul style="list-style-type: none"> Self-temperature checks at home; upon arrival to work all employees will be symptom screened or temperature checked; recommended to seek medical help as needed based upon CDC guidance for both flu and COVID-19 Support employees who are not comfortable reporting to work based on higher risk factors (e.g. over 65 and/or with certain health conditions) by allowing employees to use accrued paid time off and evaluate leave of absence options 	<ul style="list-style-type: none"> Self-temperature checks at home; upon arrival to work all employees will be symptom screened or temperature checked; recommended to seek medical help as needed based upon CDC guidance for both flu and COVID-19 Employees who have higher risk factors (e.g.: over 65 and/or with certain health condition) encouraged to work from home
 SANITIZATION	<ul style="list-style-type: none"> All guests required to wear face covering (available onsite as needed) 	<ul style="list-style-type: none"> Eliminate brochure racks for maps; employee to hand out individually, drive utilization to mobile app 	<ul style="list-style-type: none"> Reduce or eliminate water/mist elements Guests required to wear face covering to get on attraction / sit to experience a show Provide hand sanitizer to every guest at load platform as they enter ride vehicle 	<ul style="list-style-type: none"> Remove self serve condiments and cutlery provided at point of purchase. Suspend buffet and self serve beverage and bulk candy options Suspend trays, and open plate meals will be in containers Dedicated cash handling POS; promote contactless payment. Sanitization stations positioned at high contact areas 	<ul style="list-style-type: none"> All employees will be required to wear face coverings Temperature check and health service professionals will wear gloves in addition to any position who wore gloves prior to COVID-19 Frequent hand washing for all employees and access to hand sanitizer 	<ul style="list-style-type: none"> All employees will be required to wear face coverings Frequent hand washing for all employees and access to hand sanitizer
 SPACING	<ul style="list-style-type: none"> Close valet operations Park guest vehicles 1-2 spaces apart in garages Reserved, or date specific tickets enables effective capacity control 	<ul style="list-style-type: none"> Distancing and spacing for queuing at turnstiles; reduced turnstile count Every other locker bank to be disabled and guests will be pulsed into locker area by an employee 	<ul style="list-style-type: none"> Seat travel parties as appropriate on ride vehicles (separate rows or seats on vehicle as applicable) Eliminate single-rider lines Eliminate post show meet & greets; performers to remain on stage for pictures 	<ul style="list-style-type: none"> Ground markers will be used in venue queues to separate parties at a minimum 6-feet apart Plexi-shields or other barrier installed or eye protection provided to employees where physical distancing is impractical (i.e.: point of sale for retail and F&B) Capacity controls at entrance and seating markers 	<ul style="list-style-type: none"> Desk spacing and continued work from home options Staggered parking in parking garages Encourage employees to abide by the public health guidelines when not at work of physical distancing, regular hand washing, and avoiding contact with others who are sick or exhibiting symptoms 	<ul style="list-style-type: none"> Desk spacing, continued work from home options, virtual meetings Staggered parking in parking garages Encourage employees to abide by the public health guidelines when not at work of physical distancing, regular hand washing, and avoiding contact with others who are sick or exhibiting symptoms



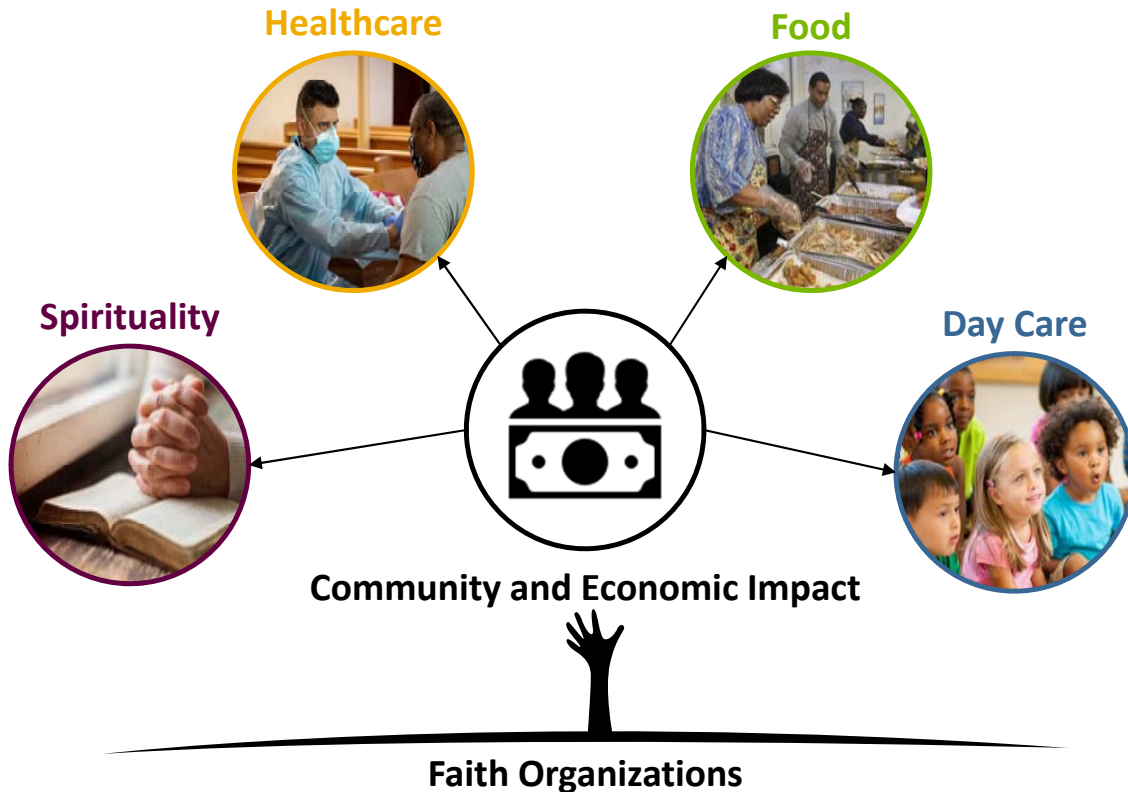
Economic Resiliency Task Force

Faith-Based Organization Sector Workgroup

June 11, 2020

Faith-Based Organization Sector: Community and Economic Impact

2



Sector Workgroup Membership

- **Lead:** Mrs. Jacquelyn DuPont-Walker, African Methodist Episcopal Church
- Bishop Charles Blake, West Angeles COGIC
- Mr. Scott Chan, DPH Liaison
- Pastor Paul Chappell, Lancaster Baptist
- Rabbi Ken Chasen, Leo Baeck Temple
- Ms. Paula Cracium, Shepherd of the Hills Church
- Father Ed Dover, Beatitudes of Our Lord Catholic Church
- Rabbi Laura Geller, Temple Emanuel of Beverly Hills
- Archbishop José Gomez, Archdiocese of LA
- Reverend Rae Huang, LA Voice
- President Hye-Pim Im, Faith and Community Empowerment Corp.
- Rabbi Yossi Mintz, Chabad of the Beach Cities
- Ms. Dominique Robinson, LA County Department of Children and Family Services
- Reverend K.W. Tullos, Baptist Ministers Conference
- Pastor Chayne Wayne, Antioch Church
- Mr. Roy Weinstein, Micronomics
- President Alex Wu, Hsi Lai Temple

White Paper

Alliance of Motion Picture and
Television Producers

Industry-Wide Labor- Management Safety Committee Task Force

Proposed Health and Safety Guidelines
for Motion Picture, Television, and Streaming Productions
During the COVID-19 Pandemic

Submitted: June 1, 2020



Introduction

The Industry-Wide Labor-Management Safety Committee Task Force (the “Task Force”) respectfully submits the following guidelines for consideration and adoption for the resumption of motion picture, television, and streaming productions in an environment that minimizes the risk of contracting or spreading COVID-19. These recommendations set forth the consensus of the Task Force and outline guidance regarding protective measures to be used, including regular screening, diagnostic testing, use of personal protective equipment, cleaning and disinfecting work sites, and appropriate response should an employee contract COVID-19 or be exposed to it.

The proposed recommendations were developed by the Task Force at the request of and in collaboration with the various unions of the motion picture and television industry and the Alliance of Motion Picture and Television Producers, which collectively exercised final control over their content, based on the input provided. The Task Force consists of the International Alliance of Theatrical Stage Employees (IATSE) and its West Coast Studio Local Unions, as well as its New York Local Unions, the International Brotherhood of Teamsters as well as the Basic Crafts Unions, the Screen Actors Guild-American Federation of Television and Radio Artists, the Directors Guild of America as well as the Alliance of Motion Picture and Television Producers and other representatives of the producers. The guidelines are based on discussions with health experts, guidelines issued by U.S. Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA), and input from industry participants familiar with the working conditions of motion picture and television production. The participants in the Task Force are listed in the Appendix.

While these guidelines and protocols address many elements of production, productions must consult applicable state and local public health orders as well as applicable federal and state OSHA guidelines. These recommendations are intended to address the circumstances under which production can safely resume. The Task Force recognizes that COVID-19 is a new disease and many of the facts surrounding COVID-19 are still being determined. Several elements of the protocols including testing and PPE are subject to further discussion and agreement between the Employers and the Unions and Guilds representing the cast and crew. As circumstances change, and public health officials issue new guidance, the protocols under which production occurs may be adjusted accordingly.





Table of Contents

Table of Contents	3
Guiding Principles	4
Reopening Process	6
Infection Control	7
Diagnostic Testing	7
Personal Protective Equipment (PPE)	7
Hand Hygiene	8
Disinfection and Maintenance	8
Props, Costumes, Accessories, Wigs, and other Specialty Items	9
Personal Equipment	10
Vehicles	10
Paper	10
Food and Beverages	11
Beverages	12
General Infection Prevention Issues	12
Protecting and Supporting Cast and Crew Health and Safety	13
Designated COVID-19 Compliance Officer	13
Symptom Screening	14
Development of Symptoms	14
Leave Policies	14
Physical Distancing	15
Meetings	15
Writers' Rooms	15
Video Village	15
Audiences	15
Working Remotely (Telecommuting)	15
Shared Workspaces	15
Training and Education	16
Unique Production-Specific Concerns	17
Special Considerations for Cast and Crew Working in Close Proximity to Performers	17
Special Considerations for Performers	17
Personal Protective Equipment for Performers	18
Casting and Auditions	18
Minors	19
Animal Performers	19
Transportation	19
Special Considerations for Travel	20
Special Considerations for Filming on Location	20
Outdoor Locations	21
Indoor Locations	21
Scouting	21
Appendix	22
List of Participants	22
Medical Consultant	22
Special Thanks	22

Guiding Principles

The intent of this White Paper is to establish recommendations for governments to authorize the safe resumption of motion picture and television production activities within their jurisdiction. These guiding principles may evolve over time. In addition to the recommendations provided in this White Paper, the Unions, Guilds and Employers have acknowledged the need to develop department-specific operational protocols and project-specific workflows, which will be subject to further discussion and agreement between the Employers and the respective Unions and Guilds representing the cast and crew. All have agreed to develop those protocols and workflows separately once government authorizes production to resume.

Guiding principles underlying these recommendations are:

- The health and safety of the general public and all cast and crew is the highest priority. Re-opening the industry and returning to

work are also significant and important priorities.

- All state, local, and federal (CDC) public health guidelines will be followed.
- To the extent possible, physical distancing shall be maintained. When physical distancing is impracticable, other risk mitigating measures shall be taken as described below.
- Regular, periodic testing of cast and crew for COVID-19 is critical for a safe return to work.
- Universal symptom monitoring, including temperature screening, may be used to further mitigate risk.
- Appropriate and adequate PPE will be provided to cast and crew by the employer as necessary. Disposable masks will be replaced each day and reusable masks will be cleaned each day.
- Medical expertise must always guide decision making with respect to testing, contact tracing, symptom screening and similar

protocols that raise medical questions.

- Infection prevention measures will be developed and applied, including physical distancing at all times when possible, enhanced sanitation (high-touch wipedown, disinfection of equipment), and hand hygiene (increased access to hand washing stations, alcohol-based hand sanitizer).
- One or more autonomous COVID-19 Compliance Officer(s) with specialized training, responsibility and authority for COVID-19 safety compliance and enforcement will be in the workplace to address issues as they arise.
- Thorough training on principles of infection prevention, PPE, physical distancing and signs/symptoms of COVID-19 will be provided to all, with role-specific additional training as needed.
- The judgment of Department Heads and their crews, in collaboration with Unit Production





Managers (UPMs) and Assistant Directors (ADs), will be considered when structural and logistical changes are made to accommodate the new working practices.

- Individual rights under applicable laws intended to protect against discrimination must be respected and safeguarded to support the maintenance of a non-discriminatory workplace.
- Adequate staffing and space for physical distancing is essential for an effective health and safety plan.
- Resuming production during this time may be highly stressful and cause anxiety. The implementation of mental health resources to support the wellness of those participating in a production may be necessary. Options could include:
 - o Emotional support hotline
 - o Telemedical health and behavioral health resources
 - o Mindfulness training; and
- o Provision of online tools and resources.
- Paid leave policies shall be flexible and non-punitive to allow sick and quarantined employees to stay away from co-workers and the general public. These paid leave policies will be implemented to encourage compliance with infection prevention guidelines.
- The National Institute for Occupational Safety and Health's (NIOSH) Hierarchy of Control will guide approaches to mitigate risk:
 - o Systems will be employed to assess health/wellness of all personnel prior to entry onto set.
 - o Engineering and administrative controls will be developed and emphasized whenever feasible.
 - o When engineering and administrative controls are not feasible, personal protective equipment (PPE) will be used.
- Cast and crew are encouraged to report problems, ask questions and suggest

solutions to enhance the safety and productivity of the workplaces.

- The CDC advises that those over age 65 and those with co-morbidities consult with their healthcare providers regarding the risks of COVID-19.
- Given the dynamic and evolving nature of the COVID-19 pandemic, these interim guidelines will likely need to be modified and adapted as circumstances change.

Note: Numerous different job roles are involved in the industry, including pre- and post-production staff, cast, craftspersons, laborers, and many others. To avoid confusion, the term “cast and crew” is used throughout to refer to any/all individuals who are involved in the production process.

Note on nomenclature: to maintain consistency with public health and medical guidelines, COVID-19 refers to the name of the clinical syndrome caused by the virus referred to as SARS-CoV-2.

Reopening Process



Production may resume upon the approval of public health authorities based on the Roadmap to Recovery Framework. A staged reopening process may be necessary, with entertainment industry sectors reopening sequentially based on risk and public health authority approval. For example, aspects of pre- and post-production activities may be deemed lower risk and could reopen sooner than production activities.

In accordance with these plans, this document addresses the following critical areas of concern:

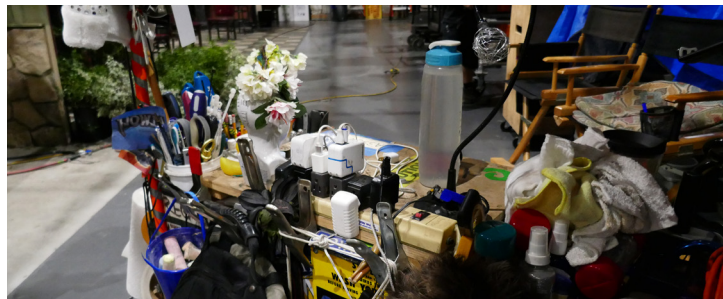
1. Infection control
2. Protecting and supporting cast and crew health and safety

3. Physical distancing
4. Training and education
5. Unique production-specific concerns

The Task Force recognizes that many of the recommendations outlined in this document represent considerable changes in current workflows and processes. The recommendations will need to be applied to specific circumstances and their application will need to be flexible, bearing in mind the utmost priority of safety considerations on production.



Infection Control



Diagnostic Testing

Regular, periodic testing of the cast and crew will be used to mitigate the risk of the spread of COVID-19. Employers will utilize current effective testing protocols that must be developed in conjunction with, and approved by, the Unions and Guilds. Employers, Unions and Guilds shall rely upon medical experts for advice and guidance. As tests are developed and others become more accurate, the testing protocols shall also change. Employers should advise cast and crew that they will be subject to testing as a condition of employment and of continued employment.

Personal Protective Equipment (PPE)

The Task Force recommends use of face coverings at all times when on set or at production/studio

facilities workspaces, except when not feasible as noted below. These will be provided by employers to all cast and crew at no cost and meet applicable regulatory guidelines (CDC, Public Health, NIOSH, OSHA) as appropriate. Medical masks, cloth masks and face shields reduce the transfer of saliva and respiratory droplets to people close to the wearer. Appropriate training in donning, doffing, cleaning and safe PPE use is required. The Task Force recommends all cast and crew be issued personal face coverings that are assigned to the individual and are not shared with others; there shall not be a common central pool of shared face shields or face coverings.

The Task Force recommends against universal glove use by all cast and crew. Gloves may lead to a false sense of security and may actually increase

risk, particularly due to self-contamination while donning and doffing. Instead, effective and frequent hand hygiene with soap and water or alcohol-based hand rub is imperative, along with avoidance of touching the eyes, nose or mouth. However, gloves may be worn as infection prevention PPE when touching potentially contaminated commonly shared equipment is unavoidable and equipment cannot feasibly be disinfected (e.g., lighting/electrical cables, worn costumes, etc.) Adequate training in glove use, including safe doffing, will be required. Non-medical (work) gloves shall be worn as usual when appropriate.

PPE may be disposed of as regular (non-biohazard) waste. Ample trash receptacles shall be available, and these shall be emptied regularly.

Hand Hygiene

Hand hygiene is a cornerstone of infection prevention and will need to be practiced widely in entertainment industry work environments. Given the potential concern about transmission of COVID-19 via contact, enhanced hand hygiene measures are critical. Hand washing with soap and water is considered more effective than hand sanitizer in preventing the spread of COVID-19.

The Task Force recommends the following regarding hand hygiene:

- Cast and crew should avoid touching their eyes, nose and mouth.
- Handwashing facilities with running water, soap and paper towels (dispensed using a non-touch system, if possible), adequate for the number of cast and crew, shall be available and accessible from the first day of work.
- Handwashing facilities shall be kept clean and well-stocked.
- When production is taking place where handwashing facilities are not readily

available, mobile handwashing stations shall be provided.

- Stations with alcohol-based hand rub (“hand sanitizer”) with at least 60% alcohol shall be strategically placed around work areas and readily accessible.
- Sufficient supplies of hand sanitizer shall be stocked and maintained.
- Cast and crew shall be provided with pocket-sized hand sanitizer that can be used if hand washing or sanitizing stations are not available, such as in vehicles or remote locations.
- Cast and crew should be trained on hand hygiene practices (washing for a minimum of 20 seconds of duration, scrubbing all surfaces).
- Production should encourage and promote opportunities for cast and crew to practice hand hygiene and perform disinfectant wipedowns of high-touch areas.
- Hands should be washed or sanitized:
 - Upon arriving at the job site;
 - After blowing one’s nose, coughing, or sneezing;

- After using the restroom;
 - Before and after eating or drinking;
 - After contact with animals or pets;
 - After handling shared equipment or objects;
 - After cleaning or disinfecting equipment, tools or workspaces; and
 - At other appropriate times throughout the workday.
- Signage should be posted prominently with instructions on how to stop the spread of COVID-19, including hand hygiene and PPE instructions.

Disinfection and Maintenance

Heightened cleaning and disinfection should be practiced. Those responsible for performing cleaning should adhere to the following recommendations and any other guidance issued by public health authorities with respect to cleaning practices.

- Appropriate, EPA-registered disinfecting methods and supplies with a claim against SARS-CoV-2 shall be available in all workspaces.





- High-touch surfaces shall be wiped down periodically with appropriate, EPA-registered disinfectant, following the disinfectant manufacturer's instructions (e.g., safety requirements, protective equipment, concentration, contact time). Examples of high-touch surfaces are tables, doorknobs, countertops, phones, faucets, etc.
- Productions and a COVID-19 Compliance Officer (discussed below) will work with all departments to review and implement specific plans for disinfection of department-specific equipment. Departments will review specific workflows and identify ways to ensure disinfection of equipment and physical distancing (e.g., cleaning of camera dollies,

use of remote focus devices, lights).

- All workspaces should be cleaned with increased frequency, with an emphasis on high-touch surfaces.
 - Whenever possible, minimize use of shared office equipment such as copiers and fax machines. When use of such equipment is unavoidable, hand hygiene should be performed after use.
 - Manufacturer's cleaning instructions should be followed for cleaning of sensitive equipment such as electronics.
- Production on set and work off set should designate specific individuals to perform

high-touch wipedown, with an emphasis on shared spaces and equipment.

- Shared workspaces should be cleaned daily with an emphasis on high-touch surfaces, including but not limited to production sets, studios, dressing rooms, hair and make-up stations, trailers, on- and off-production offices, break areas, shops and eating/meal areas.
- Dedicated cleaning crews should clean common spaces at appropriate daily intervals.

Props, Costumes, Accessories, Wigs, and Other Specialty Items

Due to inability to clean many of these objects, special care should be taken.

- As many of these items have unique cleaning requirements, those responsible for cleaning such items will do so in the customary manner.
- Hand props (other than those with unique cleaning requirements) shall be cleaned and disinfected before and after use.
- Hands shall be cleaned before and after handling props, accessories and other items.

Personal Equipment

- Personal equipment (such as tools, headsets, microphones and radios) shall be cleaned and disinfected before being issued and then at least once per day. Manufacturer's suggested cleaning instructions should be followed for electronics and other sensitive items.
- Equipment such as radios/walkie-talkies will

be issued to a single cast or crew member and used exclusively by that cast or crew member for the duration of production.

- Personal items or equipment that must be shared between members of the cast and/or crew must be wiped down with disinfectant between use and hand hygiene shall be performed after handling.

Vehicles

- High-touch surfaces in vehicles (e.g., steering wheels, controls, seatbelts, door handles, arm rests) shall be cleaned at least once per day and prior to a change in operator or passenger.

Paper

- Whenever possible, use of paper should be

minimized. Alternatives such as electronic scripts and electronic sign-in/out should be explored.

- Consider alternatives to petty cash to minimize the need to handle paper money, such as purchase cards.
- When paper scripts are unavoidable, they should be assigned to a specific individual, clearly labeled with their name, and not shared between others.
- Crew lists, call sheets, production reports and other similar documents should be electronic whenever possible.
- When use of shared paperwork is required, such as blueprints or editing binders, hand hygiene before and after handling is recommended.





Food and Beverages

COVID-19 is unlikely to be spread through food or beverages; however, catering, crafts service and eating within workspaces present several unique challenges.

- Those responsible for preparing and distributing food must clean their hands with soap and water or hand sanitizer prior to beginning food preparation and/or distribution and regularly thereafter.
- All local public health regulations regarding preparing and distributing food must be followed, including regulations regarding the use of appropriate food service PPE (hair nets, gloves, and face coverings), safe food temperatures, etc., and all personnel responsible for the preparing and/or distribution of food must be properly certified to do so.
- As face coverings cannot be worn while

eating, adequate eating space must be provided to ensure physical distancing can be maintained during meal periods.

- Handwashing facilities and/or hand sanitizer must be readily accessible at the entrance of any designated eating area and shall be used when entering and leaving the area.
- Meal times should be staggered in a manner designed to avoid the gathering of large groups in the same location at the same time.
- All eating surfaces shall be cleaned and disinfected before and after use.
- Eliminate communal “buffet style” food service, including salad bars, trays of food, or any food service that requires sharing of utensils such as serving spoons or tongs.
- Meals and snacks should be served in individually packaged or wrapped portions. Avoid shared communal trays or bowls.
- Eating utensils should be disposable and individually wrapped.

- Cast and crew should not leave the job site to obtain food during the course of the workday.
- Off-production offices, meeting rooms and other workspaces should have infection control protocols for use, especially when used for providing impromptu meals, snacks and coffee. Likewise, break rooms, microwaves, dishes and food deliveries will require regular cleaning and physical distancing.
- If food is to be delivered to the job site, one or more individual(s) should be designated to receive the delivery. Appropriate PPE should be worn when interacting with the delivery person and hand hygiene should be performed after handling the delivery. Cast and crew who bring their own food are encouraged to bring food that does not require refrigeration or heating/microwaving.
- Consider options for cast and crew to place orders ahead of time to minimize the amount

of time they must wait in line. Consider addition of plexiglass (or similar) barriers between servers and cast and crew.

- Avoid using or sharing items such as menus or condiments such as salt and pepper shakers. These items should be disposable and single serve.

Beverages

- Drinks should be individually packaged or, if drinks are to be dispensed from a water station, soda fountain, coffee machine or similar equipment, receptacles should not come into contact with dispensers.

General Infection Prevention Issues

- Limit the duration of workdays and excessive consecutive workdays whenever possible.
- Physical contact should be avoided, including shaking hands, “high fives,” fist or elbow bumps, or hugging. Physical contact related to performers is discussed below.
- Visitors to set should be limited unless absolutely necessary. If visitors are provided access, they will be subject to the same guidance as cast and crew, including the need for symptom screening and PPE requirements.
- Union representatives exercising their rights to visit workspaces will be subject to the safety guidelines required of a visitor.
- All cast and crew should avoid touching their eyes, nose or mouth.
- In indoor spaces, ventilation systems and

other measures should be used to increase circulation of outdoor air as much as possible (e.g., by opening windows and doors, using fans and other methods).

- Stagger cast and crew call and wrap times to limit the number of individuals arriving to and departing from work simultaneously.
- In the course of performing their duties, various cast and crew members may enter retail establishments during the workday. Applicable public health guidance should be followed, including use of face coverings. They should carry hand sanitizer and practice hand hygiene before entering retail establishments and after exiting.



Protecting and Supporting Cast and Crew Health and Safety



Designated COVID-19 Compliance Officer

- An autonomous COVID-19 Compliance Officer(s) with specialized training and responsibility and authority for COVID-19 safety compliance and enforcement will be in the workplace to address issues as they arise. COVID-19 safety plan oversight and enforcement shall be the principal responsibilities of the COVID-19 Compliance Officer(s), provided they may be assigned additional responsibilities related to workplace safety.
- COVID-19 Compliance Officers will undergo specialized training on health and safety precautions, policies and procedures related to infection prevention practices including COVID-19 prevention, disinfection and PPE.
- Specific duties and responsibilities of the COVID-19 Compliance Officer(s) may include, but are not limited to, overseeing and monitoring physical distancing, testing, symptom monitoring, disinfecting protocols, and PPE education, protocols and adherence and such other duties as may be determined by the employer. A COVID-19 Compliance Officer shall be accessible in the workplace at all times during work hours and all personnel should have access to the COVID-19

Compliance Officer(s). All cast and crew shall be informed who the COVID-19 Compliance Officer is and how to contact him or her.

- In addition to the COVID-19 Compliance Officer, there should be a communication/hotline system to respond to all cast and crew safety questions and concerns (including pre-, post- and off-production offices/spaces). The system shall allow for anonymous reporting.
- Productions should consider engaging a board-certified infectious diseases physician or infection preventionist with certification in infection control (CIC) to assist with development of specific workflows and operational implementation.

- Cast and crew shall not be discharged or disciplined for reporting concerns about COVID-19 or other safety issues in good faith.

Symptom Screening

- All cast and crew will be required to participate in daily symptom monitoring prior to arriving on set or at their workspace. Recommended options include electronic survey, manual screening and/or temperature spot-checks. Productions shall emphasize and reinforce to all cast and crew that working while sick with symptoms of COVID-19 is not permitted. This should be part of training, set orientation and reinforced with posted signage and frequent reminders.

Development of Symptoms

- Cast and crew are expected to immediately report to a designated person or persons (such as the COVID-19 Compliance Officer or such other person designated by the Producer) if they are experiencing, or a member of their household is experiencing, symptoms of COVID-19. If a cast or crew member is experiencing symptoms or has come into close contact with someone who has tested positive for COVID-19 either on or off site, they must report to their employer and follow the employer's contact tracing guidelines.
- If a cast or crew member develops symptoms of COVID-19 when off site, they must not go

to work and should immediately contact their healthcare provider. Anyone who reports to work with symptoms of COVID-19 will be instructed to return home and contact their healthcare provider.

- Cast and crew must be notified if they have been exposed to an individual who has exhibited symptoms of COVID-19 or who has tested positive for COVID-19.

Leave Policies

Paid leave policies shall be flexible and non-punitive to allow sick and quarantined employees to stay away from co-workers and the general public. These paid leave policies will be implemented to encourage compliance with infection prevention guidelines.



Physical Distancing



Limiting face-to-face contact with others is the best way to reduce the spread of COVID-19. Cast and crew must practice physical distancing whenever possible. Physical distancing involves maintaining a distance of at least 6 feet from any other person at all times, except when doing so is incompatible with one's job duties (see below). Cast and crew should avoid congregating in groups. When practical, separate work locations into zones to facilitate physical distancing.

Visible physical indicators (e.g., cones, duct tape or signage) marking 6 feet of distance should be placed in areas where people must congregate, such as crafts service, eating/meal areas, make-up and costume trailers.

Meetings

Use phones, videoconferencing or similar technologies for meetings whenever possible. Avoid people gathering around a computer to watch together. Consider virtual production meetings whenever feasible.

Writers' Rooms

Whenever possible, move to virtual writers' rooms.

When virtual writers' rooms are not possible, maintain 6 feet of distance, use face coverings, and perform hand hygiene before and after the meeting. Minimize use of paper.

Video Village

Use technology options such as additional monitors and remote viewing with the prior approval of or consultation with the Director, when required and as applicable, to allow the viewing of video from a separate location to facilitate physical distancing.

Audiences

At this time, the use of live audiences is discouraged. On a case-by-case basis, live audiences may be used as long as audience members:

- Wear face coverings at all times
- Maintain 6 feet of physical distance, including

while waiting in line and sitting in a studio; and

- Undergo symptom screening on entry.

An appropriate physical separation shall be maintained at all times between performers working without PPE and audience members. Medical professionals shall be consulted to determine the nature of the physical separation required for the safety of the performer in such situations, including additional physical distance or physical barriers (e.g., plexiglass walls).

Working Remotely (Telecommuting)

On a temporary basis and without diminishing work opportunities, consider remote work/telecommuting opportunities for cast and crew. This should only apply to those who can perform their job duties effectively while working remotely/telecommuting.

Shared Workspaces

To the extent possible, reduce crowding of all shared workspaces (e.g., production offices and shops) with a goal of keeping people 6 feet apart.

In control rooms, editing rooms and other small spaces, if physical distancing cannot be maintained, all individuals must wear face coverings and should practice hand hygiene.

Training and Education

- The Task Force recommends that training in the employer's COVID-19 plan to reduce infection risk be mandatory on or before the first day of employment.
- All employees should be educated about the signs and symptoms of COVID-19 as part of their training. People with COVID-19 have reported a wide range of symptoms, ranging from mild to severe. Signs and symptoms include the following:
 - o Fever
 - o Cough
 - o Shortness of breath or difficulty breathing
 - o Chills
 - o Repeated shaking with chills
 - o Muscle pain
 - o Headache
 - o Sore throat
 - o New loss of taste or smell
- All employees should receive dedicated training on the following topics:
 - o PPE, with a focus on safe donning and doffing
 - o Hand washing, including proper techniques
 - o Environmental cleaning and



- disinfection, including high-touch wipedown
- o Policies and procedures related to COVID-19 on set or in offices
- o Psychological impact of the crisis
- o Protecting yourself at home
- o Preventing cross-contamination
- Post signage in all production workspaces where production activities occur, reinforcing training principles.



Unique Production-Specific Concerns



Special Considerations for Cast and Crew Working in Close Proximity to Performers

The work of some cast and crew members (e.g., hair stylists, make-up artists, costume designers, costumers, wardrobe department personnel, sound technicians, property persons, studio teachers and special effects technicians, etc.) may not be possible while maintaining physical distancing from others. The performers with whom they work may not be able to wear face coverings at all times, for example when make-up is being applied. Testing, contact tracing and task-specific controls such as

the following shall be in place:

- Alter workspaces to permit physical distancing.
- Control the entrants to trailers and other workspaces.
- Allow sufficient work time to follow safety protocols.
- Cast and crew in close proximity must wear a face mask and/or face shield at all times and perform hand hygiene before and after the encounter.
- Additional protocols must be established before work of this nature could resume.

Special Considerations for Performers

The work of performers will frequently put them in close (less than 6 feet) contact with other performers or cast and crew including, for example, hair stylists, make-up artists, stunt coordinators, costumers and wardrobe personnel. Face coverings/masks may not be practical during many of these activities. Additionally, certain activities such as fight scenes or intimate scenes increase the risk of transmission.

- Whenever possible, performers shall practice physical distancing.

- When maintaining physical distancing is not possible (e.g., between a performer and make-up artist) and the performer cannot wear appropriate PPE, contact must be kept to the shortest amount of time possible, and the other cast or crew member must wear appropriate PPE and observe hand hygiene practices.
- The number of people involved in close proximity with a performer should be kept to a minimum whenever possible. If a performer requires work by more than one make-up artist/hairstylist, make-up artists/hairstylists should observe appropriate PPE requirements, and both performer and make-up artist/hairstylist should observe hand hygiene practices immediately after completing the task.
- Consider measures to minimize scenes with close contact between performers, such as amending scripts or use of digital effects.
- Stand-ins should wear face coverings even if the performer they are standing in for may not.
- When possible, adjust shooting schedules to minimize the amount of back-and-forth travel needed by performers.
- Visitors should be limited unless their presence is absolutely necessary. If visitors must come, they will be subject to the same guidance as cast and crew, including, but not limited to, symptom screening and/or temperature screening, and PPE requirements.
- When performers are in a holding area, waiting to be used in a production, employers and performers must adhere to the recommendations outlined herein, including recommendations regarding physical distancing and the use of PPE.

Personal Protective Equipment for Performers

- When it is possible to do so consistent with their job duties, performers shall wear appropriate PPE.
- When wearing PPE is not possible, such as when a scene is being filmed or after make-up

has been applied, the number of people with whom the performer is in close contact shall be minimized.

- As soon as possible after filming a scene, the performers shall put on their PPE and/or physically distance themselves.

Casting and Auditions

- Casting should be conducted virtually via self-tape, online video conference, or other applicable technology whenever possible.
- If that is not feasible, or for any additional calls or live sessions necessary, there must be a sufficient space large enough to accommodate 6 feet physical distancing in all directions.
- If performers will not be wearing PPE during an audition, a plexiglass partition or similar barrier between the performers and those observing the audition shall be provided by the employer and used and cleaned between performances along with any furniture, props etc.
- If no barrier is present, increase the physical





space between those observing to those auditioning beyond the 6 feet physical distancing standard.

- No more than one individual auditioning at a time except for legitimate pairs (e.g., household members, domestic partners, roommates, living together for a minimum of 14 days or more prior to the audition).

Minors

As minors may have difficulty adhering to physical distancing, wearing PPE, and practicing hand hygiene, when not working, they should be relocated to a secure off-set location to the extent possible.

- Extra personnel on set with a minor are strongly discouraged and should be limited to a studio teacher and one guardian only.
- Visitors should be limited unless their presence is absolutely necessary. If visitors must come, they will be subject to the same guidance as cast and crew, including, but not limited to symptom screening

and/or temperature screening, and PPE requirements.

- Physical distancing and face coverings should be used at all times on set, including in school areas.
- As studio teachers will need to interact with minors within 6 feet of distance, teachers should wear face coverings, practice frequent hand hygiene, and receive training on COVID-19 prevention. Whenever possible, remote schooling should be made available.
- PPE requirements and options may be modified for minors, especially those of tender years. Face coverings are not expected for minors under two years of age.

Animal Performers

There is presently no data to suggest that companion animals/pets such as dogs and cats serve as vector for transmission of SARS-CoV-2 to humans.

- Animal handlers/trainers should receive training on COVID-19 prevention and should



follow all rules regarding physical distancing and PPE.

- Animals should not be handled by others except those necessary for shooting a scene (i.e., no petting, cuddling, feeding). All those involved in touching animals should perform hand hygiene before and after.
- Other animals not involved in production such as personal pets should be kept off sets.

Transportation

- Private (i.e., self-drives) or production-provided transportation to and from sets, offices and locations should be prioritized over mass transit/public transportation whenever possible. All drivers and passengers should wear face coverings and maintain social distancing to the extent possible. High-touch surfaces in vehicles shall be cleaned and disinfected frequently throughout the day.
- If neither private nor production-provided transportation is available or reasonably

practical under the circumstances, public transportation may be used.

- At all times while in transit, cast and crew should wear face coverings per local public health guidance. Whenever it is reasonably possible to do so, cast and crew shall maintain a distance of at least 6 feet from the driver and other passengers, if any. Upon disembarking, cast and crew should promptly practice hand hygiene.
- If public transportation is used, travel should be arranged to avoid peak travel times, if practical.

Special Considerations for Travel

Production travel presents multiple unique

circumstances and challenges. Given the changing nature of the COVID-19 pandemic, individual countries are likely to have separate restrictions on travel to and from the United States. Individual states and counties will also have separate restrictions in their jurisdiction. Pandemic “hot spots” may change rapidly, necessitating alterations in plans. Cast and crew traveling for productions should be aware that, should circumstances change in the location, they may be subject to travel restrictions, including enforced quarantine.

- Minimize travel to the extent possible. When travel is necessary, attempt to minimize frequent back-and-forth travel.
- Identify local medical personnel in advance that could assist with care of cast and crew in

the event of COVID-19 symptoms.

- Production shall monitor local outbreaks and trends, including local public health guidance and restrictions on travel to and from the U.S., and keep cast and crew informed as appropriate.
- Whenever possible, those traveling for productions should not bring family members or other non-essential personnel.
- Air travel shall be booked only on airlines whose policies comply with the Federal Aviation Administration’s regulations with respect to COVID-19.

Special Considerations for Filming on Location

Filming on location can pose certain risks compared with shooting on a studio/stage set. Given the changing epidemiology of COVID-19, particular attention to current public health guidelines and outbreak hotspots is important.

Those responsible for selecting a location should take the following considerations into account.

- Provide adequate space, such as additional trailers, tents and eating space, during location filming to allow for physical distancing.
- Perform wipedown of high-touch areas at least daily.
- Minimize use of crowd scenes or street scenes when a controlled flow of people is not possible.



Outdoor Locations

- Prioritize locations where access can be secured and members of the production can be kept away from the general public when possible.
- The location shall provide sufficient space for performing planned production activities while adhering to physical distancing recommendations.
- Prioritize locations with access to hand-washing facilities. Provide ample mobile hand hygiene stations.
- If shooting in inclement weather, provide adequate shelter facilities such as tents to allow physical distancing of cast and crew.

Indoor Locations

- Productions should avoid locations that recently have been occupied or used by people who may have been infected with COVID-19, if possible.
- If an occupied private home or building location is required for shooting, the occupants should be asked about signs/symptoms of COVID-19 and should vacate the premises for proper cleaning and sanitizing prior to pre-production crew and production cast and crew entering the facility.
- Productions shall select buildings that can be easily and effectively cleaned and that provide sufficient space for performing planned production activities while adhering to physical distancing recommendations. Locations with hand-washing facilities



available should be prioritized.

- Allow adequate ventilation of indoor locations.

Scouting

Traditional, in-person location scouting is considered essential to the success of a production. However, given the need for physical distancing and minimizing entry into private spaces, consider alternative options.

- To the extent possible, location teams should pursue alternatives to traditional, in-person location scouting, such as creating virtual options including the use of photographs and



digital scouting.

- Tech and director scouting should occur in small groups to the extent possible.
- All departments that provide assessments of scouting locations (environmental hazard assessment, engineering, etc.) as well as the location teams shall be trained in appropriate PPE use and provided sufficient PPE.
- Locations shall be prioritized during scouting that allow complete control of the site, including controlling access, ability to shut down the site for cleaning and high standards of hygiene.

Appendix

List of Participants

Companies

Alliance of Motion Picture and Television Producers
Amazon Studios LLC
Apple Studios
CBS Studios Inc.
Columbia Pictures Industries, Inc.
Disney Television Studios
Fox Corporation
HBO
HBO Max
NBCUniversal
Netflix
Paramount Pictures Corporation
Sony Pictures Television Inc.
Walt Disney Pictures
Warner Bros. Entertainment

Unions and Guilds

Directors Guild of America
International Alliance of Theatrical Stage Employees (IATSE)

- Local #44, Affiliated Property Craftspersons
- Local #52, Motion Picture Studio Mechanics
- Local #80, Motion Picture Studio Grips & Crafts Service
- Local #161, Script Supervisors, Production Coordinators, Assistant Production Coordinators, Production Accountants,



Assistants Productions Accountants and Payroll Accountants

- Local #600, International Cinematographers Guild
- Local #695, I.A.T.S.E. Production Sound Technicians, Television Engineers, Video Assist Technicians and Studio Projectionists
- Local #700, Motion Picture Editors Guild
- Local #705, Motion Picture Costumers
- Local #706, Make-Up Artists and Hair Stylists
- Local #728, Studio Electrical Lighting Technicians
- Local #729, Motion Picture Set Painters and Sign Writers
- Local #764, Theatrical Wardrobe Union
- Local #798, Make-up Artists & Hair Stylists
- Local #800, Art Directors Guild
- Local #829, United Scenic Artists
- Local #871, Script Supervisors/Continuity, Coordinators, Accountants & Allied Production Specialists Guild
- Local #884, Motion Picture Studio Teachers and Welfare Workers
- Local #892, Costume Designers Guild

International Brotherhood of Electrical Workers, Local #40
Operative Plasterers and Cement Masons
International Association of the United States and Canada, Local #755
Screen Actors Guild – American Federation of Television and Radio Artists (SAG-AFTRA)
Southern California District Council of Laborers and its affiliate, Studio Utility Employees, Local #724
Studio Transportation Drivers, Local #399 of the International Brotherhood of Teamsters
Theatrical Teamsters, Local #817 of the International Brotherhood of Teamsters
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, Local #78

Medical Consultant

DANIEL Z. USLAN, MD, MS, MBA, FIDSA, FSHEA; Co-Chief Infection Prevention Officer, UCLA Health

Special Thanks

Special thanks to the New York Producers COVID Response Alliance (NYPCRA), whose expertise helped guide this process.

LA County Theme Parks: Modified Operating Plan for re-opening

Tuesday June 1, 2020/ 9:30am

Good morning. On behalf of the LA County Theme Parks sector, I want to thank you for allowing me to speak to you about our collective businesses.

Theme parks and attractions are positioned to provide a safe, primarily outdoor experience, for guests and employees.

- Many people instinctively think that a large theme park with crowds would be the last thing we should re-open. While this misperception is understandable, theme parks (actually) offer a **more controlled** environment than places like beaches, gardens, or even hiking trails. Not only can theme parks provide relief to potential overcrowding of public access locations, but our capabilities to limit capacity and manage guest flow more effectively, provides us with an advantage over those venues.
- We can re-open Theme Parks with modified operating protocols and conditions that protect our guests and employees by ensuring physical distancing, appropriate screening and enhanced sanitation.

We would like approval to begin the reopening process immediately in order to get our employees back to work. We're already underway with implementing Enhanced Safety Standards....and **LA County parks will be ready to begin re-opening between mid-June and July 1**. However, we'll need time prior to this for employees to return to work and be trained in new safety protocols before opening for guests.

We've prepared extensive detail on the safety measures being integrated to our Parks and we'll work actively (before, during and after re-opening) with County Health officials to ensure ongoing compliance with evolving guidelines, so our guests and employees remain sufficiently protected.

Theme Parks in Los Angeles County disproportionately serve the local market:

- 60% of our collective theme park attendance comes from local and outer CA areas, driven largely by Annual and Season Passholders.
- Our marketing insights and demand studies, consistent with LATCB and Visit CA, indicate outer US and International visitation will (unfortunately) not return to 2019 levels until 2023.
 - Notably, both organizations have pulled international advertising dollars and are shifting advertising spend to local travel. We expect a recovery that will include much more dependence on the local and CA markets well into 2022.
- Our local theme parks will encourage CA residents to stay closer to home. As you know, Arizona is almost fully re-open, and casinos in Las Vegas are beginning to do the same. These are both places that Californians can easily visit and will likely begin doing soon. We should provide local options.

Many theme parks around the world, like Shanghai Disney, have already reopened, demonstrating a capability to manage the business safely for guests and employees. As of today, theme parks in the US have also begun to re-open. Six Flags Wild Safari Park in New Jersey is now open, three Universal Studios Parks in Orlando and a Six Flags Park in Oklahoma City are set to open this Friday. Many others will be opening in the coming weeks, including Six Flags Parks in Texas and Universal Studios Japan in Osaka.

For Background and Workforce Demographics:

- The Theme Parks industry in CA supports an employee base of more than 135,000. Many of these team members have long tenures in our businesses.
- They include frontline worker from entry-level food, retail and guest services positions to skilled trades Technicians and Performers

- Large portions of our workforce are represented by Unions, including: UNITEHERE!, IATSE, American Guild of Variety Artists and Motion Picture locals of OPEIU, IBEW, LiUNA and Teamsters.
- Our diverse workforce includes 70% people of color and is multi-generational, with almost a third under the age of 25, half ages 25-40, and the remainder over 40
- Managerial and professional work staff also mirrors the diversity of LA.
 - Continued investment in professional development programs has resulted in more than half of Managers having been promoted internally, from hourly positions.

Employees from **all** our LA County parks are supporting our efforts to re-open

The Experience:

Guests will be able to enjoy entertainment and ride experiences throughout our predominantly outdoor environments, subject to guidelines and managed attendance flows that will eliminate the need for mass queuing and prevent over-populating any single area. This managed guest flow in our gated attractions will begin with Parking, and will continue throughout the experience

Our employees will be fully trained on new policies and procedures. Modified work and break areas will allow safe and carefully managed environments to ensure employees are protected throughout their workday. Employees who can effectively work from home will continue to do so

Enhanced Safety Standards for Screening, Spacing and Sanitation are being implemented:

- ***New processes For Screening will include:***
 - Guests and Team members screened for symptoms, and or temperature checked
 - They will also be encouraged to self-screen before coming onsite
 - Guests and Team Members will be encouraged to wear face coverings consistent with CDC, state, and local guidance
 - And all Screening information, requirement and CDC warnings will be clearly communicated and displayed in prominent areas
- ***To ensure appropriate Spacing:***
 - Reserved, or date specific tickets in gated parks will enable effective capacity control
 - Spiels, signage and demarcations throughout the park will encourage physical distancing
 - Ride vehicles spaced by parties and the elimination of single rider lines will help separate groups or families
 - Plexi-shields will be installed, or eye protection provided to employees where social distancing is impractical, i.e. point of sale for retail and F&B
 - Seating plans for all Food and Beverage locations will be reduced appropriately
 - Reduced capacity or elimination of physical queuing will help ensure continuous flow while maintaining safe distancing
 - Separate capacity controls for all Attractions, Food & Beverage and Retail locations will be implemented
 - And One-way foot traffic established to reduce face to face contact wherever practical
- ***Updated Sanitation protocols will include:***
 - Daily deep cleaning of all areas and frequent, extensive disinfection of heavily touched, high-traffic surfaces
 - Signage will be placed appropriately to encourage guests to follow CDC hygiene recommendations
 - Hand sanitizer will be available throughout the parks, including at the entry and exit of every attraction, retail and food location
 - Doors will be propped open for touchless access wherever possible
 - Touchless purchasing capabilities will be fully leveraged
 - And Mobile ordering, touchless or disposable menus will be available

In addition, Safety Net Policies have also modified for employees. Specific to USH:

- We have worked closely with our union partners to alleviate the impact of closure and have negotiated safety nets for maintenance of health insurance and additional paid sick time for COVID-19
- Our Non-Union workforce has also been provided with generous sick leave policies, including additional COVID-19 paid time
- We continue to work with high risk employees to enable them to move to positions or shifts that better accommodate their needs, wherever practical,
- and Modified policies will ensure at risk employees will not be penalized for missing shifts due to COVID-19
- Extended health insurance coverage will further protect employees who cannot fulfill minimum hours required, due to COVID-19

With respect to Contact Tracing:

- Will continue to support Health Dept. with our professional staff and resources for necessary contact tracing. We maintain significant full-time staff on premise (EHS, Health and Human Resources) who can assist with data gathering, appropriate communication and follow up requirements.

Again, we appreciate your time. We look forward to working with you to re-open our Parks safely and quickly.

Thank you.



County of Los Angeles Coronavirus Economic Resiliency Task Force Philanthropy/Nonprofit Sector Recommendations

June 16, 2020

A Pre-Existing Condition

- Nonprofit Sector was vulnerable before COVID-19
- Need to design a strategic, cost effective, transformative response



Summary

System currently overwhelmed providing food, shelter, health care, safety

- Serves 31% of our State's poor
- 400% increase in demand / 40% reduction in revenue since March
- 20% of organizations preparing to close
- Scale of growing need outpaces capacity of sector to respond
- Providing supportive services at contracted rates below cost
- Foundations invested \$100 million for streamlined Rapid Response efforts
- Crisis decisions surfaced efficient solutions and need for coordination

Returning to workplace safely is complex and expensive given diversity of services and clients



The Nonprofit Sector: LA County's Workforce

- 10,000 organizations in County providing social safety net, 1:7 jobs
- Direct service organizations serving the most impacted residents are the most vulnerable now
- Current remedies include reducing services, spending reserves, furloughing staff
- Nonprofits near-term and long-term sustainability has been jeopardized by County's labor intensive, antiquated, uncoordinated contracting and delayed reimbursement system



Barriers to Recovery Post COVID-19

- The effects of redlining, mass incarceration, and institutional racism are seen in the overrepresentation of black people among the homeless, jobless and those dying due to COVID-19.
- Nonprofit organizations work to address those inequities that are now more obvious post-COVID in areas including, Compton, Eastern San Fernando Valley, Antelope Valley, Pico Union, Koreatown, and Southeast LA where low wage jobs have been lost and renters are most vulnerable
- Many services can't be provided remotely or clients are unable to adhere to the County's social distancing guidelines (single parents with children, mental health disorders, disabilities, etc.)



Safely Returning to the Workplace

- Not all organizations have the same level of preparedness, resources, or infrastructure to start phasing returning to workplace, most will stagger the timeline through 2020
- Major concerns for employee and end-user safety
- Need clear guidance on legal implications for employers
- Need to leverage power of group purchasing and access to subsidized, affordable PPEs
- Many jobs can still be done at home but dependent on reliable child care, the school system, and access to technology
- Need to assess the disproportionate impact of COVID-19 on communities of color and align resources and expectations accordingly



Strategies for Economic Recovery: Meeting Needs

- Scale of need is too big — improved coordination and cost savings are essential
- Address CEO's 2015 recommendations to reduce administrative burden, time consuming duplication across departments, unnecessary expense and contracting inefficiencies
- Community wide system of care — improve City, County, State, and philanthropy collaboration
- Create nimble funds using block grant approach to address needs in vulnerable communities
- Emergency aid to vulnerable organizations working in targeted communities
- Create a pooled loan fund
- Need data to set goals and track progress in high-need areas
- Relax reporting burden for 2020
- Support AB5 exemption



Short Term Recommendations Year 1-2

- Provide supplies to support re-opening (kits with PPE, high-powered sanitizing equipment, floor decals, sneeze guards, etc.)
- Support HEROES Act and legislative advocacy to protect organizations from liability during pandemic
- Capture lessons learned: develop and distribute a pandemic response toolkit with resources, and templates for policies and procedures
- Work with community-based groups and the Center for Nonprofit Management to assess needs, map organizations closing, and gaps in services to the most vulnerable
- Form “Resiliency Hubs” who are accountable for linking services and results in areas of greatest need



Short Term Recommendations Year 1-2, continued

- Simplify contracting process, allow greater flexibility on County contracts, and remove legal liabilities related to referrals
- Expedite reimbursements. Cover full costs- 30% of overhead*
- Provide incentives for collaborative efforts, in partnership with foundations, that focus on collective impact to better leverage public/private investment for greater impact and reach
- Supervisors direct CEO, to include in annual reviews, how department directors define the role of the county versus that of contracted legal entities providing social services

*consistent with for-profit services sector



Long Term Recommendations Year 3-5

- Use Year 1-2 needs assessment to review data on county investment in social services by area
- Define shared goals in communities by listening to community led groups
- Better coordination between County and City governments to meet community needs more efficiently
- Policy changes to redirect public dollars into flexible block grants in highest need communities where the safety net does not reach our most vulnerable residents
- Create entry-level funding opportunities for smaller nonprofit organizations who are filling gaps but not currently receiving government dollars while serving as trusted resources in communities of high need
- Collaborative grants through Public/Private partnership to improve access to tele-health, counselling, and other human and legal/judicial services
- Full cost contracting practices that support equitable wages and benefits



Long Term Recommendations Year 3-5, continued

- Centralized website for consumers to apply for County human services; parallel website for community-based organizations to communicate with County staff about their County contracts — with a link to a similar website for City of LA services
- Save 1% by modernizing current system that is fragmented, labor intensive for county staff and nonprofits, adds to administrative costs and away from critical investment in direct services



Strengthening Impact of Sector

- A Blue Ribbon approach: Invite agencies to weigh in on funding priorities and accountability metrics.
- Broker public/private sector partnerships and engage entrepreneurs across the region to generate dollars, creativity, and intellectual capital, around housing, employment, technology, and financial support required for nonprofits to succeed
- Predictably, in the coming months, private funding will decline because of donor fatigue and loss of available financial resources. Plans for managing the next emergency such as fires or earthquakes, need to be in place, as communities who are affected will depend on the nonprofit sector for support and recovery assistance.



Aspirations

- More dollars directed toward service delivery rather than bureaucratic oversight
- Fewer County staff hours needed to draft, manage and oversee contracts
- Ensure that our most vulnerable populations have access to nonprofit allies and services
- Ensure that remote service delivery is possible via computers and internet access
- Cross system coordination of service delivery leads to cost savings
- Centralized website gives consumers access to County, City and school based services and programs
- Clear vision of how philanthropy and private sector can support County's commitment to nonprofit sustainability



Philanthropy/Nonprofit Sector Work Group Member List

Task Force Member: Regina Birdsell, Center for Nonprofit Management
Va Lecia Adams Kellum, St. Josephs Center
Kate Anderson, LA County CEO, Center for Strategic Partnership
Marsha Bonner, Annenberg Foundation
Charisse Bremond, Brotherhood Crusade
Ken Chawkins, Children's Partnership Chair
Vera deVera, Weingart Foundation
Efrain Escobedo, California Community Foundation
Rudy Espinoza, Inclusive Action for the City
Christine Essel, Southern CA Grantmaker
Wilma Franco, Southeast LA Collaborative
Neel Garlapati, Pomona Fairplex
Johng Ho Song, Korean Youth and Community Center
Sam Lewis, Anti-Recidivism Coalition (ARC)
Janet Marinacio, MEND
Heather Jue Northhover, LA County Department of Public Health
Dave Sheldon, SoCal Grantmakers
Martine Singer, Children's Institute
Benjamin Torres, CD Tech
Winnie Wechsler, Anthony & Jeanne Pritzker Family Foundation
Jonathan Zeichner, A Place Called Home

Special thanks to Coro Graduates: Zahra Hajee and Kayla Tilton



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Taskforce
Labor Sector Recommendation Report**

INTRODUCTION & PURPOSE

Dr. King once famously said, “All labor has dignity,” and that statement rings as truly today as it did in 1968. The coronavirus pandemic has reminded us all of the important role that essential workers play in servicing the public, maintaining public health, and keeping places of business functioning properly.

As our economy begins to reopen, it’s imperative that we center any reopening on adequate health and safety practices within the workplace. Workplaces serve as gathering points for members of the public, whether that be in an office building, or at essential businesses. Unsanitary and inadequate health and safety protections in the workplace threaten the health of workers and members of the general public, as well as jeopardizing business operations and our overall economy. The workplace is ground zero for society in the battle against COVID-19, and protecting workers is critical if we want to establish an expedited recovery timeline, and mitigate any breakouts as they emerge (which will continue until there is a vaccine in place).

Further, the workplace will serve as ground zero for our economic recovery plan. In addition to putting people back to work as quickly as possible, it’s important to make sure that our jobs are of a high-road nature, meaning that they provide living wages for workers, provide adequate sick leave, and allow workers to remain safe on the job. After all, what good is an economic recovery plan if it’s based on poverty-wage jobs that require workers to rely on public assistance? That has the opposite effect of stimulating our economy, and it’s a backwards approach to any honest economic recovery effort.

WHO WE ARE

The Labor Workgroup is comprised of dozens labor affiliates, representing a cross-section of industries including the building and construction and trades, leisure and hospitality, grocery, health care, public sector workers, fire, janitorial, education, logistics, warehousing, manufacturing, and sanitation. Together, we have developed the following list of recommendations for the County’s consideration, which have been divided into two buckets: health and safety, and economic recovery. It is our belief that the recommendations put forth by this committee will reopen the economy in a way that protects workers, mitigates any future breakouts of COVID-19, and stimulates our economic recovery.

HEALTH & SAFETY IN THE WORKPLACE

As a nation, we have reached a COVID-19 death rate of over 100,000 people, and the economic fallout has been on levels not seen since the Great Depression. The pandemic has also exposed the deep structural divide that exists for working families, particularly women¹ and people of

¹ <https://www.nytimes.com/2020/04/18/us/coronavirus-women-essential-workers.html?smid=nytcore-ios-share>

color², who are disproportionately more likely to be working at a low-wage “essential” job, more likely to be without health benefits, and are more likely to be exposed to the coronavirus.

Worker safety is fundamental to any economic recovery, and the best way to ensure worker safety is to give workers a real voice on the job that allows them to shape, and uphold, health and safety protocols without fear of retaliation. As we have witnessed, when workers are not protected in the workplace, particularly in essential businesses, the worksite can quickly transform into a petri dish where the virus can spread among the workers, the public, and their family members³. This only prolongs the public health pandemic, and delays any economic recovery plan.

Our workplace health and safety recommendations are as follows:

1. **Establish worker-lead health and safety committees within the workplace.** Workers are critical in identifying on the ground solutions, as they’re the eyes and ears of day-to-day operations. Workers can best identify what’s working, what’s not working, and are best positioned to identify solutions. To that extent, the County should enact a policy requiring employers to permit worker-lead health and safety committees, which will be made up entirely of workers and will meet to develop a detailed plan of what is needed for protection in the various departments of the employer’s operation, track follow-through, and work with the employer to address any gaps in health and safety needs.
2. **Establishment of Certified Worker Safety Organizations.** The County should certify third-party worker safety organizations to assist with compliance. A certified worker safety organization should be a nonprofit organization dedicated to worker education and enforcement of worker rights, and should have a proven track record of educating and enforcing workplace protocols. Certified worker safety organizations would be able to assist workplace health and safety committees with technical assistance, education, and tracking and filing any instances of non-compliance.
3. **Expand and Maintain Existing Worker Safety Protocols.** LA County became a national leader when it included Appendix A⁴ in the emergency public health order. Appendix A should become a permanent set of standards within the workplace, and should expand to all workplaces. Appendix A requires enforcement of social distancing, employer provided Personal Protective Equipment (PPE), employer provided sanitation products, and a requirement for having sanitary public restrooms. Further, the existing construction guidelines that have been in place since Mid-March should also be extended (see attachment 1).
4. **County Assistance with Procurement of PPE.** PPE has been difficult to secure for many businesses, and when available, rates can vary widely. Further, there have been several

² <https://www.brookings.edu/blog/fixgov/2020/04/10/how-to-reduce-the-racial-gap-in-covid-19-deaths/>

³ <https://www.nbclosangeles.com/news/coronavirus/covid-19-outbreak-with-up-to-140-cases-reported-at-farmer-john-slaughterhouse-in-vernon/2367571/>

⁴

http://www.publichealth.lacounty.gov/media/Coronavirus/docs/HOO/HOO_Safer_at_Home_Order_for_Control_of_COVID_5.13.20_APPENDIX_A.pdf

low-road vendors who have exploited the current situation by taking orders and not delivering. In an effort to reduce costs, root out low-road vendors, and make PPE available to all employers, the County should work to either certify credible vendors and negotiate maximum rates that vendors can charge for PPE when businesses in LA County seek to purchase it, or procure the PPE and sell it to businesses for the same price at which it was purchased.

5. **On-site testing for all workers.** Before returning to work, all workers should be tested so as not to put their fellow coworkers at risk, nor the daily operations of their business. The County should expand its access to testing and make it available to employers to bring testing on site.
6. **Undocumented workers must be protected in any workplace safety policy.** Any exclusion of undocumented workers only threatens to prolong the current crisis, as any worker can transmit the virus. If any worker is left unprotected, all workers are left unprotected.

ECONOMIC RECOVERY

Health & Safety is key to upholding public health. However, as we've witnessed, this public health pandemic has resulted in an economic pandemic, and has the potential to spiral into an outright depression. Full recovery is not expected any time soon, and there are projections that forecast a full recovery by mid decade, if not longer.⁵ An economic recession hurts everyone, but even moreso women and people of color.⁶ Economic recovery should focus on rehiring, reskilling, reclassifying, and raising the floor in economically insecure jobs.

Further, as we grapple with the question about what California's future workforce will look like, it is clear that "essential jobs" will continue to be part of that picture. As such, we must focus our energies on how to transform our essential jobs into good, high-road jobs that support and sustain a family.

Our economic recovery recommendations are as follows:

1. **Attach minimal job standards to any public procurement processes.** The County must lead by example, and any procurement of public funding by a local business, or public stimulus spending directed at a specific industry, should include health and safety standards that meet the current moment, provide living wages, benefits, quality healthcare, PPE and testing for workers.
2. **Enforce misclassification/AB-5.** Misclassification is a dual threat to our economic and physical health. When workers are misclassified, they are not provided with sick days, PPE, nor healthcare benefits. Additionally, when companies misclassify workers, they

⁵ <https://www.inquirer.com/business/recovery-economy-zandi-moodys-virus-covid-19-jobs-prediction-20200423.html>

⁶ <https://www.americanprogress.org/issues/race/news/2020/04/14/483125/economic-fallout-coronavirus-people-color/>

are not paying their fair share into state unemployment systems, and are therefore further straining our public agencies by dumping the costs on taxpayers.

3. **Right of recall and worker retention for all.** Any worker who was laid off as a result of the pandemic should have a right to return to their job. Additionally, should a company be sold during the pandemic, workers should have an opportunity to keep their job. This brings back experienced workers for businesses, saving costs for onboarding any new employees. Additionally, this provides workers with a framework for how temporarily laid-off workers will piece their lives back together once the economy reopens.
4. **Uplift Existing Job Pipelines and Career Paths.** The Building and Construction Trades have a well-established apprenticeship pipeline that leads journeymen into long-term, sustainable career paths. Their model should be uplifted as the leading example for how to effectively create pathways out of poverty. They are able to enact targeted local hiring, and have a remarkable success rate at graduating apprentices and landing them into sustainable jobs.
5. **Raise the Floor In Low-Wage Industries.** With over 4 million unemployment claims made to date in LA County,⁷ our public safety net is under more duress than at any time in recent memory. Given the shortage of public resources, we should ensure that all jobs in the County provide living wages, provide family benefit plans, and minimize dependence on public assistance programs. Our public safety net programs must be prioritized for those who are unemployed, they should not be used to subsidize low-road employment practices by employers to offset costs for workers. Further, there is no greater stimulus package than putting money in the pockets of workers, as they spend it on basic needs, and keep dollars circulating in the local economy.
6. **Expedite Shovel-Ready Projects.** We must keep the County working. There is a list of shovel-ready projects ready to go (see attachment 2), which will keep people employed, enact apprenticeship programs, and sustain high-road jobs that keep workers out of poverty. Maintaining existing construction projects must be a priority.

TIMELINE

Each of these recommendations is ready to go now, and it is our belief that these must be enacted in order to ensure and preserve a strong economic recovery.

COSTS

The recommendations stated above should be cost neutral for the County. Further, implementing these recommendations could generate additional revenues for the County.

LIST OF ATTACHMENTS

1. LA Building & Safety Announcement No. 5, March 31, 2020
2. LA County Projects Shovel Ready

⁷ <http://file.lacounty.gov/SDSInter/bos/supdocs/145878.pdf>



L.A. BUILDING & SAFETY ANNOUNCEMENT No. 5 March 31, 2020

LADBS Announcements are posted at <http://www.ladbs.org/our-organization/messaging/news>

TOPIC

COVID-19 SAFETY GUIDANCE FOR CONSTRUCTION SITES

The following guidelines are based on Interim CDC's Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19), OSHA's Guidance on Preparing Workplaces for COVID-19, and other publications. Please check LADBS.org for the latest updates.

Construction industry employers shall develop a comprehensive COVID-19 exposure control plan, which includes control measures such as social distancing; symptom checking; hygiene; decontamination procedures, and training. An exposure control plan and the following practices must be followed to prevent any onsite worker from contracting COVID-19, as many people with COVID-19 are asymptomatic and can potentially spread disease. Failure to comply with this guidance shall be deemed as creating unsafe conditions and may result in withheld inspections or shutting down the construction site until corrected.

LADBS staff will verify compliance with these guidelines during regular scheduled inspections for projects under construction as well as during investigations associated with complaints that may be submitted to LADBS (Call center - 311 or (213) 473-3231 – Calls will then be routed to LADBS' Call Center. OR, use the MyLA311 Website at <https://myla311.lacity.org/> or submit via the MyLA311 mobile app.)

1. Practice social distancing by maintaining a minimum 6-foot distance from others.
2. Preclude gatherings of any size, and anytime two or more people must meet, ensure minimum 6-foot separation.
3. Provide personal protective equipment (PPE) such as gloves, goggles, face shields and face masks as appropriate for the activity being performed.
4. The owner/contractor shall designate a site specific COVID-19 Supervisor to enforce this guidance. A designated COVID-19 Supervisor shall be present on the construction site at all times during construction activities. The COVID-19 Supervisor can be an on-site worker who is designated to carry this role.
5. Identify "choke points" and "high-risk areas" where workers are forced to stand together, such as hallways, hoists and elevators, break areas, and buses, and control them so social distancing is maintained.
6. Minimize interactions when picking up or delivering equipment or materials, ensure minimum 6-foot separation.
7. Stagger the trades as necessary to reduce density and maintain minimum 6-foot separation social distancing.
8. Discourage workers from using other workers' phones, desks, offices, work tools and equipment. If necessary, clean and disinfect them before and after use.
9. Post, in areas visible to all worker, required hygienic practices including not touching face with unwashed hands or with gloves; washing hands often with soap and water for at least 20 seconds; use of hand sanitizer with at least 60% alcohol, cleaning AND disinfecting frequently touched objects and surfaces such as workstations, keyboards, telephones, handrails, machines, shared tools, elevator control buttons, and doorknobs; covering the mouth and nose when coughing or sneezing as well as other hygienic recommendations by the CDC.
10. Place wash stations or hand sanitizers in multiple locations to encourage hand hygiene.
11. Require anyone on the project to stay home if they are sick, except to get medical care.
12. Have employees inform their supervisor if they have a sick family member at home with COVID-19.
13. Maintain a daily attendance log of all workers and visitors.

Project Name	Address	Units	TDC	LA County \$	HHH \$	Developer
Marcella Gardens	6714 S. Main Street, Los Angeles	60	\$32.4 mm	\$6.4mm	\$12mm	Coalition for Responsible Community Development
Palm Vista Apts	20116-20128 Sherman Way, Los Angeles	91	\$48.5 mm	\$8.44mm	No	Hollywood Community Housing Corporation
Talisa Apts	9502 Van Nuys, Los Angeles	49	\$33.3mm	\$4.1 mm	\$10.6 mm	Domus/LA Family Housing
Bell Creek Apts	6940 Owensmouth Avenue, Los Angeles	80	\$49.7mm	\$5 mm \$6.3mm HCD/LACDA	\$6.2 mm	Meta Housing
NoHo 5050	5050 Bakman Avenue, Los Angeles	40	\$21.5 mm	\$4.4mm HCD/LACDA	\$3.8 mm	Decro Corporation/Downtown Women's Center



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Restaurant and Hospitality Sector Recommendation Report**

Summary:

Given the approval of the variance today, May 29th, this sector report will focus on the Restaurant sector. A subsequent report will provide the details on the Hospitality sector. See accompany document entitled "DRAFT Restaurant Recommendations" for our comprehensive report for restaurants' reopening.

Restaurants

1. Phased reopening of dining rooms (underway) with clarified "Seating Diagrams" and a capacity cap will enable an orderly ramp up of restaurants and provide a path to "full" operations.
 - a. This approach (combined with #2 below) enables the majority of closed dining rooms to re-open now.
 - b. The timing of the opening of the balance of the restaurants will depend on the increasing capacity levels and individual economics.
2. Expediting the use of sidewalks (not streets) for outdoor dining and extending the ability to sell alcohol off premise are needed to help augment sales.
3. Other economic factors suggested to the BOS for discussion include rent abatement, limitation on liability, discussion with the State on a tip related wage offset, and significantly reducing time to open for new restaurants based on other successful models.

Hospitality

- The subgroup on hotels / hospitality has completed their set of recommendations and are ready to discuss how to implement a phased approach to reopening.

Bars and Nightclubs

- The subgroup on bar / nightclubs has completed their set of recommendations and are ready to discuss how to implement a phased approach to reopening.

Forecasted Outcomes for Implementing Recommendations:

- 1) Assuming the guidelines issued are consistent with this Sector's recommendations, we think it is reasonable to expect employment levels in restaurants to rebound from their estimated current 20% of pre-COVID levels to 50% and above in the near term. This represents 150% growth above estimated current levels.

Objective – While keeping employees and customers safe, incentivize restaurants to open dining rooms and achieve sustainable operations. Opening restaurant dining rooms will restore or create tens of thousands of jobs.

Restaurant reopening principles and plans

1. Limit occupancy within the restaurant to ensure there is adequate distancing and/or physical barriers between tables that minimizes contact between customers per the “Seating Diagrams” on page 5 of this document.
 - a. Start “Day 1” using the Seating Diagrams, if in the unlikely event that a restaurant's actual indoor capacity exceeds 60%, that restaurant’s capacity will be limited to 60%. Outdoor seating is subject to the Seating Diagrams, but is not counted in capacity threshold.
 - b. Assess capacity threshold after 21 days.
 - c. Long term - no continuing limits to capacity, and allow expanded outdoor operations to continue.
2. Design interactions between customers, delivery drivers and employees to limit contact.
 - a. Floors in and outside of the restaurant in areas when customers, delivery drivers or others may wait are marked to enable and enforce social distance.
 - b. Encourage the use of contactless processes for pickup and delivery where possible and other electronic systems for guest interactions.
 - c. Use of cash is discouraged.
 - d. For servers or other employees’ interactions with customers that must be within six feet, it is recommended those interactions be limited to five minutes maximum per occurrence.
3. Design operations to, where possible, achieve social distance between employees.
 - a. Kitchen and other back of the house area’s floors are marked to enable and enforce social distance where possible.
 - i. Social distance allows for “incidental contact” (i.e. in and out in less than a 5 minutes), and therefore not “sustained close contact.”
 - b. In cases where social distancing (“sustained close contact”) cannot be avoided, these individuals will continue to wear masks even if the general order to wear masks is lifted.
4. Use of masks and gloves to reduce the spread of the virus.
 - a. All customers, employees, delivery drivers and anyone else must wear masks while on the premises. Customers can remove masks only when seated.
 - i. Customers (or others) who refuse to wear masks must be asked to do so, and if they will not, the police will be called to enforce. Staff must avoid altercation with customers.
 - b. Staff to follow existing LA County Public Health guidelines on washing hands / sanitizing hands frequently and use of gloves with the addition of use of gloves by any role that clears tables or handles trash.
 - i. Ask that the County issue clarification that gloves for front of house are only recommended for roles that clear tables or handle trash.

5. Health check of employees and customers to keep COVID-19 positive people out of the facility.
 - a. Restaurants will provide briefing on for all managers so they are aware of the symptoms of COVID-19
 - b. In order to clock in to work employees must review a list of symptoms and affirm they are symptom free. If they are not they must not work.
 - i. It is recommended to have this be handled by the POS and Time clock system, but if not this information can be tracked in an electronic (preferred) or paper log.
 - ii. It is recommended that employers will use infrared (IR) contactless thermometers to confirm employees do not have temperatures above 100.4 F. The county's assistance with procurement would be helpful.
 - c. All signage and other notices required must be posted including direction to not work when employees have symptoms. Explanation of sick leave policies need to be explained to employees in both English and a secondary language if prevalent amongst staff.
6. Use of sanitization processes to reduce potential of spread of the virus
 - a. Staff must frequently and routinely properly wash / sanitize their hands.
 - b. All high touch surfaces must be sanitized, recommended every 30 minutes, not less than every hour.
 - c. All guest seating areas must be sanitized after a customer leaves, including table, seating, etc.
 - d. Bathrooms must be sanitized at least every 60 minutes.
 - e. Use of cash is strongly discouraged, and if accepting credit cards a sanitization step must be implemented.
 - f. Additional sanitization process added (to include filling all "P traps" with water and bleach) after routine end of night cleaning, with log kept tracking execution, time, and person responsible.
 - g. Menus must be single use, or sanitized between every use.
 - h. All items on table must be single use or sanitized between parties.
7. Physical improvements to existing restaurant to reduce potential spread of the virus
 - a. Install hand sanitizers (touchless dispensers if available).
 - b. Floor markings noted in sections 1 and 2 above.
 - c. Install Merv-13 filters in air handlers, if possible.
 - d. Almost all modern restaurants have amongst the highest levels of air circulation of any indoor space. Recommend where possible to increase airflow further.
 - i. Ways to increase airflow include turning off economizers, increasing fan speeds and leaving doors and windows open.
 - ii. Health department to allow doors and windows to remain open.
 - e. Consider UV-C devices in the HVAC system at the coil and "Upper Air UV-C" in bathrooms.
8. Procedures in the event an employee tests positive for the virus
 - a. If the employee who tests positive worked at the facility that same day:
 - i. Orderly close of the facility, sanitize, reopen after sanitization

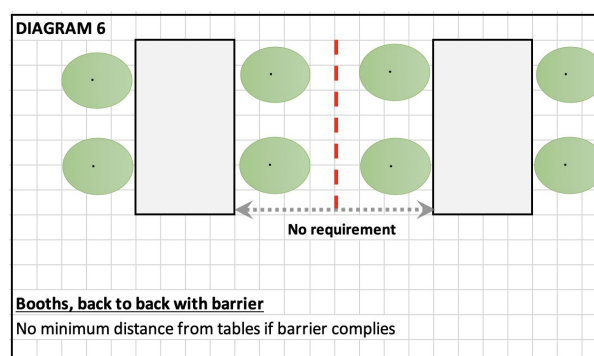
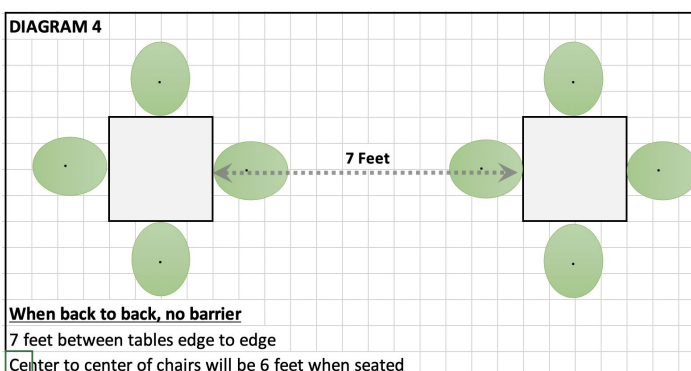
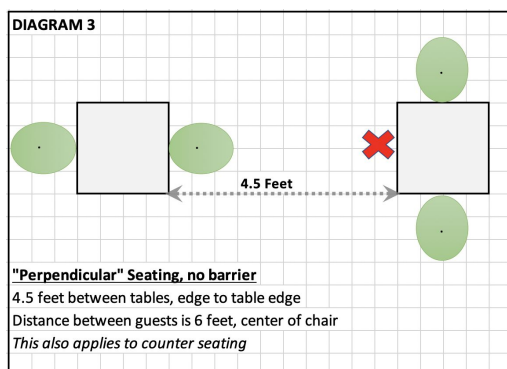
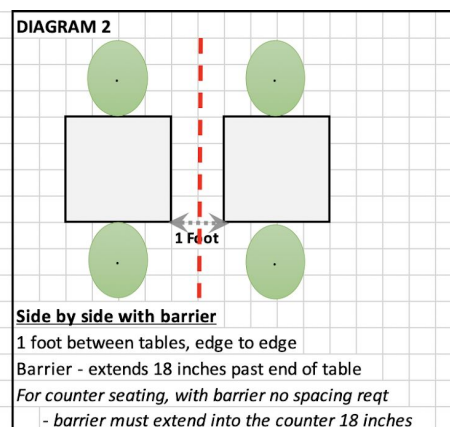
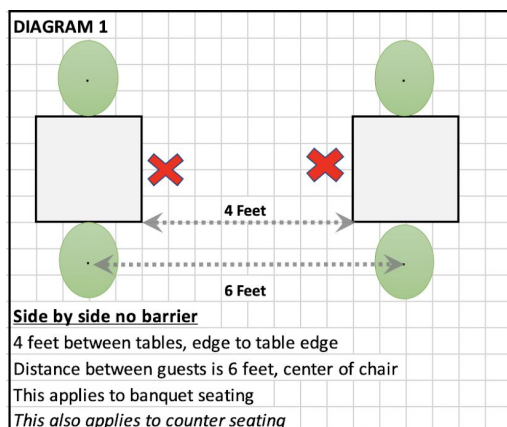
- b. If the employee who tests positive worked on a previous day and you have documentation of the nightly sanitization step being completed, no sanitization action required, if not, then follow 8a.
 - c. In either case, ask the employee "*who, since the 48 hours before you showed symptoms did you work in close contact with, which is defined as closer than six feet for more than incidental occurrences of less than five minutes?*"
 - i. Any employees named need to be notified, prevented from working, tested as soon as possible and quarantined until cleared to work.
 - ii. Health department to provide free and rapid testing for our employees, prioritized as essential workers.
 - iii. To be clear, all people in section 3b above would be expected to be named.
9. Economic viability provisions for existing establishments to bring jobs back online more quickly
- a. Sales of alcohol and togo will continue until normal operations are restored.
 - b. Allow extended use of sidewalks, parking lots, adjacent parks and beachfront for seating. Expedited path to obtain permission with fees waived. These provisions can be looked at for both short and long term. *We have the opportunity to create a new vibe for indoor/outdoor dining, taking advantage of our unique weather, while also improving the long term viability of the restaurant industry.*
 - i. Parking requirement lifted to use for dining space as applicable
 - ii. Limit parking restrictions (e.g., red curb) to facilitate pickup and dropoff if no safety issue
 - iii. Up to two metered parking stalls in front of restaurants allowed for pick and delivery with "buyout" fee waived.
 - iv. Open grill / bbq cooking allowed outdoors
 - v. Do not close streets to create large dining areas (would create congestion of too many people and would materially hurt the togo business that is keeping many restaurants alive).
 - 1. Small side streets could work, would be done on a case by case in conjunction with the operators in those locations
 - vi. These expansions would not apply to food trucks (they are not allowed outdoor seating per health department)
 - c. Issue guidance clarifying that restaurants are not taking legal liability if a person contracts the virus in your establishment if safety protocols are in place.
 - d. Rent abatement starting June 1st until full operations resume or the end of the year, whichever is earlier.
 - i. Rent to be paid will be equal to the capacity threshold percentage in section 1.
 - ii. Landlord's will be given the ability to defer mortgage payments for one year, "dollar for dollar" based on the amount of abatement.
 - e. The county will recommend to the State the ability to implement a "minimum wage offset". This change would have significant short, medium and long term positive impact on the viability of the restaurant industry and better equip the industry for increasing minimum wages.

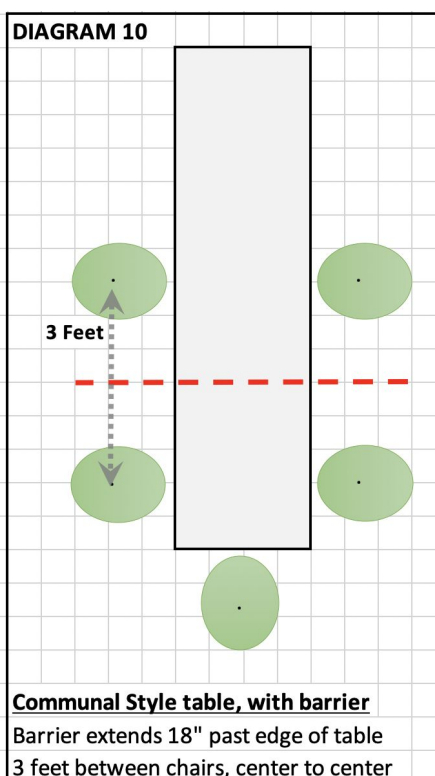
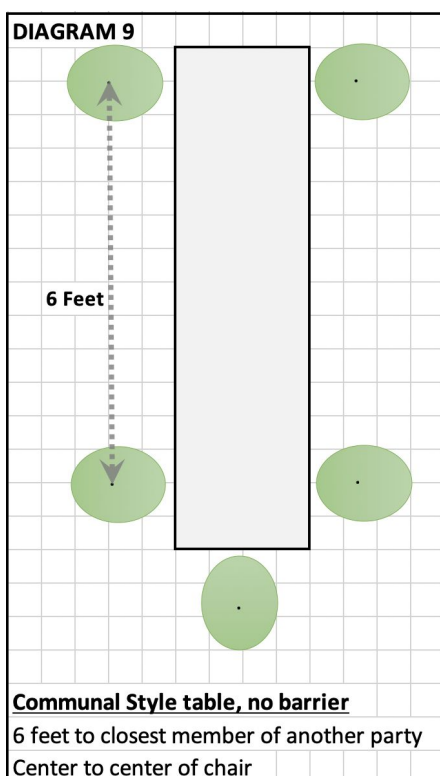
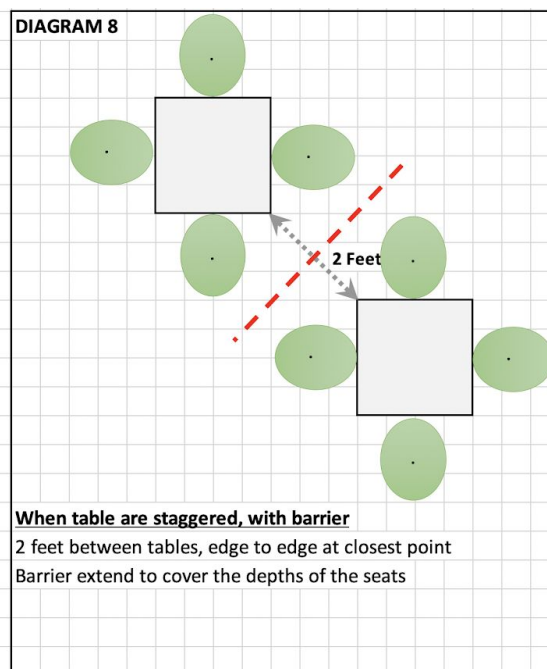
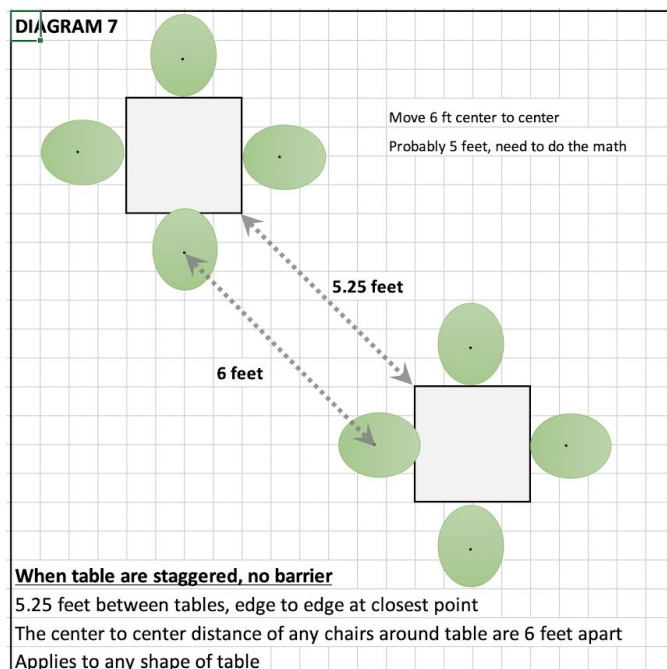
- i. The minimum wage offset will only begin when employees make over \$20 per hour. 50% of tips above \$20 per can be offset to a maximum of \$7.50 per hour.
 - f. Posting of outbreaks should only be after investigation and for an establishment not following protocols
 - g. The county will not pass a “premium pay stature,” a “just cause” statute, or a “seniority rehire” statute.
10. Economic viability provisions to jumpstart new establishments to bring jobs back online more quickly
- a. For new restaurants, allow architect self-certification (use the NYC model that has been in places for many years) and inspect after open.
 - i. This will have significant short, medium and long term positive impact on restaurants, city revenues and employees.
 - b. Waive all permitting fees (building, health, fire, electrical, CUP, ABC, etc)
 - c. Revise alcohol process to be concurrent and effective with completion of work.
 - i. This has short, medium and long term benefits.
 - d. Extend 90-day grandfather to one year and remove the dollar threshold.
11. Other guidance
- a. Valet will be able to operate, sanitizing hands after each car and wearing masks. Sanitation wipes should be available to customers.

Seating Diagrams (page 1 of 3)

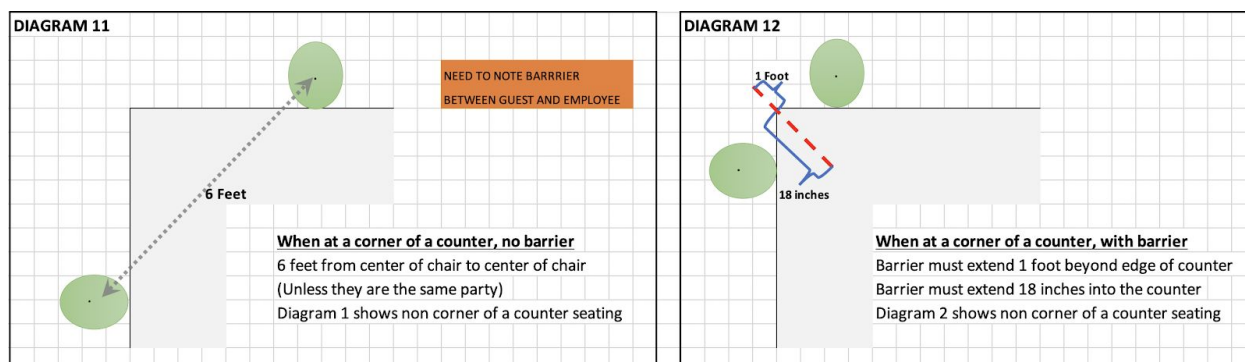
Each square is 6" x 6"

ll barriers must be "conforming" - extend 6 feet from the ground, other dimensions noted in diagrams





Page 3 of 3



Restaurants Consulted with

DIRECT COMMUNICATION

Bavel, Bestia
Rustic Canyon, Cassia, Milo and Olive, Milo
SRO, Huckleberry, Sweet Rose
Sonoratown
Badmaash
Hillstone Group (Hillstone, R+D Kitchen,
South Beverly Grill, Honor Bar)
Jon & Vinny's, Son of a Gun, Animal, Trois
Mec, Petit Trois, Kismet
Rossoblu, Superfine
Sweetgreens
The Albright
Honeybee
Dialogue, Pasjoli
Pizzana
Craig's
Craft
BOA, Sushi Roku, Robata Bar
Takami Sushi, 71 Above
Arado
Smith Restaurant Group
La Guelaguetza
Marisco's Jalisco
Dr. John's

INDIRECT COMMUNICATION

Luques, Tavern
Providence, Connie & Ted's
APL Steakhouse
Trois Mec, Petit Trois
Republique
Redbird
Cassia
Birdie G's
Melisse, Charcoal, Citrin
Sprout restaurant Group (15 restaurants)

RESTAURANTS SURVEYED

71Above
AKASHA
Alimento
Athleo L. Cambre, M.D. / Sunset Hills
Surgery Center
Atrium
Basque of Sonoma, Inc.
Bell's
Bergamot Cafe
Big Dean's Ocean Front, Inc.
Botanica
Cake Monkey Bakery

RESTAURANTS SURVEYED (continued)

CHLOE
Citrin Hospitality
DBA the redwood Bar & grill
Dialogue
Dip Shabu
Employees Only
EN Events Inc
Entangled Particles Hospitality
forage
futura media inc
Gjelina Group
Global Dining Inc. Of CA
GreenLux
heirloom LA
Hilton Garden Inn Marina Del Rey
Konbi
Little Creatures Brewery
Marina del Rey Marriott
Marina del Rey Sportfishing, Inc
Markel's Bakehouse
McPhee's Grill
milk & honey tapas / Alcázar Tapas Bar /
Glass House Cocktails
Montys Good Burger
Nightshade/ Lock & Key
ostrich farm

RESTAURANTS SURVEYED (continued)

n/naka
Nightshade/ Lock & Key
ostrich farm
Paradise Bound Yacht Charters
pasjoli
Redbird
Rossoblu
Rustic Canyon Family of Restaurants
Salute Market
Sawyer
Sightglass
Superfine Pizza
Sur
Surfside donuts
Takami Restaurant
Tasture LLC dba Dolcenero Gelato
Temecula Valley Winery Management
The Assembly
The Den On Sunset
The Friend
The Ritz-Carlton Marina del Rey
Traxx Restaurant
Wine Down SF
Wood & Vine
Ye Olde Kings Head
Zero Zero



Grant Coonley, Chairman

Hilton Los Angeles Airport

Steve Cho, Vice Chairman

Sheraton Grand DTLA

John Marko, Treasurer

Kawada Hotel

Ken Pilgrim, Immediate Past

Chairman

The Westin Bonaventure

Mark Beccaria

Hotel Angeleno

Javier Cano

Ritz-Carlton/

JW Marriott LA Live

Mark Davis

Hilton Los Angeles/

Universal City

Max Herbas

Western US, Salto Systems

David Hutton

Courtyard

Los Angeles/Century City

Peter Kolla

The Mayfair Hotel

Hee Won Lim

Pacific Palms Resort

Marisa Rokovitz

Enterprise Rent-A-Car

Lara Shortz

Michelman Robinson, LLP

Helen Simmons

Omni Hotel Los Angeles

Mark Sokol

Hotel Erwin

Heather Rozman

Executive Director

Hotel Association of

Los Angeles

Phone: 213.261.7071

355 South Grand Avenue,

Suite 2450

Los Angeles, CA 90071

www.hotelassociationla.com

June 8, 2020

Honorable Board of Supervisors

County of Los Angeles

Kenneth Hahn Hall of Administration

500 W Temple St #383,

Los Angeles, CA 90012

Re: Hotel Clean and Safe Re-Opening

Dear Supervisors,

The greater Los Angeles hotel community is ready to open for business.

The COVID-19 pandemic has had a catastrophic impact on the tourism industry and some hotels were forced to close due to travel restrictions and safety concerns. Even though the industry was devastated, many hotels kept their doors open to support pandemic response and use this time to work with shareholders and experts to develop new guidelines to ensure hotels can safely welcome back employees and guests.

During this public health crisis, Los Angeles County hotels have been working with state and local governments and agencies to support the coronavirus response, providing rooms for those in need of quarantine, medical staff, first responders, and persons experiencing homelessness. Throughout this effort, hotels have implemented public health safety measures to further prevent the spread of the virus.

Hotels have always been stewards of cleanliness and safety, and to meet the needs of today, hotels have enhanced protocols through a California Hotel & Lodging program called Clean + Safe. These cleanliness techniques can also play an integral part in re-opening the economy.

Hotel success is a shared success. The hotel industry is an engine of the economy, providing hundreds of thousands of jobs, and millions of dollars for cities through transient occupancy tax. Unfortunately, some hotels may never recovery from this health crisis, which is why we need to ensure that those hotels that do survive, can do so quickly.

We urge the County Board of Supervisors to consider including hotels in the early stages of re-opening our tourism industry, as hotels are already prepared for safe practices and are ready to open.

Please see the attached Clean + Safe guidelines for more information about our program. We look forward to being a partner in discussions about how we can all move forward together.

Thank you,

H Rozman
Heather Rozman

Executive Director, Hotel Association of Los Angeles



COVID-19

CLEAN + SAFE GUIDANCE

For the Hotel Industry

SECOND EDITION
June 8, 2020

FIRST EDITION: APRIL 30, 2020



RE-OPENING GUIDANCE FOR HOTELIERS



Let's start off with the obvious.
It's going to be different for everyone.

People's expectations of normal have changed and getting "back" will require planning, enhanced communications, and above all else, adaptability. Just like the myriad of options the hotel and lodging industry offers its guests; re-opening won't be a one-size fits all. That said, the industry can play an integral part in re-opening the economy – in whatever form that takes – by practicing cleanliness and safety.

We're here to help.

PLAN FOR RE-OPENING

- ☑ Make sure your employee expectations of a clean and safe work environment are met, if not exceeded. You'll need to prepare for different scenarios for a return to work that include those caring for others, children at home, and perhaps even an apprehension to return to the workplace.
- ☑ For guests, this is going to be a brave new world. Expect business to start off slow and for guests to not exactly know what being clean and safe means to them.

ENHANCED COMMUNICATIONS

- ☑ Talk to your employees. Outline the steps you're taking to protect them. Whether your property has been closed and you'll need your employees to get back in the groove or if you've remained open with a limited team, more communication is going to be needed.
- ☑ People aren't going to travel unless they feel safe. So, the hotel and lodging industry is going to need to make our guests and visitors feel safe. This is step #1 as far as our guests are concerned.

ADAPTABILITY

- ☑ Change is hard. Changing behavior is even harder. If there is one thing that is certain in these unique times, it's uncertainty. Be prepared to change and adapt. What works on the first day of a re-opening may be fine, or it may not work at all. The standards that are put in place may be too much, too little, or just right...and that may change over time as well.

This guide will provide some ideas and concepts for guest and employee considerations, workplace cleaning and safety suggestions, discussion of the possible guest experience, and finally, cleaning guidance. Additional guidance relevant for hotel and lodging operations, including [dine-in restaurants](#), [bars](#), [fitness centers](#), [family entertainment centers](#), [hair salons](#), and [retail operations](#), is available on the State of California's COVID-19 website.

As everyone continues to learn more about operating a lodging facility during the COVID-19 pandemic and beyond, it's important to stay updated on the latest information from the Center for Disease Control, the California Department of Public Health and your own local county health department, and, of course, CHLA's web site at www.calodging.com. In this ever-changing environment, it's important to remain current on the latest information.

**Visit www.calodging.com
for the latest information.**

GUEST CONSIDERATIONS



Ironically, technology rather than the human touch, is likely to play a huge part in the new meaning of hospitality. Specifically, less touching – of everything – is going to be a better perceived guest experience, at least in the short term.

GUEST ARRIVAL

- ☑ Have prominent signage for guests, such as this [sample](#) social distancing signage.
- ☑ Depending on service levels, consider having each visitor greeted prior to entry.
- ☑ Request guests and visitors to use hand sanitizer, reinforced with signage.
 - Place dispensers, touchless whenever possible, at key guest entrances and contact areas such as entry drives, reception areas, hotel lobbies, restaurant entrances, elevator landings, pools, and exercise areas.
- ☑ If at all possible, have guests enter through doors that are open, are automated or manually operated by an employee. Adhere to security protocols.
- ☑ Employees are not to open the doors of vehicles.
- ☑ Guests requesting bell service are assisted by an employee with gloves and other appropriate PPE and the bell cart is sanitized after each guest is assisted.

- ☑ No valet services, unless requested or special circumstances.
- ☑ If masks are required, consider having the hotel provide the masks. Display appropriate signage prominently, outlining proper mask usage and current physical distancing practices in use throughout the facility.

GUEST ELEVATORS

- ☑ Sanitize the button panels at regular intervals and/or have hand sanitizer available at or in elevators.
- ☑ Limit the number of guests permitted per elevator.
- ☑ Post signage to explain the current procedures.
- ☑ Consider floor markings in the elevator area to designate proper social distancing.

GUEST SANITATION AMENITIES

- ☑ Consider an amenity bag during check-in containing COVID-19 awareness information, hand sanitizer, and perhaps masks/gloves.
- ☑ Consider providing a spray bottle of sanitizer or wipes in each room for guest use (if available and stored out of reach of small children).

GUEST ROOMS

- ☑ Re-think the significant touch points in rooms:
 - Remote Control(s) – can guests use their cell phone/mobile device instead?
 - Limit amenities that aren't single use
 - Coffee/Tea Service
 - Reading Material

- Property Information/Room Service Menus (digital/wrapped)
- Consider removing unnecessary items
 - Decorative Pillows/Throw Blankets
 - Mini-Bars/Refrigerators
- ☑ Plan for no housekeeping during stay
 - Amenity 'drops' for longer stays
 - Only by special request
 - Only when guests aren't present
 - Minimize contact with guests' personal belongings
 - Increase room air circulation whenever possible
 - Consider allowing extra cleaning time (not required)
- ☑ Room service is likely to be very popular
 - Delivery/Pick-Up Protocols
 - Sanitization of Cutlery
 - Single Use Condiments
- ☑ Outside food delivery restricted to lobby hand-off (inform guests at check-in)

PHYSICAL DISTANCING

- ☑ Utilize floor markings and signage for standing at least six feet away from people not traveling with them while standing in lines, using elevators or moving around the property.
- ☑ Where not possible to physically distance, consider 'sneeze guards' for the front desk and other areas, require mask usage, set use limits for specific areas.

- ☑ Meet or exceed compliance with local or state mandated occupancy limits.
- ☑ Arrange seating and physical layouts to ensure appropriate distancing.
 - Lobby Seating
 - Outdoor Areas
 - Dining Outlets

WEBSITES/RESERVATIONS

- ☑ Communicate cleanliness and safety features
 - Property Level
 - Rooms
 - Employee Cleanliness + Safety
- ☑ Reservations
 - Set Expectations for Arrival
 - No-Touch Check-In Possibilities
 - Key/Information Prepared in Advance
 - Consider Sealed Packet
 - Notify Guests of Right to Cancel for Symptomatic Visitors/Guests
- ☑ Ramp Up Electronic Payment Options

DINING CONSIDERATIONS

- ☑ Inclusive Breakfast Service
 - Single Self-Service Buffet Items Only
 - Implement Cafeteria Style Service - Employee Served
 - Implement Grab-and-Go Service
- ☑ Consider reservations only for seated service
- ☑ Implement To-Go Service



EMPLOYEE CONSIDERATIONS

HAND WASHING

- ☑ Instruct all employees to wash their hands, or use sanitizer when a sink is not available, every 60 minutes (for 20-seconds) and after any of the following activities: using the restroom, sneezing, touching the face, blowing the nose, cleaning, sweeping, mopping, smoking, eating, drinking, going on break and before or after starting a shift.

COVID-19 TRAINING

- ☑ Educate your employees about COVID-19. Refer to the Center of Disease Control for information and [guidance](#).
- ☑ Ensure all appropriate employees are certified food handlers, per state regulations.
- ☑ Consider online training programs for employees from industry sources and educational institutions, such as community colleges.
- ☑ Be sure employees know and are aware of guest protocols and procedures.



PERSONAL PROTECTIVE EQUIPMENT (PPE)

- ☑ Have all employees wear appropriate PPE based on their role and responsibilities and in adherence to state or local regulations and guidance.
- ☑ Provide mandatory training on how to properly use and dispose of all PPE.
- ☑ Per CDC recommendations, face coverings (masks) have been effective to mitigate risk, especially in areas where it's difficult or impossible to maintain social distancing. In some cities or counties, masks are required for guests and/or employees.
 - For employees where masks are appropriate/required, provide masks and require masks to be worn while on property. Provide gloves and/or protective eyewear to employees whose responsibilities require them as determined by medical experts including housekeeping and public area attendants and security officers in direct contact with guests.
- ☑ Housekeepers should wear masks and gloves, with protective eyewear highly recommended.
- ☑ In all circumstances, coverings worn by employees should be kept clean in accordance with CDC guidance.

SPECIAL NOTE ON PPE: Be sure your supplies are adequate. Hotels may have to source PPE materials from multiple sources. Limited supplies and buying restrictions should be anticipated.



EMPLOYEE MEETINGS/INTERACTIONS

- ☑ Conduct meetings virtually or in areas, including outdoors, that allow for appropriate physical distancing between employees.
- ☑ Consider staggering employee arrival times and breaks/meals in compliance with wage and hour regulations, to minimize traffic volume in back of house corridors and service elevators, if applicable.
 - Consider separate entry/exit doors
- ☑ Ensure management teams are in constant communication and proper PPE and sanitation procedures are followed and updated per the latest guidance.



TEMPERATURE CHECKS

- ☑ While current CDC guidelines do not require guest or employee temperature checks, hotels may want to consider implementing temperature checks for employees.
 - EEOC only recently allowed employers to take employee temperature readings, so be sure to frequently check for updates.
 - Those displaying a temperature over 100.4°F should be provided a secondary temperature screening (in private, if requested). Employees confirmed to have a temperature over 100.4°F should not be allowed entry to the property and will be directed towards appropriate medical care.
- Temperature readings are considered medical information. If kept, temperatures should be kept separately from personnel files.
- Provide employees with a compliant notice pursuant to the California Consumer Privacy Act.
- ☑ An alternative is to encourage employees to take temperatures at home/prior to their shift.



CLEANING PROTOCOLS



Use cleaning products and protocols which meet EPA guidelines and are approved for use and effective against viruses, bacteria and other airborne and bloodborne pathogens.

Hotels should be sure to use cleaning products as directed - aim to select disinfectant products on the N list with asthma-safer ingredients and always consult Chemical Data Sheets (SDS) for product use, proper mixing ratios, and how to properly protect employees and work with vendors, distribution partners and suppliers to ensure an uninterrupted supply of these cleaning supplies and the necessary PPE.



IF YOUR HOTEL HAS BEEN CLOSED

- ☑ Minimize the risk of Legionnaires' disease and other diseases associated with water, taking steps to ensure that all water systems and features (e.g., drinking fountains, decorative fountains) are safe to use after a prolonged facility shutdown.

PUBLIC SPACES AND COMMON AREAS

- ☑ Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on frequent contact surfaces including, but not limited to, front desk check-in counters, bell desks, elevators and elevator buttons, door handles, public bathrooms, room keys and locks, ATMs, escalator and stair handrails, gym equipment, dining surfaces and seating areas.
 - Consider reservations for gyms
- ☑ Hotels with golf facilities should only allow one player per cart, except for immediate family and people who cohabitate, and increase tee time spacing, and should only open once golf courses are allowed to reopen. Additional guidance on [outdoor recreation](#) is available on State of California COVID-19 website.

GUEST ROOMS

- ☑ Consider use of guest room door seals or other mechanisms, such as enhanced key control via property management systems, to indicate the room is clean and has been sanitized and unentered since cleaning.
- ☑ Use proven cleaning and sanitizing protocols to clean guest rooms, with particular attention

paid to high-touch items including television remote controls, toilet seats and handles, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches, temperature control panels, alarm clocks, luggage racks and flooring.

- If applicable, kitchen items must be cleaned between each guest stay. All dishes must be washed, including the ones in the cabinet and others that may have been left in different rooms. Provide adequate dish soap and new, unused sponges for each guest upon arrival. Consider replacing utensils with one-time use dinnerware, if feasible.
 - If applicable, properly clean all appliances and kitchen areas, including refrigerator shelving, the oven stovetop, coffee-makers, toasters, pantry shelves, and other areas.
- ☒ **Laundry**
- Wash **all** bed linen and laundry at the hottest appropriate temperature and in accordance with CDC guidelines.
 - Contain/bag dirty linen in the guest room to eliminate excess contact while being transported to the laundry facility.
 - Do not shake dirty laundry
- ☒ Consider leaving rooms vacant for 24 to 72 hours after a guest has departed. (Optional)

SWIMMING POOLS AND AQUATIC VENUES

(IF APPLICABLE)

- ☒ Hotels with swimming pools and splash pads should take additional steps to ensure those facilities are properly cleaned and disinfected for visitor use, according to [CDC guidelines](#). Saunas, steam rooms, and hot tubs should remain closed.
- ☒ Determine which List N disinfectants approved by the EPA are best for the pool/aquatic venue. Maintain proper disinfectant levels (1-10 parts per million free chlorine or 3-8 ppm bromine) and pH (7.2-8). Ensure the safe and correct use and storage of disinfectants, including storing products securely away from children.
- ☒ Set up a procedure so that furniture and equipment (e.g., lounge chairs) that needs to be cleaned and disinfected is kept separate from furniture that has already been cleaned and disinfected. Label containers for used equipment that has not yet been cleaned and disinfected and containers for cleaned and disinfected equipment.
- ☒ Launder towels and clothing according to the manufacturer's instructions. Use the hottest appropriate water temperature and dry items completely. Handle towels with disposable gloves and minimal disturbance, i.e., do not shake them.





- ☑ Discourage people from sharing items, particularly those that are difficult to clean and disinfect or those that are meant to come in contact with the face (e.g., goggles, nose clips, and snorkels).
- ☑ If applicable, ensure that the facility has adequate equipment for guests, such as kick boards, pool noodles, and other flotation devices, to minimize sharing wherever possible. Clean and disinfect the items after each use.
- ☑ For indoor aquatic venues, introduce and circulate outdoor air as much as possible by opening windows and doors, using fans, or other methods. However, do not open windows and doors if doing so poses a safety risk to staff, visitors, or swimmers.
- ☑ Change the deck layout and other areas surrounding the pool to ensure that the standing and seating areas can support physical distancing requirements. This could include removing lounge chairs or taping off areas to discourage use.
- ☑ Provide physical cues or guides (e.g., lane lines in the water or chairs and tables on the deck) and visual cues (e.g., tape on the decks, floors, or sidewalks) and signs to ensure that staff, visitors, and swimmers stay at least six feet apart from one another, both in and out of the water.
- ☑ Where feasible, install impermeable physical barriers such as Plexiglas where staff and patrons must interact and physical distancing is difficult.
- ☑ Consider implementing reservations for pool use or implementing other mechanisms to support at least of six feet of physical distancing. This could include reserving lanes for individual lap swimming and half-lanes for individual travel party use.
- ☑ Ensure that lifeguards who are actively lifeguarding are not also expected to monitor handwashing, use of cloth face coverings, or physical distancing. Assign this monitoring responsibility to another staff member.
- ☑ Aquatic venues should avoid activities that promote group gatherings and should be aware of local regulations and policies on gathering requirements to determine if aquatic fitness classes, swim lessons, swim team practices, swim meets, or pool parties can be held.
- ☑ [CDC's Model Aquatic Health Code](#) has more recommendations to prevent illness and injuries at public pools.

BACK OF THE HOUSE

- ☑ Increase the frequency of cleaning and sanitizing in the high traffic back of house areas with an emphasis on the employee dining rooms, employee entrances, uniform control rooms (if applicable), employee restrooms, loading docks, offices, kitchens, etc.

SHARED EQUIPMENT

- ☑ Clean and disinfect shared tools and equipment during and after each shift or anytime the equipment is transferred to a new employee. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, engineering tools, safety buttons, folios, cleaning equipment, keys, and all other direct contact items used throughout the hotel.
- ☑ Discontinue the use of shared food and beverage equipment in back of the house, including shared coffee/tea service, if possible.

ROOM RECOVERY PROTOCOL

- ☑ In the case of a presumptive COVID-19 positive, the guest's room should be removed from service and quarantined. The guest room should not be returned to service until case has been confirmed or cleared. In the event of a positive case, the room should only be returned to service after undergoing an enhanced sanitization protocol in accordance with [CDC guidelines](#).

AIR FILTER AND HVAC CLEANING

- ☑ Follow manufacturer's directions and use high filtration efficiency filters. Do not touch the



surface of used air filters and remove/dispose of them with minimal disturbance using disposable gloves.

- ☑ Consider increasing the frequency of air filter replacement and HVAC system cleaning to maximize fresh air exchange.

THIRD PARTY SUPPLIERS

- ☑ Remind suppliers, delivery drivers, and other individuals from third-party companies of symptom screening and social distancing requirements.



COVID-19 PREVENTION TIPS



Instruct employees to stay home if they are sick and consider pre-screening employees for symptoms.



Wash hands thoroughly and frequently with soap and water or use hand sanitizer (minimum of 60% alcohol).



Maintain social distancing of at least six feet and avoid gatherings of groups of people.



Provide personal protective equipment (PPE) and require employees wear appropriate PPE based on their roles.



Inform guests and provide training to employees on the importance of Covid-19 prevention measures.



Increase the frequency of cleaning and sanitizing in all public spaces with an emphasis on frequent contact surfaces.



414 29th Street
Sacramento, CA 95816-3211
916-444-5780
www.calodging.com

LA County Economic Resiliency Task Force

Sports & Large Venue Entertainment

Phased Reopening Plan

May 29, 2020

Overview

Reopening Plan Goal

- Work closely with LA County Public Health and county/city/state leadership to reopen operations for large venues and organizations hosting sports, live events, and other live experiences.
- Implement highest safety standards for both employees and guests to minimize potential transmission of COVID-19 while reinvigorating businesses, labor, and a significant share of the Los Angeles economy.
- Establish common foundational policy to ensure operational consistency across venues.

Sector Strengths

- Venue operators already have deep operational experience and extensive resources and infrastructure to enforce and regulate rigorous standards, and maintain highest precautions.
- Key operators are concentrated in number and have existing relationships with the city/state/county, which will lead to more efficient, effective communications and streamlined, consistent operations.

High Urgency

- With CA moving toward Phase 3 on a by-county basis, venues must be prepared and equipped to reopen as soon as formal approval is granted by LA County.
- Enormous need to reinvigorate local economy, employment, and consumer spending; as well as significant potential loss of tangential city/county/state revenue.

Proposed Execution

- Reopening of venues will follow a four-phase rollout to maximize economic potential while still maintaining alignment with city/county/state regulations: Training & Facilities, Spectator-less Events, Limited Capacity, Return to Full Capacity
- Approved plan to serve as common policy across venues, with expectation that individual stakeholders should overlay additional venue/league-specific guidelines as needed.

Where we are today



California has moved toward **Stage Three** in the state's Five-Stage Reopening Process

- State is giving **individual counties primary jurisdiction** over rollout into Stage Three.
- As of Tuesday May 26, **47 of 58 counties have filed documentation** with the state and will move toward Stage Three.
- With Los Angeles County anticipated to also do so imminently, Los Angeles-based sports leagues, venues, and live event operators **must be prepared to reopen as soon as they receive they receive the green light** from the County.
- Stage Three venue operations will encompass **Training & Facilities** and **Spectator-less Events**.

Venues & Teams represented

Venues	
<ul style="list-style-type: none">• Banc of California Stadium• Dignity Health Sports Park• Dodger Stadium• Greek Theatre• Hollywood Bowl• LA Memorial Coliseum• Microsoft Theater• Pomona Fairplex	<ul style="list-style-type: none">• Rose Bowl Stadium• Santa Anita Park• SoFi Stadium• Staples Center• The Forum• UCLA Athletics• USC Athletics

Teams
<ul style="list-style-type: none">• LA Chargers• LA Clippers• LA Dodgers• LA Galaxy• LA Kings• LA Lakers• LA Rams• LA Sparks• LAFC• USC & UCLA Sports

Note: This list is not exhaustive, and common policy is intended to extend across LA County venues and teams.

Developing the common reopening plan



Guiding principles

01

Hold health of staff and customers as paramount priority

- Implement high, consistent standards of sanitization, infection control, and physical distancing protocol to minimize potential for COVID-19 transmission.
- Develop and enforce policy with health, safety, and well-being of employees, athletes and customers as first and foremost concern.

02

Collaborate closely with city, county & state leadership

- Ensure policies and communications are aligned and updated regularly.
- Work transparently with public leadership to facilitate timely information sharing.
- Implement protocol for positive virus test / contact tracing.

03

Reduce unemployment and boost consumer activity

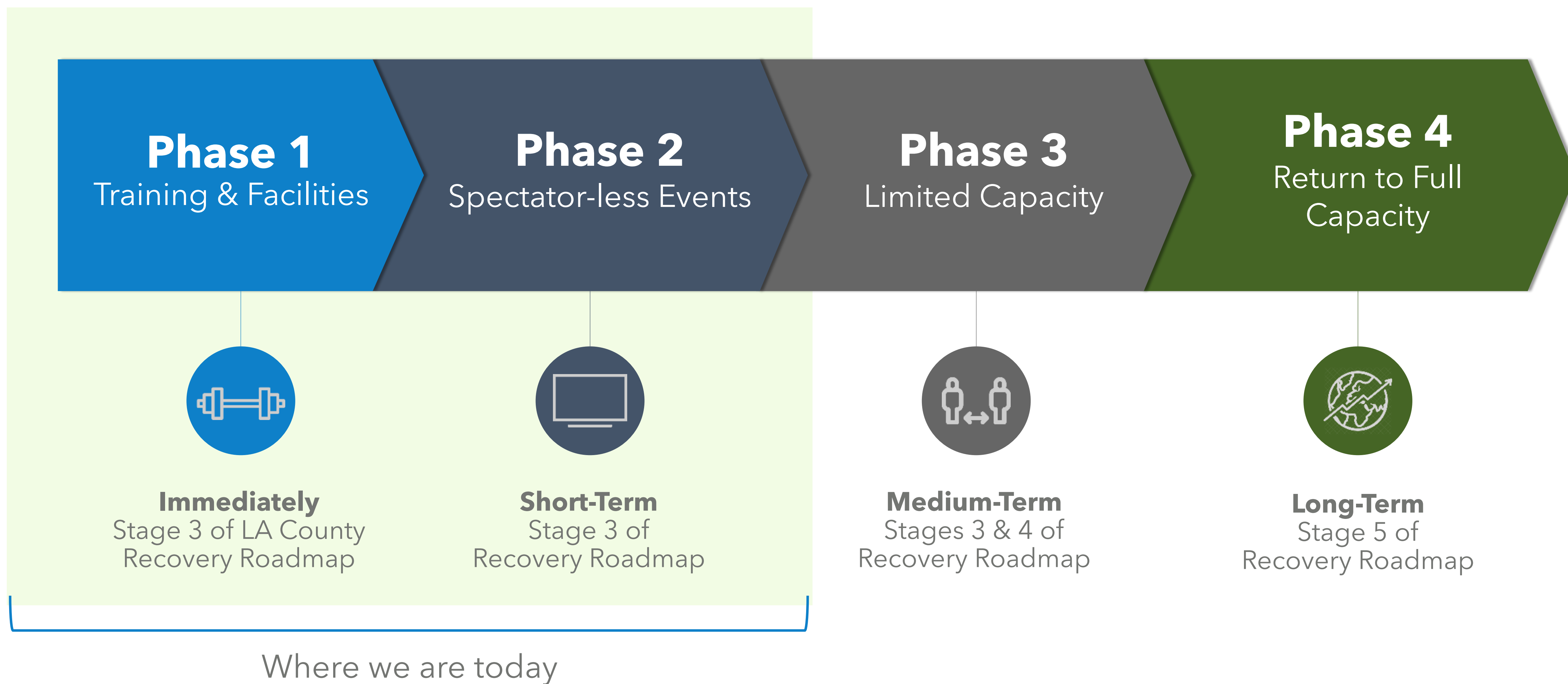
- With unemployment at ~20%, we must get people back to work as soon as possible.
- With a forecasted decrease in taxable sales of 26-38% due to COVID-19, it is vital to reinvigorate consumer confidence and the economy.

04

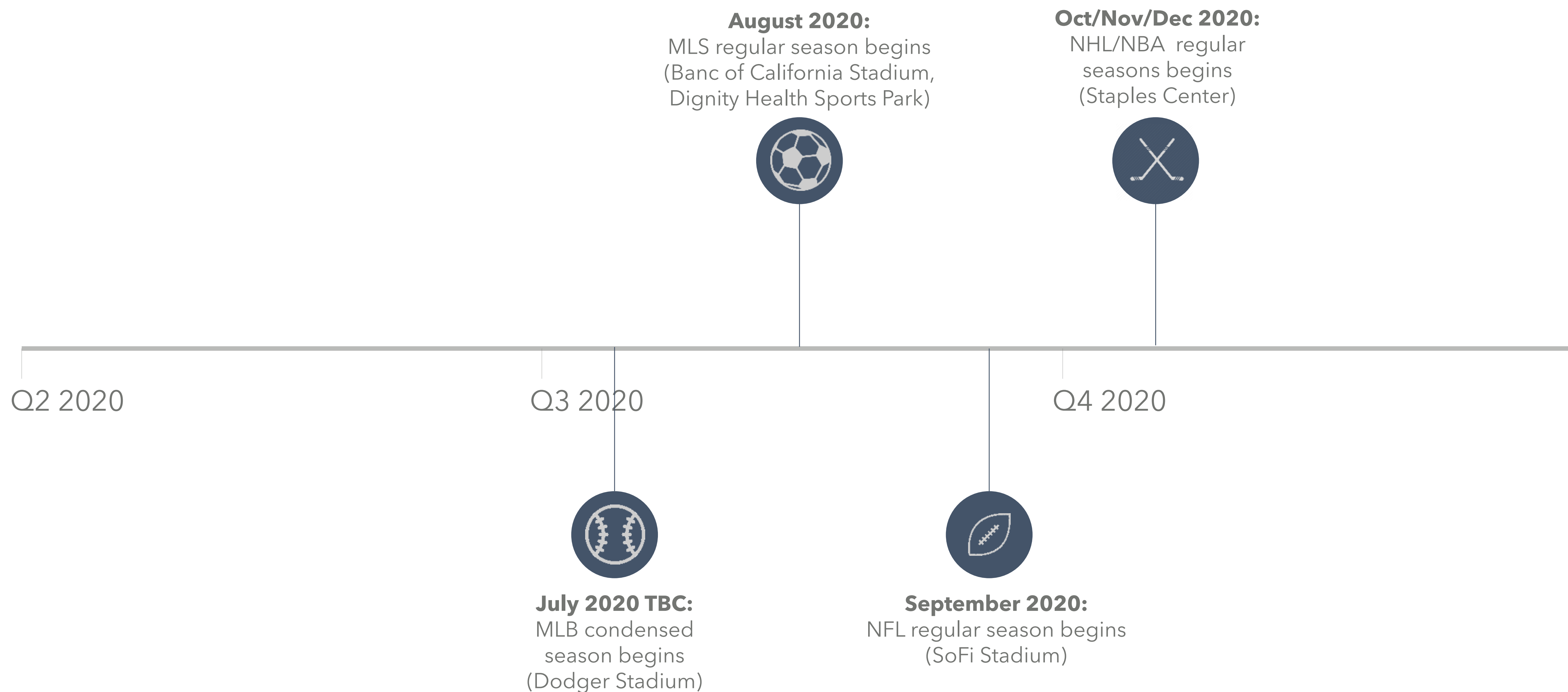
Plan early and ahead to allow for swift ramp up

- Phased approach allows for incremental reopening of venue operations.
- Common framework decreases uncertainty and promotes advanced planning; stakeholders may continuously prepare for activation of next phase(s).

Reopening phases for sports and venues



Key upcoming target events



Phase I: Training & Facilities

Personnel / Staff Best Practices (1/2)

- All staff required to wear masks, execute proper handwashing techniques, follow proper coughing and sneezing etiquette, arrive with acceptable body temperature range, and maintain physical distancing.
 - Appropriate PPE is worn by all staff and team members based on their roles and responsibilities in accordance with Cal-OSHA and LACPH. Training on how to properly use and dispose of PPE is mandatory.
 - Uniforms are cleaned after each use.
 - There will be no sharing of personal items.
- Rigorous monitoring:
 - To be eligible to work, all personnel must be healthy and not displaying any COVID-19-related symptoms for at least two weeks.
 - All personnel will administer daily self-temperature checks at home.
 - All personnel will be screened for body temperature and/or flu-like symptoms before on-site entry. Anyone confirmed with body temperature of over 100.4° F will be sent home and recommended to seek medical help based upon CDC guidance for both flu and COVID-19.
 - Any employee who tests positive for COVID-19 must be reported to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.
 - All personnel are required to provide pertinent information to allow for expedited contact tracing.

Personnel / Staff Best Practices (2/2)

- Mandatory COVID-19 training:
 - Official acknowledgement of training must be submitted prior to reporting for work.
 - All trainings to be documented and filed.
- As operationally possible, alternate staff schedule, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.
- Unless granted specific exception, all staff will not have close contact or in-person interactions with athletes / talent / “players access” personnel or touch surfaces/objects that aforementioned parties are likely to touch.

Athletes & Training Staff Best Practices

- Rigorous monitoring:
 - All athletes & training staff will be screened for body temperature and/or flu-like symptoms before on-site entry, with anyone confirmed with body temperature of over 100.4° F will not be allowed entry and will be advised to take measures consistent with public health guidelines.
 - Any athlete and/or training staff who test positive for COVID-19 must be reported to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.
- Athlete training protocols will follow the general roadmap below:
 - Individual athlete training
 - Small group training
 - Large group training
- Athletes and staff must adhere to the following:
 - No signs or symptoms of COVID-19 in the past 14 days
 - No close sustained contact with anyone who is sick within 14 days of beginning group training
 - To the best extent possible, avoid changes in small group participants to minimize overlap of varied athletes / staff.
- Face coverings (cloth or surgical-type mask) will be worn at all times other than while exercising (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility.
- All participants should use their own equipment / should not share equipment and train so that physical distancing can be maintained.
- There will be no sharing of personal items (water bottles, towels, etc.).
- Any treatments with athletes should be done in a 1 on 1 manner with patient wearing face mask and clinician wearing face mask and gloves (change between patients)
- As operationally possible, assign athletes, training staff, and “players access” personnel their own dedicated entrances.

Physical Distancing Best Practices

- All employees, athletes, training staff, third parties, and anyone on the premises are required to maintain >6 feet (or current LA Public Health mandated) distance.
- Assess and make required changes to communal areas (office space, break room, locker room, restrooms, elevators, etc.) in order to adhere to physical distancing protocol
 - Mark and monitor capacity restrictions within individual areas/rooms as needed to ensure appropriate physical distancing following Los Angeles County Public Health guidelines.
- Only staff essential to operations, participating contracted players, and training staff permitted on premises. Encourage employees who are able to conduct work remotely to work from home.
- Any areas where personnel queue (i.e. entrances, restrooms, etc.) are clearly marked with capacities and physical distancing markers (currently at 6 feet).
- Stagger schedules, start times, and entry times as operationally possible.
- Stagger parking in parking lots/garages (at least one empty space between cars).
- As operationally feasible, high traffic doors (entrances, restrooms, etc.) to be propped open.
- Training sessions to be conducted following appropriate physical distancing guidelines and without any direct contact between athletes.

Sanitizing Best Practices (1/2)

- Disinfecting/sanitizing guidelines are not a replacement for cleaning but are an added level for prevention of germ and bacteria buildup.
- All surface sanitation products (spray and wipe) must be registered on EPA List N (Approved for use against SARS-CoV-2).
- Each venue to create and implement a detailed disinfectant plan that at the very least addresses the following areas:
 - Disinfection of high touch areas.
 - Increase Frequency of cleaning.
 - Monitor, report and track cleaning.
 - HVAC Air Purification protocols.
 - Restroom occupancy needs to be reviewed and or changed to either a 50% capacity or as otherwise determined by state and local guidelines.
 - Other Restroom operations including but not limited to the capacity, flow through, loitering, urinals, stalls, sinks, mirrors, supply replenishment, and staff oversight should be all reviewed.
 - Plan to follow a rigorous, monitored, and documented schedule.
- Hand sanitizer dispensers and/or hand washing stations to be placed and regularly maintained at entrances, key high-touch/high-contact areas, and other identified locations.
- Venues to identify where refuse will be collected and how it will be managed and discarded.

Sanitizing Best Practices (2/2)

- All personnel equipment is sanitized before, during, and after shifts and/or breaks. This includes, but is not limited to radios, scanners, keys, workstations, jackets, mop heads, brooms, etc.
- Athlete / training specific sanitization practices:
 - All training facilities (locker rooms, medical rooms, performance facilities, etc.) to be subject to daily regular disinfecting throughout the day, between different training groups, and a thorough disinfecting again at end of day.
 - Implement rigorous, frequent cleaning schedule/protocol of equipment with disinfectant before, during, and after training.
 - Any machinery / equipment that need to be shared (treadmills, exercise benches, etc.) must be disinfected between uses by different individuals.
 - Any personal used items that remain at the venue (towels, uniforms, etc.) to be washed in accordance with Los Angeles County Public Health and CDC directives.
 - Venues to work directly with sports leagues to implement any additional disinfecting/sanitizing directives.

Communications Best Practices

- Curate all updated COVID-19 event information on physical distancing, sanitization procedures, and event policies.
- Communication methods such as trainings, production meetings, and internal newsletters/alerts to educate and inform all team tenants and personnel of operational changes and guidelines.
- Post signage throughout, both inside and outside, the venue highlighting sanitization protocols, hand sanitizer locations, physical distancing markers.
- Communicate all COVID-19 policies and procedures to team tenants, professional sports teams, team staff, athletes, and entourages.
- Provide an Emergency Action Plan for all COVID-19 challenges
 - Designate the Chief Hygiene Officer, (CHO), the main point of contact person who is implementing and overseeing all cleaning and infectious protocols.
 - Emergency contact info of all personnel on property.
 - Ability to do contact tracing of all personnel and athletes.
 - Health Screening policy for personnel and athletes to follow.
 - Face coverings and PPE policy implementation.
 - Mass communication policy for CHO to be able to instantly communicate with all personnel.
 - Direct communication channels with LA County Public Health.

Phase II: Spectator-less Events

Personnel / Staff Best Practices

- All Personnel / Staff Best Practices in Phase 1 (Training & Facilities) to be maintained throughout Phase 2.
- Working with external partners (sports teams, event organizers, etc.), vet all staff lists to determine essential personnel necessary in venue to operate the event and keep to minimal numbers.
- As operationally possible, assign/schedule staff to alternate events, creating separate “teams” to work each event to minimize overlap of varied employees and reduce exposure.

Athletes & Training Staff Best Practices

- Physical distancing should be practiced to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.
- Face coverings (cloth or surgical-type mask) will be worn at all times other than while exercising or in game play (for athletes), when entering or leaving the venue/club facility, and while inside the venue/club facility.
- Rigorous monitoring:
 - All athletes & training staff will be screened for body temperature and/or flu-like symptoms before on-site entry, with anyone confirmed with body temperature of over 100.4° F will not be allowed entry and will be advised to take measures consistent with professional/collegiate/national league guidelines.
 - Any athlete and/or training staff who test positive for COVID-19 must be reported to appropriate department(s) immediately so that a risk assessment may be conducted, response plan formulated, and communications plan activated.
 - If players and training staff will engage in direct contact, they will be tested for COVID-19 on a weekly basis, at minimum.
- All efforts will be made to ensure that risks will be mitigated for the team's arrival. As operationally possible, private transportation will be arranged for all athletes and competition staff.
- All participants should use their own equipment / should not share equipment unless absolutely necessary.
 - Any training equipment that needs to be shared (treadmills, exercise benches, etc.) must be disinfected between uses by different individuals.
 - All shared operations equipment used for in-game play and other event preparation will be sanitized before and after every shift.
- There will be no sharing of personal items (water bottles, towels, etc.).
- Any treatments with athletes should be done in a 1 on 1 manner with patient wearing face mask and clinician wearing face mask and gloves (change between patients)
- As operationally possible, assign athletes, training staff, and "players access" personnel their own dedicated entrances.
- To the extent that physical contact is unavoidable, athletes & training staff will wash their hands before and after any interactions.

Food & Beverage Best Practices

- Back of House
 - Sanitizer buckets are used at the end of night (i.e. buckets of bleach water) for cut gloves, knives, etc.
 - Preparation and production areas in kitchens are clearly marked with kitchen tape to ensure social distancing is maintained.
 - Production menus are laminated for kitchen staff and sanitized after each use.
 - Cut/prepped produce is stored in sanitized sealed containers or bags.
 - Time and temperature guidelines are implemented on holding of all food aligned with LACPH requirements.
 - All warehouse/runners use Nitrile gloves for all deliveries, in addition to wiping down receivables. Sani-wipes and hand sanitizer stations are provided in all zones.
 - A sanitizing schedule for all equipment will be implemented through each shift by a designated sanitarian/steward. This includes inspecting all high-touch surfaces, mop heads, and kitchen small wares to ensure sanitization and safety requirements.
- Catering
 - All meals are served in pre-packed containers by food service attendants.
 - All snacks available are in single serving packaged size options.
 - Condiments are provided in individual pre-packaged portions.
 - Utensils are individually wrapped.
 - No outside vendor catering is allowed.
- Dining Table/Seating Space
 - Working personnel dining seating and tables are spaced throughout multiple catering areas to provide adequate physical distancing. All areas are sanitized as part of housekeeping guidelines.

Event Production Best Practices

- Building Access: Stagehands and production crew access limited to those actively working only.
- Load In/Out Guidelines: Stage crew uses LACPH Construction Guidelines to load in and load out events.
- Check In Area: For large crews, create a check-in area outside of the venue to keep proper physical distancing until shift/crew call starts.
- Truck Parking: Venue coordinates with broadcast networks on TV truck parking plan for each event.
- TV Crews: Limited to essential personnel who are required to stay in assigned work areas only. Networks provide different credential or wristband that limits access to their specific work location (i.e. TV Truck, bowl, locker room, etc.).
- Media Feeds: Broadcasting network provides game feed in assigned areas for credentialed media.
- Event/Operations Crew: Event/Operations crews stations moved to Marshalling Area so they can adhere to physical distancing during events.

Media Best Practices

- *Note:* The presence, quantity, working roles, and locations of media members in the venue is dependent on the decisions from the professional sports leagues and team tenants.
- Designated rooms / spaces
 - Media Room: Limited capacity in media and press areas with reduced space and chairs to ensure proper physical distancing, currently 6'.
 - Press Conferences: Work with Teams/Professional/University Sports Leagues to limit number of reporters in each press conference.
 - A designated room in the locker room corridor will be provided for pre and post-game interviews.
- A single camera and reporter provided by Network/Broadcast television rights holder will be required to provide a pool feed of interviews to media watching in press room due to physical distancing requirements.
- Access Levels: Court and dressing room hallway access is limited based on physical distancing.
- Photographers: Recommend photographers shoot from elevated locations and not on the playing surface, adhering to proper physical distancing.
- Broadcast Locations: As operationally possible, recommend camera operators are moved to seating sections or other specified location to allow for physical distancing with players.

Physical Distancing Best Practices

- All Physical Distancing Best Practices in Phase 1 (Training & Facilities) to be maintained throughout Phase 2.
 - *Exception:* Physical distancing should be practiced to the extent possible on the field/in-game play and in training, though guidelines may be adjusted subject to limitations of competition and the fundamentals of certain sports.
- Non game-related physical contact or unsanitary behavior (fighting, spitting, chewing tobacco, etc.) is strictly prohibited.
- As operationally possible, assign separate entrances and/or arrival times for specific cohorts of personnel (athletes, training staff & “players access” personnel, general venue staff, media, etc.).

Sanitizing Best Practices

- All Sanitizing Best Practices in Phase 1 (Training & Facilities) to be maintained throughout Phase 2.
- Venue Heads of Department are responsible for cleaning the following production equipment after each event: lighting board, consoles, spotlights, sun guns, microphones, headsets, belt packs, hard hats, etc.
 - Certain broadcast and event equipment, including monitors, League issued scoring equipment, etc., will be cleaned and sanitized before and after each event
 - Technical cleaning service is brought in as frequently as three times per week for specialty equipment, and cleaning company/cleaning staff to handle on other days.
 - Staff to sanitize all stations and cameras daily, before and after events, and provide easily accessible disinfecting wipes and gel for the crew to use as desired.
- Mechanical equipment: At the beginning and end of each shift, the assigned loading dock personnel sprays and wipes down each high-touch areas (scissor lifts, forklifts, pallet jacks, carts, etc.).

Communications Best Practices

- All Communications Best Practices in Phase 1 (Training & Facilities) to be maintained throughout Phase 2.
- Venue Website: Update event policies on websites on an ongoing basis, with relevant COVID-19 information and guidelines to be emphasized.
- E-mail, Social Media & Consumer Media: Promote all COVID-19 policies and procedures via email, social postings and, as appropriate, interviews with television, radio and print outlets.

Additional Best Practices

- Deliveries: No outside deliveries are brought directly into the venue. Venue personnel accepts deliveries outside of the venue and brought in by venue staff to reduce outside carriers from entering the venue.
- Security
 - Perimeter Checkpoints: Place barricade surrounding the venue to separate general public from event personnel, athletes, etc.
 - Tunnel Management: Tunnel access to/from back of house and field of play areas is not stopped during gameplay.
 - Player/Official Escorts: To be handled based on physical distancing guidelines as established by LACPH and Professional Leagues.
 - Event Level Ramp Access: Limited to players and essential personnel only (20 – 25 vehicles). Alternate entrances are assigned for all other personnel.
- Parking
 - Stagger parking in parking lots/garages (at least one empty space between cars).
 - Valet Procedures (players): Attendants switch gloves after each car. Attendants use sanitization wipes to clean steering wheel, shift knob, and door handles before and after vehicle is parked.
 - Limit event level ramp access to players only.
 - Procedures for visiting team drop-offs and pick-ups, per league and LACPH requirements.
 - No car service vehicles (limos/Uber/Lyft) can park inside the event level loading dock. Drop-off and pick-up only, drivers must stay inside the vehicle.



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Commodities & Goods Movement
Sector Recommendation Report**

Summary

The economic impacts to Los Angeles County from the Commodities and Goods Movement sector is broad and profound. Trade, goods movement and infrastructure are key to getting the economy back on track. Activity in this sector stimulates economic development and job creation that benefits communities across the County. There is a crucial connection between the Commodities and Goods Movement sector and quality of life in the County. This link is critical as we collectively begin to recover economically from the Coronavirus (COVID-19) pandemic. Transformative investments must be made as our sector shifts operations to zero and low-emission technology. Attracting next-generation businesses that leverage e-commerce capability provides a foundation for County and regional economic growth. This shift will create a spectrum of opportunities and magnetize new business and job opportunities within the County. As one of the 13 industry sectors-specific working groups, we are committed to the Economic Resiliency Task Force efforts to recover and reinvigorate the County economy.

Goals and Recommendations for Recovery:

Goal: To develop actionable recommendations for the County to leverage Public-Private Partnerships to stimulate the economy, create new jobs and return to full employment. Our sector will continue to operate as the County begins to reopen. We will focus on Commodities and Goods Movement which is a huge economic driver for businesses and communities across the County.

Vision: Foster effective Public-Private Partnerships that stimulate the economy, support businesses, job creation, workforce development, technology advancements, and the health and well-being of employees, residents and the general public.

Short Term Goals:

1. Develop a response to the Los Angeles County Economic Recovery effort
2. Identify and discuss issues, challenges, opportunities and actionable recommendations related to Commodities and Goods Movement
3. Assess opportunities for Public-Private Partnerships to reinvigorate the County economy
4. Promote collaboration and alignment across all 13 sector-specific working groups in delivering recommendations to the County
5. Formulate and support policy and legislation that spurs business growth, workforce development, job creation and related public infrastructure investment
6. Continue to implement all County, State and Center of Disease Control

Department health guidelines and recommendations across all facets of
Commodities and Goods Movement

Major Issues and Challenges to the Commodities and Goods Movement Sector. Main barriers to addressing the challenges:

- **Supply Chain Dynamics:** Supply chain fluidity, efficiency and reliability is critical to recovery efforts and ensuring essential businesses receive necessary goods such as personal protective equipment (PPE), food and household supplies. We need to proactively protect the supply chain from being overwhelmed by a possible second wave COVID-19 outbreak.
- **Economic Uncertainty:** Major challenges stem from the uncertainty of economic conditions. Local businesses are strained due to the drop in cargo volume and related revenue. Trade tariffs already put the industry sector in a state of tremendous uncertainty, and the unknown timing of broader economic recovery dims the prospect of transformative business investment.
- **Workplace Needs:** Identifying new and existing skillsets, employment opportunities and measures to connect employees with job training throughout the supply chain and logistics industry is imperative. Creating a strategic Workforce Development Program that has strong ties to the community and responds rapidly to evolving workforce needs will assist with redeployment efforts supporting local economic stability and prosperity.
- **Local Financial Support:** The Commodities and Goods Movement sector never shut down because of COVID-19 – organizations have done a good job protecting employees with safe operational practices throughout the pandemic. However, funding partnership with Local, State and Federal government could accelerate employment gains and serve as a pipeline to new jobs as trade and cargo volumes grow.
- **Long-term Health Resiliency:** There is concern about ensuring the long-term health and resiliency of the logistics network in the County. The known relationship between COVID-19 and air quality makes zero-emission goods movement a matter not only of environmental justice, but also County resiliency to future respiratory pandemics. Therefore, for the long-term health of residents and to reduce vulnerability to COVID-19 and other viruses, it is important to ensure a rapid transition to zero-emission technology.
- **Goods Movements Decline:** Although at a much reduced level the movement of goods continued throughout the COVID-19 pandemic. Cargo volumes at both the San Pedro Bay ports of Long Beach and Los Angeles have been impacted and is indeed down by 14% comparing May 2019 to May 2020 The impact has been felt throughout the sector

for goods being transported via over-seas shipping, air, rail, and freight trucking including last mile delivery. Although Commodities and Goods Movement has continued during the pandemic, some major challenges remain including: (1) understanding the impact of the pandemic on trade flows with East Asia and related impacts on domestic supply chains and how they need to adapt; (2) fostering good relations with the longshoremen union, trucking and rail industries to stay competitive in transporting goods (beyond the Coast and into the Midwest); (3) transitioning smoothly to compliance with state sustainability measures; (4) addressing regulations to improve air quality and reduce greenhouse gas emissions while minimizing negative impacts on our economic recovery in the form of increased transportation costs, loss of jobs, and loss of economic activity needed to make investment in new technology and infrastructure; (5) identifying funding sources for development of a regional zero emission infrastructure.

- **Health and Safety Practices:** Throughout the COVID-19 pandemic strict health and safety measures have been followed by supply chain partners. Going forward there can be no complacency as social and economic activities resume. All State, County and Center of Disease Control (CDC) health guidelines and actionable recommendations need to be integrated into operations and reopening plans. These guidelines include strategies to incorporate social distancing, the use of face-coverings, and frequent use of hand sanitizers and hand washing. Other workplace health and safety standards can be modified and/or introduced as appropriate to protect employees and customers.
- **Legislation and Policy Requirement:** The County needs to consider developing or supporting legislation and policies that foster sustainable goods movement investment and growth. Capital infrastructure projects, heavyweight corridors, workforce development and training, export promotion, and clean fuel and electrification can be addressed in force with additional resources.

OPPORTUNITIES – What ideas would you like to bring forward to the Board of Supervisors?

- **Incentive Programs:** Telecommuting has resulted in much less traffic on our roads and highway. The decline in congestion enables the faster movement of goods. Incentivizing telecommuting and other such working practices could further this trend.
- **E-Commerce Development:** Local businesses Countywide, especially small and medium sized businesses have been impacted by the COVID-19 outbreak. These businesses can transition to greater e-commerce capability with the appropriate education and training. Selling online provides greater opportunity to increase markets for import and exports. As many new jobs will most likely revolve around e-commerce, soliciting funds to implement e-commerce education and workforce training will positively impact and support goods movement, supply chains partners, and related business.
- **Workforce Development Transition:** Several of the Commodities and Goods Movement

sector jobs have likely changed due to the COVID-19 pandemic. Public-Private Partnerships and collaboration between industry associations, supply chain partners, public agencies and education institutions is key to identifying jobs of the future and providing related education and workforce training. Alliances with schools and colleges could be developed to offer practical and sector related programs that will provide students with internships, apprenticeships and related industry job skills and experience.

- **Baseline Data Tracking:** It is important to ensure that strategies developed and decisions made by County policy-makers and private (and quasi-public/private) entities that support medium and long-term goals, are founded on strong data that drives the industry and its key players. Public and private stakeholders of the Commodities and Goods Movement sector need to identify data sources that will establish baseline numbers used to create and shape new and existing policies affecting this sector.
- **Clean Tech Strategy:** Public-Private-Partnerships are essential to develop a national clean tech strategy that will allow County Commodities and Goods Movement and our local Ports to be competitive. The San Pedro Bay ports of Long Beach and Los Angeles, California Air Resources Board (CARB) and South Coast Air Quality Management District (AQMD) are convening a business summit this summer to bring equipment manufacturers together with agency leadership to discuss manufacturing capabilities and schedules for development of near-zero and zero-emissions. We are hopeful that once discussions have moved forward on manufacturing possibilities, we can continue to work with appropriate stakeholders to address other challenges such as financing and fueling/charging infrastructure.
- **Transformative Investments:** The County has the opportunity to lead the process of decarbonizing goods movement which will require transformative investments. A zero-emissions goods movement network will provide the County long-term resiliency by reducing respiratory illnesses that exacerbate viral infections. Investment in zero-emissions trucks, equipment, and infrastructure is needed, and will also contribute to the growing ecosystem of innovative businesses in the region. By making these large-scale zero-emissions investments, the County can cement its place as a leader in the industry.
- **Good Paying Jobs:** The County can leverage good paying union jobs to establish a foundation for economic recovery. Clean energy jobs also pay well, and the investment in infrastructure will earn dividends in perpetuity, in the form of lower operating costs which will increase the potential for the San Pedro Bay ports of Long Beach and Los Angeles to grow market share.
- **Technology Deployment:** Stakeholders across the supply chain can leverage technology for the efficient, secure and reliable movement of goods that will form a strong foundation for economic recovery. This strategy will, among other things, bolster

manufacturing and a variety of zero and near-zero emissions vehicles and the green and blue tech industries. It could also provide for new, good paying jobs (including union) in manufacturing, infrastructure development, equipment repair and maintenance, and operations.

- **Countywide Collaboration:** Develop seamless processes and working practices to facilitate communication and coordination between businesses of various industries, employees, residents and the general public on best practices for reopening. Consideration needs to be given to health and safety measures, rapid reemployment, workforce development education and training, ongoing collaboration, sustainable practices, technology deployment including e-commerce, software and digital, cybersecurity measures, Public-Private Partnerships, business friendly policies and financial support/incentives. There should be alignment and consensus on the safety needs of workers and customers especially as these evolve over time. Coordination and agreement on the reopening goals of businesses will help ensure everyone's well-being and safety, and mitigate a relapse in recovery.
- **Workforce Training on Infection Control:** Training is recommended for the workforce on infection control tailored to each work environment. Workforce policies should encourage sick employees to stay home, and there should be mechanisms in place enabling management to readily identify individuals who may have been exposed to an infected employee. Workforce development initiatives that improve the competitiveness of companies in the Commodities and Goods Movement sector could be considered, alongside the development of training programs to better prepare employees for burgeoning green jobs as well as jobs of the future.
- **Advocating for Funding:** Actively pursuing funding opportunities to support recovery of the Commodities and Goods Movement sector is imperative. For example, to aid the seaport's industry response and recovery efforts, the American Association of Port Authorities (AAPA) is urging Congress to provide \$1.5 billion in direct grants to help ports cover operations, equipment and infrastructure costs, and debt service expenses. Similar to the airports grant program, which was significantly higher at \$10 billion, the Port allocation formula could take into account total tonnage, export and import values and domestic value. In addition, given the San Pedro Bay ports complex's prominence in U.S. goods movement and significant financial impacts, it would benefit the County to advocate for this federal relief. We want to consider advocating for Los Angeles Cleantech Incubator's (LACI's) Transportation Electrification Partnership (TEP) proposal to direct \$150 billion of federal stimulus into zero-emissions goods movement, from equipment manufacturing to infrastructure deployment and workforce development.
- **Policy and Legislation Development:** Consider developing policy and financing components related to goods movement challenges as we move through the pandemic. Additionally, we need to develop a long-term strategy for workforce development, an e-commerce framework, sustainable operations growth, and changing global trade

partners and subsequent routes. Developing a legislative agenda to enable County advocacy at the federal and state levels is crucial. The legislative agenda should include a regional infrastructure investment for freight mobility and capital improvements across the Commodities and Goods Movement sector, as well as for zero-emissions vehicles, equipment, and infrastructure.

- **Export Initiatives:** Implement an export-led growth strategy and diversify the cargo mix to help stimulate the local economy, spur job growth, increase manufacturing and agriculture production, lower the trade deficit, and increase freight competitiveness of the County. The export strategy should be developed and include the “Global Connectedness” objectives of the LA County Economic Development Strategy developed by LAEDC at the County’s request, such as attracting and retaining high quality foreign direct investment, coordinating existing trade services in the region, coordinating international trade missions and establishing a marketing/promotion program for the County with actionable steps and funding to assure the objectives are implemented. The County must designate a lead to assure the objectives are accomplished with a regional strategy in mind to stimulate the growth of the County’s export industries. The aforementioned furthered by coordination with the San Pedro Bay Ports complex.
- **Zero-Emissions Investment** Advocate for a Statewide EV Financing Authority, an entity necessary to provide businesses with consistent opportunities to incorporate zero-emissions equipment and infrastructure into business plans. Businesses need funding consistency to plan investments, but current funding mechanisms are sporadic or contingent on externalities outside of operators’ control. Fleets have seen funding dissipate or delay often enough to never seriously incorporate zero-emissions investment. In addition to sending a strong signal to California fleets about financing availability, developing a Statewide EV Financing Authority will also send a strong signal to manufacturers about the market for zero-emissions equipment in California.
- **Zero-Emissions Incentives:** Accelerate zero-emissions deployment by developing a method to incentivize zero-emissions purchases at the County level. Multiple organizations in the County have developed funding streams for clean truck initiatives (Metro, San Pedro Bay Ports, et al.). Creatively aggregating these funds provides an opportunity to demonstrate Countywide coordination and commitment to accelerating zero-emissions truck deployments.

Conclusion

As we continue to gradually reopen the Los Angeles County economy, it will be important to develop strategic actionable recommendations that equally promote economic recovery and the health and well-being of employees, residents and the general public. Our economic recovery goals will need to be evaluated by public health experts to ensure impacts on businesses are expressly stated and that all related reopening plans take into consideration infection control measures and keep the safety of employees and customers as a top priority across the Commodities and Goods Movement sector.

Finally, as we address goods movement issues and develop sound sector solutions to safely and fully re-open the County, it is critical to:

- Engage and mobilize supply chain partners
- Stimulate e-commerce using digital information and communication technologies to support and optimize business processes
- Develop relevant business and workforce development education and training programs
- Encourage export growth initiatives
- Diversify import and export the cargo mix that moves through the supply chain
- Continue capital investment in public infrastructure development
- Advocate for pro-goods movement sector policy and legislation
- Solicit federal, state and local financial support for the Commodities and Goods Movement sector

The solutions outlined promote the efficient, safe, secure and reliable movement of goods, job creation, economic vitality for our businesses and communities, and will lead us into the future as a local, state and national leader in attracting and moving cargo seamlessly throughout the supply chain.

Respectfully submitted by:

Mario Cordero, Executive Director, Port of Long Beach – Chair

Dickson Diamond, Department of Public Health, Los Angeles County

Kat Janowicz, President, 3COTECH

Diane Middleton, Commissioner, Port of Los Angeles

Matt Petersen, Chief Executive Officer, Los Angeles Cleantech Incubator

Pat Wilson, President, Fastlane Transportation

Allison Clark, Chief Executive Office, Los Angeles County

County of Los Angeles Coronavirus (COVID-19) Economic Resiliency Task Force Themes from Conversations with Sector Leads

THEMES: COMMODITIES AND GOODS MOVEMENT

Topic 1: What feedback do you have on the Roadmap to Recovery framework presented by the Department of Public Health and on the Task Force process:

IMMEDIATE

As we continue to gradually reopen the Los Angeles County economy, it's important to develop balanced actionable recommendations that equally promote economic recovery and the health and well-being of employees, residents and the general public. Our economic recovery goals need to be evaluated by public health experts to ensure impacts on businesses are expressly stated and that all related reopening plans take into consideration infection control measures and keep the safety of employees and customers as a top priority across the Commodities and Goods Movement sector.

MEDIUM-TERM

Preparing for additional waves of the virus is imperative. Ensuring supply chain fluidity, efficiency and reliability is critical to recovery efforts and ensuring essential businesses receive necessary goods such as personal protective equipment (PPE), food and household supplies.

LONG-TERM

Creating a strategic Workforce Development Plan for rapid reemployment will be necessary with steps identifying new and existing skillsets, employment opportunities and measures to connect employees with job training throughout the supply chain and logistics industry. A funding partnership with the Local, State and Federal government could accelerate employment gains and serve as a pipeline to new jobs as trade and cargo volumes grow.

The Commodities and Goods Movement sector never shut down because of COVID-19 and organizations have done a good job protecting employees with safe operational practices throughout the pandemic. While there is no concern about re-starting the local economy, there is concern about ensuring the long-term health and resiliency of the logistics network in the County. The known relationship between COVID-19 and air quality makes zero-emissions goods movement a matter not only of environmental justice, but also County resiliency to future respiratory pandemics. Therefore, for the long-term health of residents and to reduce vulnerability to COVID-19 and other viruses, it is critical to ensure a rapid transition to zero-emissions technology.

Topic 2: What are the major issues, challenges, and barriers to reopening your Sector?

IMMEDIATE

Although the Commodities and Goods Movement sector is considered essential and has continued operations, cargo volumes at both the San Pedro Bay ports of Long Beach and Los Angeles have been impacted and are indeed down by 14% comparing May 2019 to May 2020. Goods movement has continued throughout the COVID-19 pandemic, although at a much-reduced level, and strict health and safety measures have been followed by supply chain partners. Going forward, there can be no complacency as social and economic activities resume. All State, County and Center of Disease Control (CDC) health guidelines and actionable recommendations need to be integrated into operations and reopening plans. These guidelines include strategies to incorporate social distancing, the use of face-coverings, and frequent use of hand sanitizers and hand washing. Other workplace health and safety standards can be modified and/or introduced as appropriate to protect employees and customers.

MEDIUM-TERM

As County representatives, we understand that commodities and goods movement throughout the sector has declined recently. The impact has been felt throughout the sector for goods being transported via over-seas shipping, air, rail, and freight trucking including last mile delivery. Although goods movement has continued during the COVID-19 pandemic, some major challenges remain including: (1) understanding the impact of the pandemic on trade flows with East Asia and related impacts on domestic supply chains and how they need to adapt; (2) fostering good relations with the longshoremen union, trucking and rail industries to stay competitive in transporting goods (beyond the Coast and into the Midwest); (3) transitioning smoothly to compliance with state sustainability measures; (4) Green House Gas regulations to aid economic recovery; (5) identifying funding sources for development of a regional zero-emissions infrastructure.

It is important to ensure that strategies developed and decisions that are made by County policy-makers and private (and quasi-public/private) entities that support the medium and long-term goals of Topic 2 are founded on strong data that drives the industry and its key players. Public and private stakeholders of the Commodities and Goods Movement sector need to identify data sources that will establish baseline numbers used to create and shape new and existing policies affecting this sector.

LONG-TERM

The County and State need to develop legislation and policies that foster sustainable goods movement investment and growth. Capital infrastructure projects, heavyweight corridors, workforce development and training, export promotion, and clean fuel and electrification can be addressed in force with additional resources.

The major challenges stem from the uncertainty of economic conditions. Local businesses are strained due to the drop in cargo volume and related revenue. Trade tariffs already put the

industry sector in a state of uncertainty, and the unknown timing of broader economic recovery dims the prospect of transformative business investment.

Topic 3: What opportunities do you see emerging during the pandemic that we can build on going forward?

IMMEDIATE

Telecommuting has resulted in much less traffic on our roads and highways. The decline in congestion enables the faster movement of goods. Incentivizing telecommuting and other such working practices could further this trend.

Local businesses countywide, especially small and medium sized businesses have been impacted by the COVID-19 outbreak. These businesses could transition to greater e-commerce capability with the appropriate education and training. Selling online provides greater opportunity to increase markets for import and exports. As many new jobs will most likely revolve around e-commerce, soliciting funds to implement e-commerce education and workforce training will positively impact and support goods movement, supply chain partners, and related business.

Every day since the onset of the COVID-19 pandemic, businesses have been implementing new procedures and logistics arrangements, many of which will likely remain in effect and shape the future of efficient and sustainable goods movement. Some shippers—in response to lack of capacity and high rates—split their shipments between ocean and air modes. By doing so, they create new sea-air hybrid solutions. For example, moving supplies on smaller and faster ships from Asia to Los Angeles and then via air to Europe, rather than Asia-Europe via Middle East, which in turn made Los Angeles a popular hub for sea-air logistics services. This additional traffic is adding to existing Asia-North America routes and these hybrid services create new economic opportunities for the County, including demand for jobs.

MEDIUM-TERM

Workforce Development Transition: Many of the Commodities and Goods Movement sector jobs are permanently changed due to the COVID-19 pandemic. How can this workforce prepare for jobs of the future? Public-Private Partnerships and collaboration between industry associations, supply chain partners, public agencies and education institutions is key to identifying jobs of the future and providing related education and workforce training. Alliances with schools and colleges could be developed to offer practical and sector related programs that will provide students with internships, apprenticeships and related industry job skills and experience.

LONG-TERM

We need Public-Private-Partnerships to develop a national clean tech strategy that will allow our Southern California Ports to be competitive. The San Pedro Bay ports of Long Beach and Los Angeles, California Air Resources Board (CARB) and South Coast Air Quality Management District (AQMD) are convening a business summit this summer to bring equipment

manufacturers together with agency leadership to discuss manufacturing capabilities and schedules for development of near-zero and zero-emissions. We are hopeful that once discussions have moved forward on manufacturing possibilities, we can continue to work with appropriate stakeholders to address other challenges such as financing and fueling/charging infrastructure.

Decarbonizing the Commodities and Goods Movement sector will require transformative investments, and the County has the opportunity to lead that process. A zero-emissions goods movement network will provide the County long-term resiliency by reducing respiratory illnesses that exacerbate viral infections.

Good union jobs are needed to establish a foundation for economic recovery. Clean energy jobs pay well, and the investment in infrastructure will pay dividends in perpetuity in the form of lower operating costs and the potential for the San Pedro ports of Long Beach and Los Angeles to grow market share with those reduced operating costs.

Investment in zero-emissions goods movement will also contribute to the growing ecosystem of innovative businesses in the region. By making these large-scale zero-emissions investments, the County can cement its place as a leader in the industry.

Working with stakeholders across the supply chain including government to leverage technology ensures efficient, secure and reliable movement of goods. This strategy will, among other things, bolster manufacturing, electric vehicles (EV) and the clean, green and blue tech industries and could provide for new, good paying jobs including union jobs in manufacturing, infrastructure development, equipment repair and maintenance, and operations that could establish a foundation for economic recovery.

Topic 4: What ideas would you like to make sure the Task Force considers?

IMMEDIATE

The Task Force should ensure there is coordination between businesses of various industries, employees, residents and the general public on best practices for reopening. Consideration needs to be given to health and safety measures, rapid reemployment, training, education aligned with workforce development, ongoing collaboration, sustainable practices, technology deployment including e-commerce, software and digital, cybersecurity measures, Public-Private Partnerships, business friendly policies and financial support/incentives.

Training for the workforce on infection control tailored to their work environment should be developed and implemented. Workforce policies should encourage sick employees to stay home with mechanisms in place to facilitate management's ability to readily identify individuals who may have been exposed to an infected employee. Workforce development initiatives that improve the competitiveness of companies in the Commodities and Goods movement sector

should be considered, alongside the development of training programs to better prepare employees for burgeoning green jobs as well as jobs of the future.

The Task Force should help ensure that there is coordination between businesses of the various industry sectors and the labor unions of their employees. There needs to be alignment and consensus on the safety needs of employees and customers. Coordination and agreement on the reopening goals of businesses will help ensure everyone's well-being and safety, and mitigate a relapse in recovery.

The Task Force should seek funding opportunities to support recovery of the Commodities and Goods Movement sector. For example, to aid the seaport's industry response and recovery efforts, the American Association of Port Authorities (AAPA) is urging Congress to provide \$1.5 billion in direct grants to help ports cover operations, equipment and infrastructure costs, and debt service expenses¹. Given the San Pedro Bay ports complex's prominence in U.S. goods movement and significant financial impacts, it would benefit the County to advocate for this federal relief. The Task Force should also consider advocating for Los Angeles Cleantech Incubator's (LACI's) Transportation Electrification Partnership (TEP) proposal to direct \$150 billion of federal stimulus into zero-emissions goods movement, from equipment manufacturing to infrastructure deployment and workforce development.

The Task Force expects that the increased demand for medical supplies due to the COVID-19 pandemic will remain among the top priorities. The last-mile delivery services from seaports and airports should keep up with the demand for critical medical and food shipments during the pandemic.

MEDIUM-TERM

Consideration should be given to policy development and financing components related to goods movement challenges as we move through the COVID-19 pandemic. Additionally, we need to develop a long-term strategy for work force development, an e-commerce framework, sustainable operations growth, and changing trade partners and subsequent routes.

Attention needs to be paid to an export-led growth strategy that helps stimulate the local economy, spurs job growth, increases manufacturing and agriculture production, lowers the trade deficit, and increases freight competitiveness of the County and region.

LONG-TERM

Developing a legislative agenda to enable County advocacy at the state and federal levels is recommended. The legislative agenda should include regional investment in infrastructure for improved freight mobility and capital improvements across the Commodities and Goods Movement sector including electrification of infrastructure and transportation.

¹Similar to the airports grant program, which was significantly higher at \$10 billion, the Port allocation formula could take into account total tonnage, export and import values, cruise passenger measures, and domestic value.

The Task Force should consider advocating for a Statewide EV Financing Authority, an entity necessary to provide businesses with consistent opportunities to incorporate zero-emissions equipment and infrastructure into business plans. Businesses need funding consistency to plan investments, but current funding mechanisms are sporadic or contingent on externalities outside of operators' control. Fleets have seen funding dissipate or delay often enough to never seriously incorporate zero emissions investment into business plans. In addition to sending a strong signal to California fleets about financing availability, developing a Statewide EV Financing Authority will also send a strong signal to manufacturers about the market for zero-emissions equipment in California.

To accelerate the zero-emissions deployments, the Task Force should consider developing a method to incentivize zero-emission purchases at the County level. Multiple organizations in the County have developed funding streams for clean truck initiatives (Metro, San Pedro Bay Ports, et al.), and creatively aggregating these funds provides an opportunity to demonstrate Countywide coordination and commitment to accelerating zero-emissions truck deployments.

Topic 5: How long can your Sector survive under the current conditions?

IMMEDIATE

Throughout the pandemic, the seaports and cargo airports have been open and operating. Cargo moved and critical goods were expedited. The experience of the 2008 recession demonstrated that collectively we can weather volume downturns.

MEDIUM-TERM

Transformative investments must be made as we shift our operations to zero and low-emissions technology. Attracting next-generation businesses that provide a foundation for this new, healthy Commodities and Goods Movement sector is vital for economic growth and prosperity. The shift will create a spectrum of opportunities and magnetize new business and job opportunities to the County.

LONG-TERM

The Ports will likely double their volume by 2040. It is necessary to continue capital investments in ports and freight infrastructure – including digital infrastructure – so we enhance our productivity and long-term competitiveness. Supportive policy and legislation that promotes the efficient, safe, secure and reliable movement of goods will ensure jobs, economic vitality for our communities, and lead us into the future as a local, state and national leader in attracting and moving cargo seamlessly throughout the supply chain.



COUNTY OF LOS ANGELES BOARD OF SUPERVISORS
ECONOMIC RESILIENCY TASK FORCE

WORK TEAM SECTOR: EDUCATION

Members of the Education Sector Work Team

Lou Anne Bynum, Interim Superintendent-President, Long Beach City College
Russell Castaneda-Calleros, Director, Government and Community Relations, Rio Hondo College
Barry H. Corey (Sector Lead), President, Biola University
William Covino, President, California State University Los Angeles
James Gash, President, Pepperdine University
Samuel Garrison, Interim Senior VP for University Relations, University of Southern California
Robert Gilchick (County Liaison), Los Angeles County Dept. of Public Health
Dana Goldman, Interim Dean, Price School of Public Policy Center, Univ. of Southern California
Marc Goodman, Legal Counsel, Pepperdine University
Judy Chen Haggerty, Trustee, Mount San Antonio College
Devorah Lieberman, President, University of La Verne
Ann McElaney-Johnson, President, Mount St. Mary's University
Michele Nealon, President, The Chicago School of Professional Psychology
John Ojeisekhoba, Chief and Assoc. VP for Campus Safety, Biola University
Francisco C. Rodriguez, Chancellor, Los Angeles Community College District
Thomas F. Rosenbaum, President, California Institute of Technology
Michele Siqueiros, President, Campaign for College Opportunity
Arturo Valdez, District Superintendent, Los Angeles County Office of Education
Dianne Van Hook, Chancellor, SCCC & President, College of the Canyons
David Wright, Senior VP for Administration, University of Southern California

Introduction

As the Education Sector Work Team, we are grateful to the Los Angeles County Board of Supervisors for its invitation to provide a framework for the County's colleges and universities to return safely to campus life. Our desire for this report is to provide the Los Angeles County Economic Resiliency Task Force with a) an economic rationale for the safe on-campus return for college and university communities, and b) a set of guidelines for protecting the health and well-being of our campus communities.

The intent of our collective work has been to help steer the County's institutions of higher learning through the COVID-19 pandemic. More than that, however, our hope has been to contribute to a cross-sector system for economic resiliency so that these guidelines together with those of the other twelve sectors may become a model for America's counties to move toward post-COVID economic vitality.

As the Education Sector Work Team, our overarching goals in completing this task have been:

- *Safety and Health:* Establishment of a safe environment for students, faculty and staff to deliver and pursue academic excellence.
- *Return to Campus:* Enactment of strategies and processes that will lead to a successful resumption of in-person campus life, including teaching, learning, research and co-curricular programs while continuing to improve online services strengthened during COVID-19.
- *Disease Prevention and Response Capability:* Creation of internal and external partnership networks and a stakeholder system capable of implementing guidelines to support and manage potential health obstacles or coronavirus resurgences.
- *Economic Restoration:* Gradual restoration of the pre-COVID-19 economic stability and contributions that Los Angeles County's institutions of higher learning bring to their campus communities, neighborhoods, cities, regions and beyond.

Rationale for Los Angeles County's Safe Return to Campus Life

Colleges and universities since March 2020 have been essential partners in our County's defense against the community spread of COVID-19 by modeling a successful transition to remote educational delivery, student services and business operations. Should these colleges and universities not resume face-to-face education in the Fall, the economic strains on many institutions could be damaging, or worse.

Assuring in-person campus operations enables institutions to continue keeping faculty and staff employed, provides a vital and necessary contribution toward Los Angeles County's economic ecosystem and guarantees a seamless path toward their students' graduation.

There are roughly eighty colleges and universities in Los Angeles County, serving a headcount of approximately 700,000 students through a myriad of educational programs. Considering this number of students and the corresponding number of employees supporting these students, higher education's County impact conservatively numbers over one million people. This tally is arguably more than any other county in America. In terms of economic impact, these institutions of higher learning have cumulative budgets in the tens of billions of dollars and employ several hundred thousand in their workforce. The University of Southern California and UCLA alone have combined annual budgets of \$13.3 billion and employ 70,000 workers.

Healthy functioning colleges and universities are essential for the economic wellbeing of our County. Unless these institutions are able to provide for in-person courses and services with appropriate preventative health and risk-mitigation measures in place, they will be at a competitive disadvantage with colleges and universities outside of the County or State that have already been given the green light for their communities to safely return this Fall for in-person classes. All elements of our County will benefit from a deliberate and measured resumption of campus life, just as the County will benefit from the safe and appropriate opening of other industry sectors.

In addition to their economic contributions, college and universities have a critical role in the overall betterment of society. They stimulate intellectual capital, they graduate civic-minded students, they model how to live in and promote diverse communities, and they develop globally minded citizens. Colleges and universities offer a full range of programs and support services that advance societal health and well-being. With physical campuses in full operation, these critical services will continue to support the development of students' long-term positive, healthy lifestyle choices. Each year these eighty colleges and universities graduate tens of thousands of students who remain in the County and who for decades will make ongoing and valuable contributions.

Los Angeles County's colleges and universities include:

- One University of California institution, UCLA, with more than 45,000 students
- Five California State University campuses serving nearly 150,000 students: Cal State Dominguez Hills, Cal State Long Beach, Cal State Los Angeles, Cal State Northridge and Cal Poly Pomona
- Twenty-one community colleges serving over 333,000 students, including the Los Angeles Community College District which is the largest community college district in the nation, with 232,000 student enrollments.

- Forty-seven private colleges and universities¹ including California's largest private university, the University of Southern California with its 48,500 students.
- Eight for-profit colleges and universities, including California College of Music, DeVry University, LA Film, American InterContinental, Abraham Lincoln University, Fashion Institute of Design and Merchandising, Los Angeles College of Music and New York Film Academy.

Prohibiting students' return to campus would be unfavorable to the County's economic recovery. Most of our County's postsecondary educational institutions are seeking a safe return to their campuses for the Fall term, understanding their roles as:

- Contributing significantly as employers and economic drivers in their communities, the County and the State;
- Serving on the front-line of this pandemic through graduating students into fields of education and public policy, providing healthcare professionals and services, searching for cures and treatments and advancing other novel technologies and discoveries;
- Intertwining with sectors that depend on each other's viability for the collective flourishing of the County; and
- Providing a wide range of services, including instruction, utilities, dining, housing, recreation, telecommunications, computing networks, retail commercial activity, support services, and many others.

We should note that the COVID-19 health emergency has exacerbated inequities in our County, including underserved college students disproportionately impacted. Basic needs for these students such as food security, housing, employment, mental health services, access to technology and emergency aid can be restored with the safe return to campus life.

In implementing guidelines supported by the LACDPH, colleges and universities will be able to provide students—together with their families—the confidence to move forward toward a timely and successful graduation. These students, many of them as adult learners, from low income families or first generation, will then be able to receive their higher education degrees and fulfill their vocational dreams as contributing members to society.

¹ The County's independent non-profit higher education institutions include Academy for Jewish Religion, AFI, Alliant, AADA, American Jewish, AMDA, Antioch, Art Center, Azusa Pacific, Biola, CalArts, Caltech, Claremont Colleges, Claremont Graduate, Claremont McKenna, Harvey Mudd, Keck, Pitzer, Pomona, Scripps, Claremont Lincoln, Claremont School of Theology, Colburn, Drew, Fuller Seminary, Hebrew Union, King's, La Verne, Life Pacific, Loyola Marymount, Marymount California, Master's, Mount St. Mary's, National, Otis, Occidental, Pacific Oaks, PRGS, Pepperdine, SCI-Arc, SCU, Southwestern, USC, UWest, West Coast Baptist, WesternU, Whittier and Woodbury

Recommendations for Los Angeles County's Safe Return to Campus Life

We have presented below a plan and guiding principles to preserve both the educational quality of our institutions and the health, safety and wellbeing of those who study and work there. We have considered these to be reasonable, data-based standards as the minimum expectations for a thoughtful and safe return to college and university campuses. In collaboration with the Los Angeles County Department of Public Health (LACDPH) and its directives and guidelines, attention to the following protocols will be expected of colleges and universities prior to a fall safe return.

1. COVID-19 education & re-entry strategy

- Issue a directive to the campus community and/or update the institution's standard of conduct policy to include mitigating the spread of COVID-19 and implement appropriate accountability systems to address non-compliance.
- Develop prior to re-entry campus training programs that educate all community members on disease prevention measures, on the campus health culture and on risk minimizing strategies, including training videos, bulletins, signage (e.g., posters and electronic displays) online and social media campaigns.
- Create specific plans and protocols to accommodate students, faculty and staff in vulnerable, high-risk populations.
- Establish a year-round health education campaign to promote/educate the campus community on universal precautions such as frequent hand washing, refraining from touching face and reporting COVID-like symptoms.
- Implement a robust communication plan and associated communication tools to ensure timely and accurate delivery of information for students and, as appropriate, their families.
- Develop plans for a phased re-entry of campus constituents with a focus on managing on-campus population density to adhere with physical distancing measures.
- Provide options for remote online education, including asynchronous delivery to accommodate ill or quarantined students, as well as those with technology or travel constraints.
- Emphasize to staff, faculty and students the importance of receiving an influenza vaccine prior to returning to campus to help health care professionals distinguish between the similar symptoms of COVID and the flu.

2. Physical distancing & building campus density plan

- Establish criteria in line with standards approved by the Board of Supervisors Economic Resiliency Task Force for other LA County sectors – such as restaurants, gyms and houses of worship – for all in the campus community and visitors to practice six-foot distancing and density for the following:

- Housing facilities
- Dining halls and campus eateries
- Classrooms/laboratories/auditoriums
- Library/study rooms
- Administrative buildings/office space
- Event centers/multi-purpose rooms
- Sports facilities and recreational centers
- Common areas/student gatherings/co-curricular activities/other
- Limiting cross-directional movement in high-trafficked areas of campus
- Educate, encourage, and expect among all campus community members and visitors, adherence to directives on physical distancing as well as the use of cloth face coverings.
- Implement physical distancing signage, floor markings and barriers (e.g. plexiglass barriers in classrooms, dining facilities and other campus retail venues).
- Adhere to state and county standards on auditorium assembling.

3. **PPE and other supplies for students and employees**

- Develop campus criteria on when the use of cloth face covering or other protective equipment is mandatory.
- Use a risk-based assessment to identify and if possible provide types of face coverings and user categories (e.g., N95 or equivalent mask for medical professionals, N95 or equivalent for higher risk cleaning, provision of cloth face coverings for students and employees, provide proper enhanced PPE for those in clinical settings and/or research laboratories).
- Develop and distribute training on the appropriate use of cloth face covering or other protective equipment.

4. **Establish a thorough sanitization & air quality strategy** (When colleges and universities own buildings, adhering to these guidelines will be expected. When colleges and universities lease buildings, these guidelines will be shared with the proprietor)

- Sanitization and cleaning protocols must follow LACDPH guidelines for, but are not limited to the following:
 - Restrooms
 - Housing facilities
 - Dining halls/campus eateries and other campus retail venues

- Classrooms/auditoriums/laboratories
- Library/study rooms
- Administrative buildings/office space
- Sports facilities/event centers/multi-purpose rooms and recreational centers
- Common areas/student gatherings/co-curricular activities/other
- Hand sanitizers situated at the entrances to all major campus facilities and strategic placement of hand-washing stations elsewhere on campus.
- Promote preventative hygiene measures, including frequent hand washing and covering sneezes or coughs with a tissue.
- Review/test building HVAC and air ventilation systems and service and/or retrofit as necessary, implementing regular monitoring of building air quality input/output.

5. Screening procedures & monitoring potential warning signs

- Develop guidelines that will educate students and employees on self-screening.
- Evaluate and implement health and symptom monitoring measures, which are informed by public health experts and may include recording and reporting wellness, and/or a regular temperature-taking program based on an activity-centered risk assessment and institutional capacity (i.e., full scale and/or partial/selective groups such as athletes, or those in close contact).
- Develop and implement specific protocols and timely actions for students and employees who report symptoms or a decline in health which may be indicative of illness.
- Educate the residence life team, public safety department, and faculty, managers and supervisors across campus on steps to take if a member of the community exhibits flu-like symptoms.

6. COVID-19 testing

- Develop an institutional testing protocol for symptomatic students (based on institution's capability and capacity).
- Develop specific criteria around the procurement of test kits, testing strategy and notification to the applicable public health departments.
- Establish a memorandum of understanding agreement with local healthcare facilities and/or approved testing sites for institutions without health care services.
- Implement an appropriate testing strategy to promptly identify reservoirs of infection and measure community prevalence.

7. Contact tracing capability will be congruent with the forthcoming LACDPH guidelines

- Consider establishing adequate methods to conduct contact tracing (e.g., digital contact tracing app and/or manual contact tracing).
- Assemble a contact tracing team or otherwise solicit contact tracing services from the LACDPH.
- Develop processes and training programs for any internal contact tracing team.

8. Isolation/quarantine capability

- If students are housed on campus property:
 - Pre-determine isolation/quarantine location and capacity
 - Develop policy or procedures for comfortable self-isolation/quarantine.
 - Develop policy or procedures for hospitalization for more serious COVID-19 cases.
 - Determine core team that will implement and execute quarantine procedures.
 - Establish quarantine student support and compliance systems: meals, remote coursework, health services, transportation and monitoring/tracking affected students to promote compliance, etc.
- Ensure timely disclosure to the LACDPH team.

9. Events, performances and athletic participation

- Develop a plan to resume athletics and performing arts activities, including on-site training/practices, travel, competition events and performances, etc., ensuring protocols and processes are in compliance with LADPH and other governing body guidelines.
- Ensure events and gatherings are aligned with LACDPH phase protocols and establish corresponding campus repopulation guidelines.
- Intercollegiate athletics COVID-related regulations will be governed by the national associations and/or regional conferences, and spectator guidelines will follow County regulations on event gatherings.

10. Safety & well-being of the campus community

- Invite/request students with underlying conditions to pre-register with the campus health center. Give faculty and staff with underlying conditions the option to voluntarily register with Human Resources (HR). Establish reasonable practices and preventive measures to shield these community members from exposure.
- Include the local community in planning and programming services where possible (excess testing, meal services) to improve the health of the local population in which the campus interacts.
- Make known to all community members the available mental health services for supporting those with increased anxieties.

- To the best of the institution’s ability, HR should consider implementing policies or guidelines for teleworking, rotating and alternative work schedules and other de-densifying measures to provide social distancing in all work environments
- Require international students to follow U.S. entry standards based on LADPH and other regulatory agencies guidelines including possible onboarding orientation and quarantining.
- Establish approval and reporting guidelines and return procedures for students studying abroad.
- Communicate institutional policy and behavioral expectations to eliminate race-based coronavirus discrimination.

11. Resurgence of COVID-19 on campus

- Establish notification procedures internally and to the LACDPH and other regulatory agencies.
- Create a COVID-19 resurgence response team.
- Develop a rapid response strategy for containment, options and specific plans to adjust operations as needed.

12. Accountability and legal compliance

- All actions must follow State and County orders and guidelines.
- Receive government-assured language around immunity from liability.
- Seek a Governor’s blanket waiver for colleges and universities to protect from unnecessary litigation if these general standards are followed.

These above recommendations are intended to inform the framework for the best-practices guidelines Los Angeles County distributes. As this is a framework, we expect the spirit of the law to be considered along with the letter of the law. This document is making the case that each institution should be permitted to establish within the parameters of health professionals what is best for our campuses. That is, except for clear non-negotiable guidelines by the LADPH, college or university administrators may make data-based adaptations to these guidelines that would better suit the unique educational needs of their institutions while still preserving the health and safety community standards implicit in this guidance.

=====

Economic Recovery Recommendation Report

June 2020

Los Angeles County
Economic Resiliency
Task Force

Infrastructure Development
and Construction Sector
Subcommittee

Fran Inman, Chair





**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Task Force
Infrastructure Development and Construction Sector
Recommendation Report**

Introduction:

As Los Angeles County represents a huge, diverse geographic footprint with an incredibly diverse population base, we collectively have the opportunity with the Infrastructure, Development, and Construction sector(s) to provide a robust economic stimulus across our County and beyond. In the face of the COVID-19 crisis, the County must strengthen its commitment to sustainability, equity, and resilience in order to create a pathway for investment in a safe, healthy, and inclusive future. Throughout our nation's history, a concerted focus on infrastructure investments during an economic downturn has reaped both short-term and long-term benefits. This combined sector represents an enormous opportunity to leverage both public and private investments to provide immediate positive economic impacts for all with good paying jobs, dynamic career pathways, and the pride of playing a part in the development of tangible assets.

We appreciate the work of our fellow task force sectors and recognize that each and every one of these sectors has cross-over economic recovery needs relating to infrastructure, development, and construction. Our work group represents a broad base and stands ready to continue our engagement as we recognize that our work will not be complete with this initial report. We hope the focus we have provided with our initial recommendations will be viewed as just the beginning of our bold, inclusive vision. We see this as a long-term opportunity to work more effectively together.

We recognize that each area covered in this report is worthy of stand-alone focus. That we combine them here should in no way diminish their importance in terms of our overall economic recovery. Finally, our task force has just begun, and we have attempted to identify and build upon the ongoing work across our region both public and private, across all the key sectors, to identify short term, mid-term, and long-term recommendations. For example, we reached out to SCAG as they have recently updated their regional transportation plan and are in the process of completing their Sustainable Community Strategy. With short notice, they quickly responded and were able to provide some summary statistics/preliminary recommendations, which we have included in Appendix A. Resources of supporting materials reviewed are provided separately.

We also recommend consulting with the Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS), which recently implemented the Los Angeles County Works Initiative. We look to collaborate with WDACS in evaluating and recommending appropriate policy solutions for long-term economic recovery, with the goal of fostering inclusive economic development while prioritizing rapid reemployment of the local workforce.

Investment in critical infrastructure will allow for job creation and would help revive the economy while modernizing the region's infrastructure to be more sustainable and resilient. Infrastructure investment will also prepare the Los Angeles region for the 2028 Olympics.

It's been reported that modernizing telecommunication infrastructure through construction and induced spending will create about 250,000 jobs in Los Angeles alone.

We acknowledge that there is a specific sector force within this Economic Resiliency Task Force that is dedicated to small businesses, but we want to call out our recognition of the ongoing challenges of our small business partners who work in the infrastructure, development, and construction industries. We include in our recommendations below some preliminary suggestions for consideration. We also acknowledge that we cannot lose sight of the fact that our Los Angeles County economy is driven by small businesses. Small businesses have been disproportionately affected by the COVID-19 pandemic. According to the U.S. Small Business Administration, small businesses account for two-thirds of the nation's new jobs and more than 40 percent of the economic activity. Los Angeles County Economic Development Corporation reported that 93 percent of the County's businesses are small business. Specific focus was on providing equitable opportunity to local small businesses in the infrastructure industry, while developing a culture of regional collaboration among industry leaders.

Infrastructure LA is a regional forum, currently managed by Los Angeles County Public Works, that promotes collaborative engagement and identifies policies and initiatives that improve public and private sector infrastructure investments and can serve as vehicle to advance infrastructure development in the region. *Infrastructure LA* is currently developing a map and list of regionally significant, multisector infrastructure projects to support expedited delivery and cost efficiency through interagency coordination. To date, the list includes 718 projects in the public works, housing, ports, transportation, utilities, and water/sanitation sectors, with construction costs totaling over \$100 billion over the next several years. See [Appendix B](#) for the current list of projects.

It should be noted that the current extensive list of projects promises significant productivity output and job creation potential, and therefore, will be the main driver of the County's aggressive efforts to recover the economy throughout the Los Angeles County region.

Key Sector Initiatives:

Telecommunications Infrastructure

Goal: To ensure that Los Angeles County and the incorporated jurisdictions therein encourage the development of the "best in class" telecommunications infrastructure to provide enhanced services and connectivity to its citizens, businesses, governmental agencies, and educational institutions.

Background: The County is comprised of 88 incorporated cities each with its own processes and procedures for entitling and approving required permits for the deployment of telecommunications infrastructure. These entitlements range from ministerial encroachment permits for the placement of infrastructure within the public right-of-way, to discretionary Conditional Use Permits (CUP) for a traditional cell site located on private property. The fees for securing these entitlements can range from a few hundred dollars for a ministerial over-the-counter permit to tens of thousands of dollars for a CUP. The result of this "patchwork quilt" of regulations is delays in providing much-needed connectivity to the citizens and businesses throughout the County.

Proposed Solutions: The Federal Communication Commission and Congress have passed several orders and laws that have attempted to streamline the deployment of telecommunications infrastructure. However, these pieces of legislation have included vague language and other issues that has led to years of litigation forcing the courts to try to interpret the intent of the original laws. The result has been years-long delays and increased costs to both local jurisdictions and the telecommunications industry and a lack of connectivity for many communities.

The County has a unique opportunity to provide leadership in the deployment of advanced telecommunications networks as it is currently drafting a wireless ordinance that will govern the placement, design, and construction of telecommunications facilities and infrastructure. The new ordinance should clearly delineate the need for these services in all zones (Residential and Open Space as well as Commercial and Industrial) and provide for expedited permit approvals for facilities that meet the code requirements. By doing so, the County can provide certainty to both the public (that the facilities will be designed and constructed to blend in with surrounding land uses) and to the industry (that their projects will receive favorable rulings if they meet these standards).

Additionally, many of these networks cross jurisdictional boundaries which exposes the applicants to varied aesthetic, approval, construction, and inspection processes. The proposal by Public Works to initiate the *Infrastructure LA* program is a great first step towards reviewing and approving these projects at a regional level. The County can provide a framework to batch similarly-designed project applications to expedite the approval process and adoption of new technologies that allow for more efficient and less impactful construction (Microtrenching, directional boring, etc.) techniques. The industry is also exploring the possibility of providing financial assistance to local jurisdictions by front-loading the payment of fees so that these cities have capital available to preserve staff positions that provide plan checking and inspection services.

At the State level, the telecommunications industry is working with the Governor's office, individual legislators, and the Public Utilities Commission on possible bond measures to provide funding to build networks to serve underserved rural and urban communities and school districts. Consideration is being given to tie the receipt of these funds to expedited permit processes to ensure the funding is used for the construction of the physical networks rather than to consultants and legal challenges. During the COVID-19 crisis, funding was provided by both the public and private sectors to provide laptop computers and other devices to those in need, however, it quickly became apparent that unless connectivity was available, the devices were not as useful as intended.

Development & Housing

Goal: To ensure that the County and the incorporated jurisdictions therein encourage the full restoration of the construction industry following the COVID-19 slowdown by supporting and enabling important real estate development projects, which create jobs, stimulate the economy and further address the regional housing affordability crisis through the production of affordable, workforce, and market rate housing.

Background: The County is comprised of 88 incorporated cities each with its own processes and procedures for entitling and approving permits to produce all product types

of development, including housing. The housing crisis in California, and in particular in the County of Los Angeles, is well-established and does not need to be re-presented here. Instead, it is important to adjust expectations relative to the performance of developers and investors in both a severe budget restrained recessionary and post-COVID-19 environment.

If it proved difficult to deliver adequate housing stock during the longest economic expansion in history (June 2009 – February 2020), it will prove almost impossible during the current/upcoming recession without radical change in public policies. Policies and approaches that “worked” when all tides were rising may have entirely different impacts and outcomes during a recession when investors are less enthusiastic about risks and the long entitlement and development process in Los Angeles. And at a time when the housing affordability gap increases every year, the County can ill afford months, let alone years, of reduced housing production.

Even in the last three months, investment capital necessary to produce housing has moved to the sidelines as a result of both short-term and long-term market and investment uncertainty due to loss of jobs and new rental controls, eviction controls, vacancy tax, dramatic increase in rental defaults, and the upcoming vote on Split Role taxation. This includes uncertainty over when and how the national, and more importantly local, Los Angeles County workforce may return to work – thus defining the amount of time it takes employment numbers and incomes to be fully restored to pre-COVID-19 levels. Without jobs, there is no income available for rent, and without a reliable and predictable rent stream, there is no impetus for investors to increase the supply of housing through development. And without businesses operating there are no tax revenues and the impact on State and local governments budgets will have dramatic ripples thru the economy, especially in the County where the government sector is one of the largest employers. Because of the near universal impact of COVID-19, this uncertainty extends to every sector of the economy and every product type of real estate development. As a result, almost any major real estate development that was not fully financed prior to COVID-19 is either now on pause or fully stopped, waiting for market certainty to return, anticipated to be mid- to late-2021 at the earliest (assuming no second wave of COVID-19 in the fall. This pause will be months, if not years from which to recover.

To add to the complexity of the challenge, there are many targeted, well-intended ordinances and legislation which intend to alleviate short-term financial impacts and distress for renters, but instead have cumulative unintended consequences of impacting future capital investment and housing development in the Los Angeles region. By way of example, a locally considered Vacancy Tax, obviously intended to encourage occupancy, will be modelled by investors as yet one more cost of building and operating housing in the area. And while it may have an impact on the pricing of currently vacant space, it will also impact the future supply. Developers will not want to risk a new, additional cost if they inadvertently overbuild, or fail to properly time demand. The discussion of potentially applying this concept to also apply to commercial space only expands the negative impact on future supply and reduces the probability that investors will “risk” being caught with retail or ground floor office vacancy in an environment where we anticipate 40 percent of the retail tenants will no longer be in business.

Policies targeted at modifying the legal relationships and agreements between tenants and landlords risk eroding investors' long-term confidence in the wisdom of investing in locations where rules change or place an undue burden of the impact of this crisis on landlords.

Overall, the cumulative impact of independent policy actions and the resulting financial considerations of the policies must be considered to ensure they do not severely impact future housing supply.

Even prior to COVID-19, actual housing production has fallen for three years in a row in California, as the cost of delivering projects has continually increased, often to the point of infeasibility. As shown in [Appendix C \[Recovery Indicators, CBRE Research, June 10, 2020\]](#), there has been a dramatic impact on the economic outlook and the demand drivers for real estate investment. Consumer confidence is significantly down, while jobless claims, the CBOE Volatility Index and the US BBB-rate Bond Yield Index are all generally up, all impacting capital markets' comfort with investing. Overall consumer spending habits, such as restaurant dining, air travel, hotel demand, shopping center foot traffic, and overall mobility are quite predictably down resulting in impacts across a wide array of real estate product types, such as retail, restaurant, and hotels; and thus impacting key jobs in the service and construction sectors.

Additionally, because of the instability caused by the COVID-19 pandemic, it is important to be aware that economic forecasting may be unreliable in this environment. To avoid unintended social and economic impacts, it is important to consider this possibility in any public policy decisions that might rely on such forecasts.

Lastly, the deep reduction in employment and income levels and accompanying reduction in retail, travel, and sales consumption translates to a reduction in tax revenues, and thus directly impacts many of the funding sources on which even affordable housing projects rely. Finding capital and creative funding sources for affordable projects is now more important than ever, and tax credit financing may be challenged due to severe budget cuts and thus pressures public agencies to exercise creativity to accomplish housing production goals.

Proposed Solutions: We must increase certainty in the safety of investing in the County of Los Angeles to make it easier for capital to return to this market so that capital will create housing and construction jobs, which together are an economic engine to the benefit of all. To aid in this process:

- 1) The County should support innovative funding opportunities, such as Public Private Partnerships (P3), in order to increase or stimulate infrastructure, commercial development, and housing development potential. The County already has a track record of success with the P3 model used for the Los Angeles County Development Authority headquarters in Alhambra and the Vermont Corridor projects in Los Angeles. The County should pursue more opportunities to seek these financial and private sector cost efficiencies. Additionally, the County should show support for the Public Renewal Buildings Act (PRBA) and any future infrastructure or stimulus bills that would make public buildings eligible to become a P3 by creating a tax-exempt bond that State and local governments can pair with private financing to fund public building projects, such as schools, courthouses, and hospitals. The County should continue to entertain a broad array for P3 formats and structures to best benefit to

the County and accelerate construction and development opportunities on a project by project basis.

2) The County should actively engage with the business community, including developers and investors, to review and shape policies under consideration prior to finalization or adoption. Too often legislators do not engage early in the process with those most capable of implementation and execution of housing projects. We need a more collaborative process to ensure the success of public policies. Policies which increase certainty, such as the recently approved County of Los Angeles “By-Right Housing Ordinance” need to be encouraged and adopted.

3) The County should endorse renewed focus on expediting CEQA reviews and appeals, including pushing the State to fund additional CEQA judges to reduce the backlog of “otherwise entitled” housing projects currently delayed in the court system, often by individuals and special interest groups that have agendas other than the increase in the production of housing. The County should actively advocate to fast-track CEQA appeal hearings for projects of regional significance, which often include a significant number of housing and affordable housing units.

4) The County should advocate and support all pro-housing bills which either streamline, facilitate, or expedite housing development [a summary of current bills, as of the time of this report, is attached.] The County needs to be vocal and active at the State level in supporting these expedited housing initiatives. **The County should be a leader in expedited housing not only for Affordable Housing at 40/60/80 percent of Area Median Income (AMI) but the County needs to be a leader in addressing the lost “middle market” affordable housing of the working class and provide expedited approvals, incentives and financing support for those in the 100/120/150 percent of Area Median Income categories.**

5) Many retail operators will not survive this downturn, and retail vacancies are expected to increase to a point of obsolescence for many properties. This is an opportunity for the County to consider zoning ordinance updates to allow the by-right conversion of retail properties into housing and explore new parking requirements for these repositioned properties.

Overall, the regional housing crisis and the growing homelessness crisis are two problems which cannot wait for a better economy. It is our obligation to current and future residents to clear a path for investors to seek out the County as a haven for investment even during challenging times.

Construction:

Fortunately, in the County, construction continued as an essential service during the Safe at Home order. We wish to acknowledge the hard work of our many Angelenos who continued their work. We pledge our continued commitment to providing adequate PPE for all, as well as to practice social distancing as appropriate on our work sites. We have worked with our partners to identify any on-going issues, and we include our on-going construction recommendations below. However, the current economic downturn has led to decreased construction projects, decreased revenue, and challenges accessing economic relief, all of which have led to many small businesses struggling to survive. Due to recent closure of

government offices and limited access to in-person support, these challenges have intensified. Additionally, well-meaning ordinances and legislation may have had unintended consequences of limiting capital investment and development in the LA region, which inadvertently affected small business investment potential.

Summary:

Every economic recovery has been led by construction spending and the jobs created by construction projects. The current COVID-19 pandemic has displaced many workers. Some will return to their prior employment, but others will not have that opportunity. Making sure that the disruption in construction in the County is mitigated or negligible, will not only benefit those currently working in the trades but will also offer a path for those that were displaced. For our country and for the County of Los Angeles, we need to make sure that construction projects and the approval of these projects receive priority. The County currently does not have a process to allow project approvals to be fast-tracked to expedite the entitlement process. As important as it is to bring projects online, it is equally as important that these newly created jobs positively affect the community in more ways than just the housing or infrastructure that they deliver. Economic prosperity for the community starts long before a project is complete. It starts when local residents are able to take advantage of opportunities such as training in a construction trade that will lead to middle-class wages and benefits. If we truly want to break the cycle of inequity that has led to the current unrest in our communities, we need to create careers that allow people to break the grip of poverty.

Goals and Recommendations for Recovery:

Our recommendations and goals are multifaceted and rely on a combination of political initiative and influence, and a partnership that includes owners, contractors, associations, and labor to spur economic recovery and long-term middle-class construction careers.

It is therefore crucial to reopen government offices throughout the County with adequate staff for in-person support, while pursuing innovative ways to leverage technology and communication platforms to ensure inclusive public services to small businesses, underserved communities, and communities with limited access. Local government support in streamlining the permitting and construction processes, being easily accessible, and providing workshops and guidance can also lower infrastructure development costs and expedite the construction process. Additionally, the lack of consistency and communication with the Office of Statewide Health Planning and Development (OSHPD) and the Division of State Architect (DSA) cause additional challenges and inefficiencies in the permitting process for hospitals and schools. Advocacy with these agencies to streamline their review and approval process and delegate authority to their field offices would support more efficient permitting practices.

Individualized assistance such as concierge services or centralizing permitting services across multiple agencies such as One Stop Offices can be implemented to help navigate planning, permitting, and construction processes. Larger regional agencies should encourage and coach smaller ones to provide similar services.

Compliance with complex State and Federal regulations also poses significant challenges to infrastructure development and economic recovery. Many State and Federal regulations

often have aggressive compliance targets requiring significant capital expenditures, which could be challenging during the current economic downturn. Implementation of regulatory advocacy strategies to ease compliance targets (e.g., solid waste organics reduction, stormwater quality) and/or modify requirements by factoring in economic realities, will be an important aspect of infrastructure development and economic recovery. This strategy should take into account the County's Sustainability Plan.

It is also critical for public and private infrastructure leaders to collaboratively develop and deploy strategies to advance new initiatives and remove barriers to infrastructure delivery. Infrastructure LA, a regional forum currently managed by Public Works, promotes collaborative engagement and identifies policies and initiatives that improve public and private sector infrastructure investments. It also serves as a forum to advance the recommendations below.

1- Personal Protective Equipment (PPE) and Adequate Testing Sites:

- Work with regional partners to ensure that the construction sector has adequate on-going supplies of PPE for all projects.
- Work with construction partners to make certain we have adequate testing sites near major project corridors to promptly test and report back to mitigate the potential project down time.

2- Protect the current infrastructure funding and intended use of the following:

- SB 1
- Measure M
- HHH
- LAUSD and all other LA County School Districts/LACCD/Higher Education Bonds
- Measure W and all other water-related project funding
- Healthcare related infrastructure
- Any other current or future legislated or voter approved infrastructure funding including;
 1. Federal infrastructure funding
 2. State funding initiatives
 3. Other public- and private-funding sources

3- Create a fast-track process for projects that will positively affect the community:

- Projects that incentivize jobs for local residents.
- Projects that ensure skills training for local residents through State certified apprenticeship programs as well as other workforce readiness programs.

4- Research potential to make development more attractive and profitable such as:

- Increase density levels to allow more units per parcel.
- Reconsider parking restrictions. More public transportation.
- Evaluate fee relief for projects that will reinvest those savings back into the community.

5- Improve efficiency of permitting for utility and other infrastructure projects on a permanent or pilot basis, including:

- Direct Los Angeles County Public Works to expand the scope of their successful EPIC-LA blanket permit so more routine maintenance work by infrastructure providers can be covered and expedited.
- Capitalizing on significantly reduced traffic counts, the Board of Supervisors should direct Public Works to temporarily allow all projects that do not require long-term traffic control or an engineered stamped traffic control plan to be performed using WATCH manual or CA MUTCD.
- Direct Public Works to consider the establishment of an annual “Master Permit” process for utilities and other users of the public right-of-way that have numerous but, similar in scope, projects throughout the County. A master permit would consist of an agreement between the County and the applicant which would include the relevant code sections, conditions of approval, mitigation measures, fees, and inspections that would be required for each project without the need to submit for individual project plan check and permit approvals. The goal is to expedite the processing and approval of routine permit applications while continuing to pay required fees and submit for inspections without over burdening staff.
- To gain long-term efficiency, augment the EPIC system to act as a “clearing house” to notify other utilities when an application has been received for trenching and other underground development. This system would provide utilities the opportunity to share trenches and the costs of deploying infrastructure, and also eliminate situations where streets are impacted shortly after resurfacing projects have been completed.

Clean Energy and Other Environmentally Sustainable Projects

In August 2019, Los Angeles County adopted the OurCounty Sustainability Plan and currently has a draft version of the OurCounty Climate Action Plan. These plans will provide a roadmap for climate action and reducing greenhouse gas emissions. With the impacts of COVID-19 that our most vulnerable populations, we are once again reminded of our need to emerge from this crisis by building our clean energy future. We recognize the need for all of us to work together to reduce greenhouse gas emissions and the opportunity therein to address some of the social, economic, and environmental injustice within our region.

Recommendations

Los Angeles County and other jurisdictions should find ways to reduce barriers for permitting, interconnection times, and other obstacles while supporting efforts to increase available funding (e.g., tax extenders, State and Federal stimulus) to help create more economic activity and jobs through:

1. Accelerating EV charging and related infrastructure deployment to help put people back to work and create new employment opportunities (including through apprentice and pre-apprentice programs). This can include but should not be limited to:
 - Full compliance with AB 1236 (2015) by every city in the County to ensure streamlined and expedited review and approval of permits for zero

emissions charging and fueling infrastructure. This should include expedited review and granting of necessary easements.

- Prioritizing zero emissions charging and fueling stations in disadvantaged communities.
- Los Angeles County, and other jurisdictions within the County, could adopt reach codes that incentivize developers to install additional zero emissions charging and fueling capacity beyond minimum State building code requirements.

2. Prioritizing other environmental/sustainable projects, such as stormwater capture or recycled water projects.

3. Accelerating Clean Energy and related infrastructure deployment to help put people back to work and create new employment opportunities (including through apprentice and pre-apprentice programs). This can include but should not be limited to:

- Reform of the County's renewable energy ordinance to make increase the number of sites available for cost-effective, utility scale clean energy generation projects.
- Los Angeles County, and other jurisdictions and agencies within the County, could leverage their communication channels to help promote clean energy programs offered by the various utilities and energy providers in order to help stimulate economic activity and improve affordability for residential customers and businesses.
- Other efforts to reduce energy bills for low-income families and reduce air pollution in disadvantaged communities.

Outcomes for Implementing Recommendations:

1- Timeline

- Take immediate actions so that when current projects are complete, new projects can fill any anticipated void 12-18 months out.

2- Employment

- Outreach to community-based organizations to help identify candidates to start training programs, so they are ready with the basic skills when the job opportunities become available.
- Utilizes current Building Trades training and recruitment programs as well as other workforce programs to expedite the process.

To address the challenges the infrastructure and construction sectors are currently facing, 12 Key Strategies are recommended as shown in Figure 1.

FIGURE 1: Key Strategy Recommendations



CREATE “BEST IN CLASS” TELECOMMUNICATIONS

Streamline and implement policy changes to allow for rapid permitting and deployment of vital telecommunications facilities and critical infrastructure throughout LA County.



RE-OPEN GOVERNMENT OFFICES

Expedite the re-opening of government offices that are related to construction and infrastructure to the public with adequate staffing for essential services that support the construction industry.



LEVERAGE TECHNOLOGY SOLUTIONS

Explore all opportunities to leverage technology and communication platforms to support on-line transaction of government services, while ensuring inclusive services to underserved communities, small businesses, and communities with limited access.



SUPPORT SMALL BUSINESS

Support small business in construction industry by providing individualized assistance such as concierge services to help navigate planning, permitting, and construction processes.



COLLABORATE THROUGH *INFRASTRUCTURE LA*

Encourage and promote active participation in *Infrastructure LA* as a regional infrastructure forum for public and private infrastructure agencies to further advance infrastructure initiatives for speedy economic recovery.



STREAMLINE CONSTRUCTION PERMITTING

Identify and eliminate barriers that slow down permitting for housing projects and construction activities that require regional coordination, such as those crossing multiple jurisdictional boundaries.



ADVOCATE WITH STATE AGENCIES

Advocate with the Office of Statewide Health Planning and Development Division (OSHDP) and the Division of State Architect (DSA) to streamline processes and delegate additional authority to their local field offices.



ADVOCATE FOR REGULATORY FLEXIBILITY

Request the Board of Supervisors to send a five-signature letter to Governor Newsom and the Los Angeles delegation in Sacramento and Washington DC advocating for deferred implementation of State and Federal regulatory requirements in Infrastructure Development and Construction industries, through legislation if needed, to help focus on immediate economic recovery efforts.



ADVOCATE FOR DIRECT FEDERAL FUNDING

Support and advocate for Federal stimulus funds in infrastructure with direct local investment as a priority, to enable immediate local job creation and productivity increase.



DIVERSIFY PROJECT FUNDING / FINANCING OPTIONS

Advocate for legislation or policies for innovative funding/financing options through P3, such as the inclusion of the Public Renewal Buildings Act (PRBA) in the upcoming infrastructure or stimulus bill.



REFORM REGULATIONS FOR AFFORDABLE HOUSING

Implement regulatory reforms such as By-Right Housing ordinance to expedite permitting, and proactively identify potential locations for multifamily income-restricted affordable housing.



CONSIDER LONG-TERM IMPACTS OF NEW POLICIES

Request that the Board of Supervisors evaluate the long-term impacts on jobs and regional development as a component of considering a new legislation for relief, to ensure such a short-term relief does not have long-term adverse impacts on the infrastructure sector.

Forecasted Outcomes for Implementing Recommendations:

1) Timeline

Short-term

Implementation of the recommended strategies can begin immediately with significant progress observed within the next year. The results of these strategies can provide long-term jobs for the region for generations to come.

Long-term

Continued implementation of the strategies will expedite construction of various infrastructure projects in both the public and private sectors.

Appendix A presents a list and map of regionally significant, multi-sector infrastructure projects that can benefit from the strategies immediately. To date, a total of 718 projects were identified with construction costs totaling over \$100 billion over the next several years. Although still growing, the current list of projects may help estimate their job creation and economic recovery potential throughout the supply chain including contracting, engineering, retail, real estate, technology, and manufacturing industries.

2) Employment

Economic analysis* conducted based on available infrastructure projects revealed several economic outcome measures including employment, as shown below:

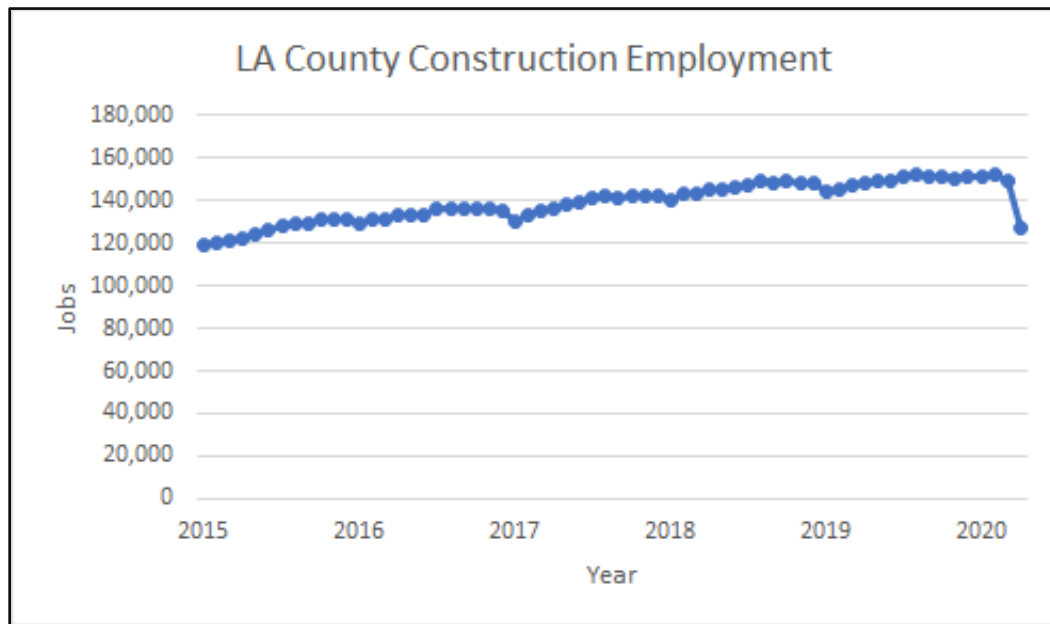
Average return* on each \$1 million investment in infrastructure projects in LA County	
Overall industry production value	\$1.7M
Labor income	\$590K
No. of jobs created lasting average 2-year construction period	5.2 jobs
Tax revenue (local, State, Federal)	\$207K

*Note: generated by economic modeling system, IMPLAN (<https://www.implan.com/>).

These results are slightly higher than US average reported by McKinsey Global Institute, which may indicate the advanced economic foundation of the Los Angeles region.

The estimated economic potential, when applied to the current project list, could provide that construction projects of the next few years alone may be able to recover most of the jobs lost during the pandemic. See Figure 2 for construction job trend in the County reported by CA EDD.

FIGURE 2:



Source: CA EDD (<https://data.edd.ca.gov/Industry-Information-/Current-Employment-Statistics-CES-/r4zm-kdcg>)

3) Revenue

In addition to the tax revenue potential presented earlier, the recommended strategies will enable or improve the use of several revenue sources to support employment and small business throughout the region.

- Direct local investment of Federal stimulus funds
 - Federal stimulus funds, when invested directly to local governments, will maximize the efficiency in economic impact.
- Voter approved funding measures
 - Several major funding measures recently approved by the voters will also be additional revenue sources. Local tax and bond measures (e.g., W, H, HHH, A, and M) and local share of State tax and bonds collectively will bring over \$2 billion of funds to the region annually for various types of infrastructure projects and construction.
- Innovative funding/financing options
 - Various other funding or financing options, often through P3, will provide additional funds. Examples include tax-exempt or taxable bonds, private financing, and Enhanced Infrastructure Financing Districts.

Appendix A

Information to Support LA County Economic
Recovery Discussions

Prepared by
SCAG Staff

Information to Support LA County Economic Recovery Discussions

Prepared by SCAG Staff

June 18, 2020

Introduction

This document includes information compiled by SCAG staff in a few days hopefully to support the discussion for the Los Angeles County Economic Resilience Task Force. The document includes information on four potential opportunities related to entitled housing projects, AHSC projects, transportation projects, and homeless funding. It also includes relevant information on four issues related to permit costs and timing, capital restraints, labor supply, and construction material costs.

Opportunities

1) Entitlements and state of shovel readiness

- The entire Los Angeles County has more than 60 entitled housing projects including approximately 35,000 single family units and 15,000 multi-family units.*

*In addressing the Regional Council directives on May 7, 2020, SCAG staff is currently working to update the entitlement data for three local jurisdictions in LA County. In addition, SCAG staff is not aware of the current state of shovel readiness for those 60 plus projects which would require additional follow-up efforts. Nevertheless, the data above is provided for illustrative purpose for economic recovery discussion.”

2) AHSC Projects (see Appendix 1 at the end for individual project information)

- Affordable Housing Sustainable Communities Program (AHSC) uses cap-and-trade funds to award projects with access to high quality transit and also supporting the implementation of regional SCS.
- For rounds 2-4 (2017-2019), a total of 18 projects, with 2066 total units, have been awarded funding in Los Angeles County through the AHSC Program, for a total award of \$240,569,882.
- Between rounds 3 (2018) and 4 (2019), 14 projects submitted applications for funding in Los Angeles County through the AHSC but were *not* awarded. They consisted of over 1,100 units and approximately 190 million funding requested but not awarded.

3) Transportation Projects (Metro) (Please see Appendix 2 at the end for summary by category)

- For LA County, there are approximately \$22.5 billion transportation projects included in the 2019 FTIP including projects within the next four years.
- For the next four years, transit capital projects account for \$4.5 billion while transit operation and maintenance accounts for \$6.5 billion, and highway capital projects account for \$4.6 billion while highway operation and maintenance accounts for \$5.6 billion.

4) Homelessness Funding

- LAHSA was founded in 1993 as a joint powers authority and is the lead agency in the Los Angeles Continuum of Care, the regional planning body that coordinates housing and services for homeless families and individuals in the county.
- LAHSA manages over \$300 million annually in federal, state, county, and city funds for programs that provide emergency shelter, permanent housing, and services to residents experiencing homelessness.
- Measure H continues to be the largest funding source for homeless services, providing \$350 million annually through 2027 that fund 21 Homeless Initiative strategies. Measure H funds for each strategy are administered by one or more lead County agency (i.e. LAHSA or the Department of Health Services), that typically contract with community-based organizations and government entities to provide services, rental subsidies, etc.
- The 2020 Greater Los Angeles Homeless Count, published on June 12th, found a 13 percent increase in the county's homeless population. The county now has 66,433 residents experiencing homelessness, up from 59,000 last year. Homelessness continues to have a disproportionate impact on Black residents: while only 8 percent of the county's residents are Black, 34 percent of the homeless population is Black. LAHSA Commissioner Jacqueline Waggoner, who chairs LAHSA's Ad Hoc Committee on Black People Experiencing Homelessness, said that solving the county's homelessness crisis "requires us to center solutions in racial equity so that we can dismantle the legacy of racism that still shapes our region's vast inequalities of income, wealth, and opportunity."
 - The report highlights that continued investment in homeless services is working, as the county's rehousing system placed 22,769 people into permanent housing and 18,395 in interim housing last year.

Issues

1) Permit cost and timing

- Permitting is often the most time-consuming component of overall development processes, and long permitting times can increase project costs or even derail projects entirely.
- The LA Times found that permits in LA and Orange counties fell by 25 percent in the first half of 2019 according to data from the U.S. Census Bureau. This included a decrease of 18.5 percent in single-family residential permits and a drop of 28.6 percent for multifamily permits, both attributed primarily to rising costs of development.
 - A study by the Turner Center for Housing Innovation at UC Berkeley found that in addition to rising costs of land, materials, and labor, approval processes often add untenable costs and delays that make projects unviable.
 - The study found that local fees, permitting, codes, and regulations add 6 to 18 percent to construction costs.
 - Principal policy recommendation calls for state and local reforms to streamline the development process and fees
- Smart permitting projects deploy innovative software programs that allow online submissions of various entitlement, permit and license applications for community development and planning departments
 - Pilot projects that implement these technologies are seen as potential solutions to:
 - Accelerate economic recovery
 - Expedite housing construction
 - Reduce pollution, greenhouse gas emissions, and vehicle miles travelled

- Provide alternatives for in-person interaction
- Communities such as Riverside and Cerritos are working to upgrade and migrate to newer smart permitting systems
- Riverside typically receives approximately 7,500 permit applications annually with a resubmittal process that averages four trips to City Hall per application; much of this is currently done with in-person exchanges and paper documents
 - By implementing an integrated permitting solution, Riverside is projected to save approximately 20,000 trips to City Hall (50% of current submissions) and eliminate 80-160 vehicle trips to City Hall per day
 - Pilot goal is to remove over 600,000 VMT and over 12 tons of CO2 emissions
 - Cerritos is projected to save 7,100 trips per year and 135,000 VMT annually, which represents a 50% reduction in total trips to City Hall in the first year
 - Saves 30 tons of CO2 emissions in the first year, eventually 45 tons annually
 - Both pilot projects are especially critical in responding to the COVID-19 pandemic
- Barriers to smart permitting projects may include time, capacity, and financial resources, depending on the situation

Migrating from older systems, importing older system data, and working within complex system environments can add to the time, overall cost, and staff resources necessary to implement smart permitting solutions

2) Capital restraints (public and private)

Public Capital Issues on Affordable Housing

- The County's housing crisis is recognized as among the most critical in the country, e.g., the homelessness rate has continued to increase, and is at risk of a new wave, 509,400 low-income renter households lack access to an affordable home; 79% of extremely low-income households are paying more than half of their income on housing costs.^{i, ii}
- Amidst budget pressures, there is concern with the need to protect and maintain full funding of \$100 million per year for the Los Angeles County Affordable Housing Trust Fund. The Trust Fund was established in October 2015, partially to replace the funding shortfall from the loss of redevelopment agencies (RDA).ⁱⁱⁱ
- There are significant number of affordable housing units pending which could generate significant economic benefits. As of mid-June, there are approximately 5,780 affordable housing units in the City of Los Angeles which are pending and in need of subsidies, including Low Income Housing Tax Credits and other federal, State, and local sources. A portion of these have entitlements, and some of them are yet in the entitlement process. These units could potentially generate construction-related impacts of 4,670 jobs, an estimated \$252.9 M in State and local taxes, and \$487.6M in other business income, wages and salaries, and substantial ongoing economic benefits.^{iv}
- Leaders in housing advocacy have proposed the following solutions to addressing the crisis:
 - Additional federal stimulus measures of at least \$100 billion in rental assistance, \$10 billion in project-based rental assistance, \$11.5 billion in Emergency Solutions Grants, and \$10 billion for

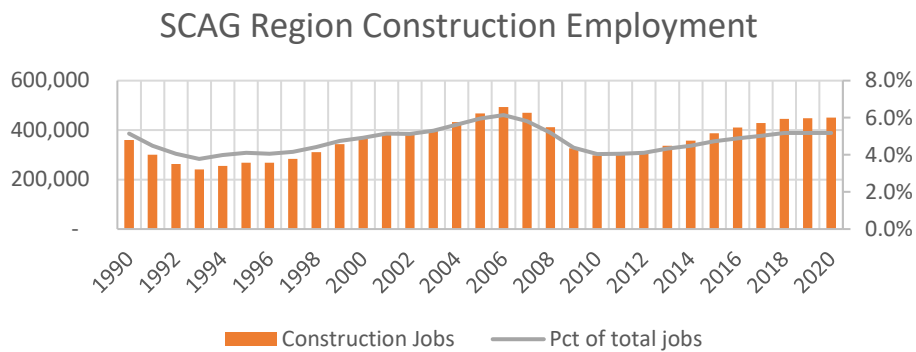
new Housing Choice Vouchers; establishing a minimum 4% credit rate and reducing the 50% test for tax-exempt bonds; a moratorium on evictions and foreclosures, and designation of affordable housing as essential infrastructure, with commensurate investments in any future infrastructure bill.^v

- \$2 billion for local governments to expedite delivery of housing and services to address homelessness. AB 3300 is pending in the Legislature.^{vi}
- A one-time State subsidy pool of \$1 billion for preservation of affordable housing communities through operating assistance and rent accommodations or forgiveness for COVID-19 related to loss of income or economic hardship.^{vii}
- \$3 billion investment in accelerating the State affordable housing pipeline stuck due to a shortage of tax-exempt bonds, and therefore 4% tax credits to generate or support:^{viii}
 - 14,971 Multifamily homes
 - More than 12,000 jobs annually, and another 20,000 over time
 - More than \$4 billion in income, wages, and state and local tax revenues over time

Private Capital Issues on All Investment:

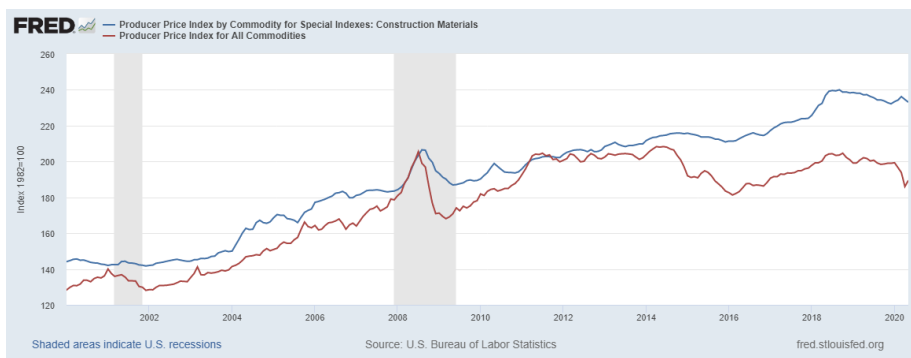
- Overall observation is that the nation and worldwide has been in zero or negative interest rate environment currently and also in last several years.
- This indicated abundance of capital is available everywhere and cheap, but no demand—capital can't find good investment to make profit.
- There should be plenty available capital for market rates housing, but private funding for affordable housing remains scarce, unless it is subsidized, either from public tax differential treatment, or huge density/units bonus or combination of both and others, e.g., reduced permitting fees, etc.
- A worth research is to look into the funding level pooled through "Opportunity Zone." The disadvantages in California versus some other states was that there is no corresponding state capital gains tax deferment.
- In infrastructure/energy investment, plenty capital is available pending on open the market and removing environmental regulations and privatization of public goods or establish PPP. Recent example included Elon Musk boring company/tunnel project, space travel investment, to name a few.

3) Labor supply and cost

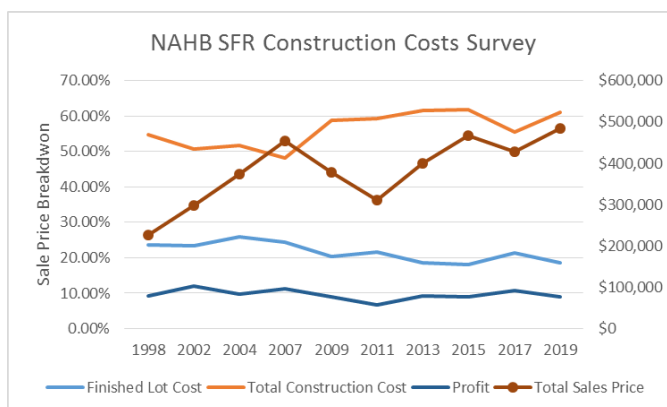


- Construction employment has not yet fully recovered from the Great Recession
- Labor supply likely impacted by lower labor force participation by young adults and slowing immigration
- Average wage of \$64k/year is 8.2% above average (2016, SCAG/EDD)

4) Material supply and cost



- Producer price index for construction materials has pulled away from total PPI since 2014, suggesting increased costs
- Slight decrease since late 2018: a better time to build?



- Nationally representative sample of 6,516 single-family homebuilders
- Sales prices at peak while lot cost share has been declining

Appendix 1

AHSC Rounds 2, 3, and 4 Awards in Los Angeles County

A total of 18 projects, with 2066 total units, have been awarded funding in Los Angeles County through the Affordable Housing Sustainable Communities Program, for a total award of \$240,569,882.

Project Title	Project Location	No. of Housing Units	Total Award	Award Round
7 th and Witmer	Los Angeles	76	\$16,760,000	Round 2 (2017)
MDC Jordan Downs	Los Angeles	135	\$11,969,111	Round 2 (2017)
PATH Metro Villas	Los Angeles	122	\$13,750,183	Round 2 (2017)
Rolland Curtis West	Los Angeles	70	\$5,738,730	Round 2 (2017)
Six Four Nine Lofts	Los Angeles	55	\$5,315,000	Round 2 (2017)
Sun Valley Senior Veterans Apartments	Los Angeles	96	\$11,110,020	Round 2 (2017)
East Los Angeles Wellness Hub and Cavalry Walking Path	Unincorporated Los Angeles County	113	\$8,722,423	Round 3 (2018)
Florence Neighborhood Mobility, TOD Affordable Housing, and Urban Greening	Unincorporated Los Angeles County	109	\$10,798,068	Round 3 (2018)
Long Beach Active Streets and Las Ventanas TOD Apartments	Long Beach	102	\$13,975,653	Round 3 (2018)
Elden Elms	Los Angeles	93	\$16,662,640	Round 3 (2018)
PATH Villas Hollywood	Los Angeles	60	\$8,310,578	Round 3 (2018)
Willowbrook 2	Unincorporated Los Angeles County	100	\$12,531,304	Round 3 (2018)
Weingart Tower and Skid Row Transportation Safety Project	Los Angeles	278	\$20,000,000	Round 4 (2019)
Vermont Manchester Transit Priority Project	Los Angeles, City and unincorporated County	180	\$20,000,000	Round 4 (2019)
Hollywood Arts Collective	Los Angeles	152	\$13,839,800	Round 4 (2019)
Jordan Downs Phase S3 & Watts Pedestrian Bike District	Los Angeles	92	\$11,125,600	Round 4 (2019)
Manchester Urban Homes	Los Angeles	122	\$20,000,000	Round 4 (2019)

West Carson Villas	Los Angeles	111	\$19,960,772	Round 4 (2019)
--------------------	-------------	-----	--------------	----------------

AHSC Rounds 3 and 4 Applications Not Awarded in Los Angeles County

Between rounds 3 and 4 of 15 projects submitted applications for funding in Los Angeles County through the Affordable Housing Sustainable Communities Program but was not awarded during their submittal year. 1 Project applied for Round 3, and was not awarded funding; however, they applied again and were awarded funding during Round 4.

Project Title	Project Location	No. of Housing Units	AHSC Round Submitted
Jordan Downs Area G	Los Angeles	134	Round 3 (2018)
The Depot at Hyde Park	Los Angeles	43	Round 3 (2018)
La Veranda	Los Angeles	77	Round 3 (2018)
El Nuevo Amanecer	Los Angeles	61	Round 3 (2018)
Adams Terrace	Los Angeles	86	Round 3 (2018)
Hollywood Neighborhood Enhanced Network and Anita May Rosenstein Campus	Los Angeles	98	Round 3 (2018)
Watts Bike Improvements and Jordan Downs Phase S2 TOD	Los Angeles	81	Round 3 (2018)
Wilmington Active Streets and Jordan Downs Phase S3	Los Angeles	92	Round 3 (2018)
Manchester Urban Homes*	Los Angeles	105	Round 3 (2018)
Skid Row Mobility and Lamp Lodge Affordable Housing	Los Angeles	82	Round 3 (2018)
The Spark at Midtown	Long Beach	95	Round 3 (2018)
The WIN Project	Compton	26	Round 3 (2018)
Compton Creekside Village	Los Angeles	111	Round 4 (2019)
Ramona Metro Point	El Monte	51	Round 4 (2019)
West Carson Villas	Torrance	111	Round 4 (2019)

*Not awarded during Round 3, but Awarded in Round 4

Appendix 2
2019 FTIP (LA County Portion)

Category	Los Angeles County
	Totals
Transit Improvement	
Bus Equipment or Capital Lease	\$348,505
Bus Vehicles Expansion	\$144,004
Commuter Rail Vehicles Expansion	
Intercity/Heavy Rail Extension	
Light Rail Equipment	\$250,000
Light Rail Extension	\$2,058,000
Light Rail Vehicles Expansion	\$872,153
Transit Equipment, Structures, Facilities	\$827,744
Transit Improvement Subtotal	\$4,500,406
Transit Operations & Maintenance	
Bus Operations	\$270,539
Bus Vehicles Rehab/Replace	\$6,069,869
Commuter Rail Operations	
Intercity/Heavy Rail Operations	
Intercity/Heavy Rail Equipment	\$40,410
Paratransit	\$86,103
Transit O&M Subtotal	\$6,466,921
Highway Improvement	
Auxiliary, Passing, Truck Climbing Lane	
Bridge Improvement	\$108,270
Capacity Enhancing Improvements (Highway)	\$1,256,427
Grade Separations	\$2,089,702
HOV Lanes	\$390,104
Interchange, ramps, over/undercrossing	\$289,938
Non-Capacity Improvements	\$513,629
Highway Improvement Subtotal	\$4,648,070
Highway Operations & Maintenance	
SHOPP Operations	\$1,138,088
SHOPP Rehabilitation	\$2,477,576
SHOPP Safety	\$712,805
Road Rehabilitation/Replacement	\$925,967
Safety Improvements	\$309,094
Soundwalls	\$12,000
Highway O&M Subtotal	\$5,575,530
ITS, TDM, and Non-Motorized	
ITS	\$320,188

Bicycle and Pedestrian Facilities	\$696,371
Rideshare	
TDM, Park and Ride (excl. ridematching)	\$70,876
ITS, TDM, and Non-Motorized Subtotal	\$1,087,435
Other	
Administration, Admin. Facilities, Vehicles, Misc.	\$135,430
Ferry Service	\$207,577
Land Acquisition	
Landscaping	\$97,125
Planning	\$91,461
Study	\$1,550
Transportation Enhancement Activities	
Other Subtotal	\$533,143
Various Agencies Lump Amounts	
Total	

	Totals	
Operations Grand Total		\$12,042,451
Capital Grand Total		\$10,235,911

ⁱ Homelessness jumped 13% in L.A. County, 14% in the city before pandemic, LA Times By BENJAMIN ORESKES, DOUG SMITH, JUNE 12, 2020 12:01 AM.

ⁱⁱ Los Angeles County 2020 Affordable Housing Needs Report, California Housing Partnership, May 2020.

ⁱⁱⁱ June 15, 2020 Letter to Board of Supervisors regarding Full Funding for the Affordable Housing Trust Fund, FY 2020/21, SCANPH.

^{iv} "Economic Impact of Pending Affordable Housing Developments, City of Los Angeles," estimated by California Housing Partnership, Los Angeles from HCIDLA Proposition HHH Progress Dashboard, June 16, 2020.

^v "Tackling Affordable Housing and Homelessness During and After COVID-19: A Framework and Package of Immediate and Long-Term Policy Solutions," SCANPH, May 2020.

^{vi} *Landmark Legislation to Deliver Ongoing Homelessness Funding Makes Headway*, Assembly member Miguel Santiago, May 20, 2020. <https://drive.google.com/file/d/12LqiJhIRfYLWSnijWKQkgVyGzwZn7RJ/view>

^{vii} Ibid., #4.

^{viii} California Housing Partnership, Analysis: 2020 CHHER Bond, 5/22/2020

Appendix B

List and Map of

Active and Anticipated Regionally Significant Infrastructure Projects in LA County



Active and Anticipated Regionally Significant Infrastructure Projects in LA County

*Project list compiled through direct contact or published data

Updated as of 06/16/2020

Sectors

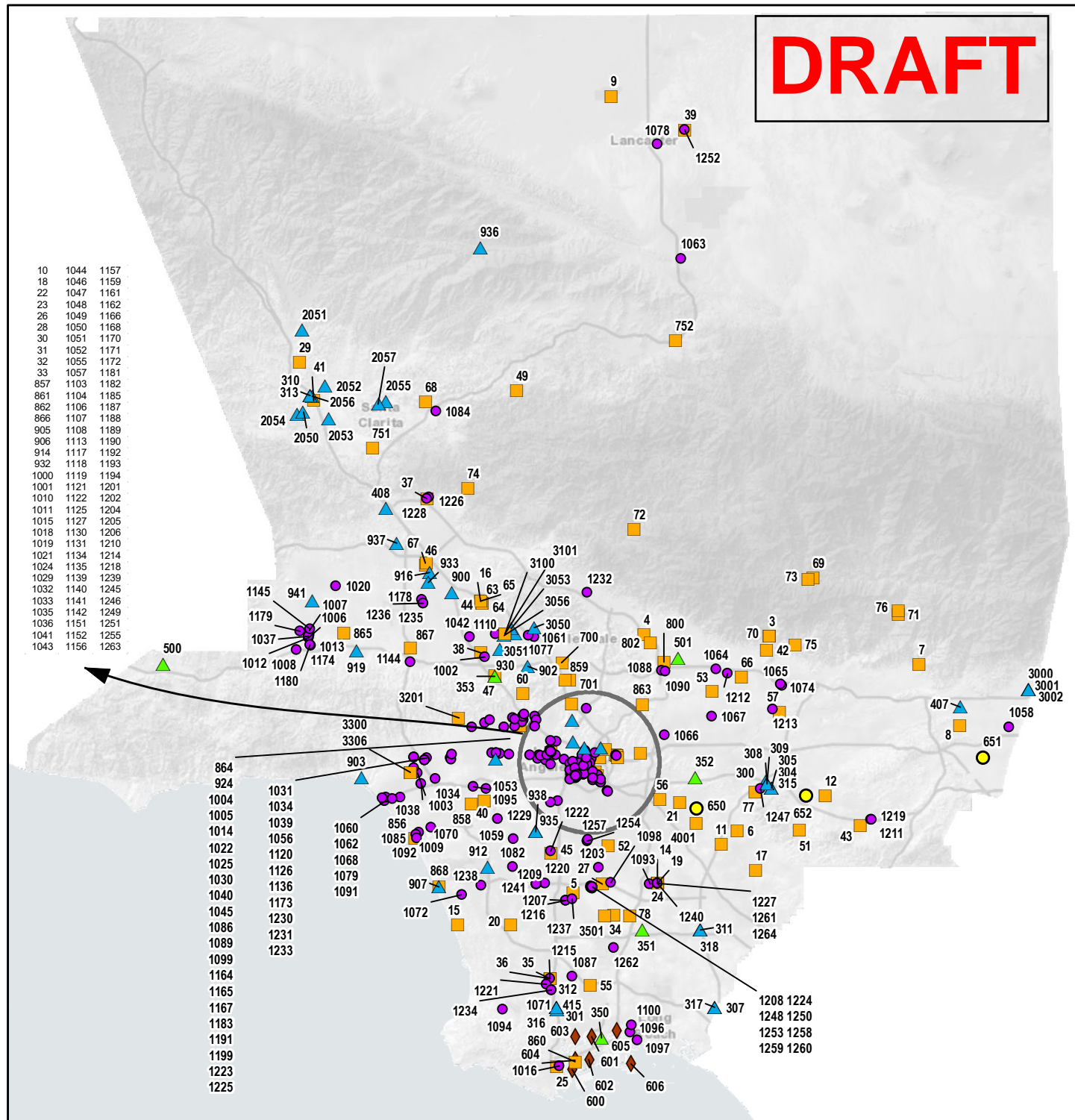
- Public Works
- Housing
- Ports
- Transportation
- Utilities
- Water/Sanitation

Total Project Costs: \$100.92 Billion

DRAFT

10 1044 1157
18 1046 1159
22 1047 1161
23 1048 1162
26 1049 1166
28 1050 1168
30 1051 1170
31 1052 1171
32 1055 1172
33 1057 1181
857 1103 1182
861 1104 1185
862 1106 1187
866 1107 1188
905 1108 1189
906 1113 1190
914 1117 1192
932 1118 1193
1000 1119 1194
1001 1121 1201
1010 1122 1202
1011 1125 1204
1015 1127 1205
1018 1130 1206
1019 1131 1210
1021 1134 1214
1024 1135 1218
1029 1139 1239
1032 1140 1245
1033 1141 1246
1035 1142 1249
1036 1151 1251
1041 1152 1255
1043 1156 1263

864 924
1004 1031
1005 1034
1014 1039
1022 1056
1025 1120
1030 1126
1040 1136
1045 1173
1086 1230
1089 1231
1099 1233
1164
1165
1167
1183
1191
1199
1223
1225



Active and Anticipated Regionally Significant Infrastructure Projects in LA County

Project list compiled through direct contact or published data
Updated as of 06/16/20

Total Cost: \$100.92 Billion

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
001	LA County Public Works	Road Maintenance and Rehabilitation (RMRA) Projects	Public Works	LA County	Various projects to address deferred maintenance on County roads	\$70	Annual
002	LA County Public Works	Concrete Work throughout LA County	Public Works	LA County	Various concrete projects throughout the County	\$10	Annual
003	LA County Public Works	Santa Anita Dam Spillway Modification Project	Public Works	Monrovia	Construct new spillway on existing concrete arch dam, outlet works rehab, access road improvements and mechanical and utility upgrades.	\$37	2017
004	LA County Public Works	Devil's Gate Dam and Reservoir Sediment Removal	Public Works	La Cañada Flintridge	Removal and disposal of sediment; construction of portland cement concrete and asphalt concrete pavement on base material; and the performance of other appurtenant work.	\$76	2018
005	LA County Public Works	Compton Creek Stormwater and Urban Runoff Capture and Reuse Project at Earvin Magic Johnson Park	Public Works	Los Angeles	The project will divert and pump stormwater and urban runoff from an existing storm drain into Earvin Magic Johnson Park. It will be treated and circulate through a wetlands around the South lake and will also be used for irrigation and a splash pad. Above ground improvements will include biofiltration gardens, children's play area, low-impact-development features, and educational signage.	\$28	2018
006	LA County Public Works	South Whittier Los Nietos - Keith Drive, et al.	Public Works	Whittier	Reconstruction of asphalt pavement on cement stabilized pulverized base, construction of sidewalk, curb and gutter, curb ramps, and the performance of other appurtenant work.	\$12	2019
007	LA County Public Works	Big Dalton Dam Sluiceway Rehabilitation	Public Works	Glendora	Rehabilitation of the existing sluiceway, dam maintenance, and utility upgrades	\$10	2019
008	LA County Public Works	Brackett Field Airport Apron Pavement Rehabilitation	Public Works	La Verne	The airport ramp/apron areas are severely degraded and in need of reconstruction. This construction grant will allow the County of Los Angeles to select a contractor to reconstruct the pavement.	\$12	2019
009	LA County Public Works	General William J. Fox Airfield Reconstruct Runway 6-24 Project	Public Works	Lancaster	Reconstruction of runways taxiway connectors with P-401 asphalt concrete and reclaimed asphalt concrete pavement on P-154 subbase course; installation of reinforced concrete pipe and drainage inlets; striping pavement markings and signing; electrical lighting; and the performance of other appurtenant work	\$10	2020
010	LA County Public Works	LAC+USC Women's & Children's Hospital Demolition	Public Works	Los Angeles	The Women's and Children's Hospital (WCH) has been closed for services and use for a significant length of time. This project entails content and debris removal, hazardous material abatement, and structural demolition of the building. The project also includes the demolition of other structures on the site including trailers, the cooling tower/air compressor unit, and a storage building.	\$12	2020
011	LA County Public Works	Whittier Aquatics Center	Public Works	Whittier	New aquatics center with a 10,000sf pool building and a full size competitive swimming pool, and a half size practice swimming pool, and site improvements.	\$30	2020
012	LA County Public Works	La Puente One-Stop Development	Public Works	La Puente	Demolish existing BSD facility and construction a brand new larger BSD filed office.	\$10	2020
013	LA County Public Works	MLK Clinical Lab and Red-bag Storage	Public Works	Los Angeles	The proposed Clinical Laboratory and Red-bag Storage Renovation project is to demolish the existing abandoned Cooling Towers enclosure and construct a new approximately 6,800-square-foot clinical laboratory, which will be relocated from the Augustus F. Hawkins building. The project will include demolition of the five wooden cooling towers, associated electrical and plumbing systems, and enclosure, and construction of a new building space including workspace counters, utility rough-in for laboratory equipment, and a pneumatic tube that will connect to the existing head-end unit located in the MLK Community Hospital's inpatient tower. The project will also include construction of a red-bag storage area adjacent to the clinical laboratory building, which will be relocated from the former Hospital building dock, and associated site improvements.	\$14	2020
014	LA County Public Works	RLASC Demolition	Public Works	Downey	Demolition of 100+ buildings	\$30	2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
015	LA County Public Works	West Coast Basin Barrier Project Unit 13	Public Works	Manhattan Beach	Construct 11 new injection wells and one observation well to replace and supplement existing West Coast Basin Barrier Project to help prevent seawater intrusion into the underlying coastal aquifers.	\$15	2020
016	LA County Public Works	Sun Valley Watershed Upper Storm Drain System - Phase 1	Public Works	Sun Valley	Construction of reinforced concrete pipe, catch basins, connector pipes, and other drainage structures. This storm drain system will drain into the future Rory M. Shaw Wetland Park. Limits: Tujunga Ave, approx. 1100' north of Tujunga Av/Strathern St to just west of Penrose St/San Fernando Rd. Approximate length: 4200 feet	\$10	2020
017	LA County Public Works	Adventure Park Multi-Benefit Stormwater Capture Project	Public Works	Whittier	The project will divert urban and stormwater runoff from the nearby unincorporated community of Whittier into subsurface storage and discharge stormwater to sanitary sewer system for future reuse. The project also includes above ground improvements including sports field overlay, multi-use gathering area, Low-Impact-Development landscaping features, and educational signage.	\$25	2021
018	LA County Public Works	Hall of Administration Fire Protection DM Repairs	Public Works	Los Angeles	Replacement of the facility's fire protection system	\$20	2021
019	LA County Public Works	Rancho Los Amigos National Rehabilitation Center Harriman Building Renovation Project	Public Works	Downey	Built in 1931, the Harriman building is cast-in-place concrete construction with barrel clay roof. It is a 75,815 sq. ft two-story structure eligible for the State's Register of Historical Resources and National Register of Historic Places. This project will renovate the building to house administrative and support services, research, education, and ambulatory services. The existing building's electrical, mechanical, heating, cooling, ventilation, plumbing fire suppression, and data/telecommunication systems are obsolete or do not have capacity to serve the building renovation and will be replaced in their entirety. The building will be seismically upgraded and special attention given in preserving the historical elements.	\$68	2020
020	LA County Public Works	Alondra Park Stormwater Capture Project	Public Works	Lawndale	The Project will divert urban and stormwater runoff from County unincorporated areas and the Cities of Hawthorne, El Segundo, Manhattan Beach, Lawndale, and Redondo Beach into storage galleries underneath the park. The water will then be diverted to the sewer, treated and released back to the stormdrain, or reused for irrigation. The project also includes above ground improvements including restored baseball fields, a new soccer field, educational signage, permeable paver parking lot, bioswales and drought tolerant planting.	\$42	2021
021	LA County Public Works	East LA Sustainable Median Stormwater Capture Project	Public Works	Los Angeles	median improvements in East Los Angeles including stormwater capture, landscaping, passive recreation, and educational opportunities	\$26	2020
022	LA County Public Works	Vermont Corridor Department of Mental Health HQ & Parking Garage Project	Public Works	Los Angeles	The Project is a Public-Private Partnership with developer Trammell Crow. The project constructs two buildings. One is a 21-story office building that includes 7 levels of parking and street level retail. b) The second is an adjacent 13-story garage structure.	\$305	2020
023	LA County Public Works	Vignes Interim Housing Project	Public Works	Los Angeles	The Project is the construct temporary housing for the homeless. Currently in the concept stage, the Project will create approximately 500 temporary units in a 4.5 acre site.	\$55	TBD
024	LA County Public Works	Rancho Los Amigos South Campus Internal Services Department & Probation HQ Project	Public Works	Downey	The Project is a Design-Build project for the construction of approximately 450,000 SF of administrative office space for ISD and Probation including support spaces such as auditoriums and food service. In addition to the new construction, three historical structures/features will be restored and repurposed and one historical building will be mothballed. All new infrastructure and extensive site work is also included in the project. Project will be LEED Gold certified.	\$375	TBD
025	LA County Public Works	San Pedro Courthouse Redevelopment Project	Public Works	San Pedro	This is a Public-Private Partnership with developer Genton Cockrum Partnership. The project is a mixed-use development that includes approximately 300 residential units with 20% being affordable, 24,000 sq. ft. of retail space, and 565 parking spaces.	\$141	TBD
026	LA County Public Works	4th and Hewitt Development Department of Public and Social Services Office and Department of Arts and Culter HQ Project	Public Works	Los Angeles	This is a Public-Private Partnership with developer Urban Offerings. The project involves two sites. One site will include a 44,000 sq. ft. replacement of the existing DPSS office and parking and the other site will include 12,000 sq. ft. of ground floor retail space, 30 affordable artist live/work units, 230,000 sq. ft. of creative space and parking. The Department of Arts and Culture will occupy 20,000 sq. ft. of the creative office space.	\$209	TBD
027	LA County Public Works	Century Regional Detention Facility Deferred Maintenance Project	Public Works	Lynwood	The project scope includes roofing replacements to the Century Sheriff Station, Administration Area, East Housing Area and West Housing Area; refurbishments to the existing elevators at the East and West Housing Area; and replacement of the facility's fire protection system.	\$20	TBD

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
028	LA County Public Works	Twin Towers Correctional Facility Deferred Maintenance Project	Public Works	Los Angeles	The project scope includes replacement of all necessary parts and operating systems for twenty-two traction and two hydraulic operated conveying systems.	\$31	TBD
029	LA County Public Works	Pitchess Emergency Vehicle Operations Center Project	Public Works	Castaic	The project scope includes construction of an Emergency Vehicle Operation Center (EVOC) at the Pitchess Detention Center; including a new Classroom Building, Driver Training Track, Skid Pad, Collision Avoidance Area and Parking Lot.	\$11	TBD
030	LA County Public Works	LAC+USC Restorative Village Phase 2	Public Works	Los Angeles	The LAC+USC Restorative Care Village Phase 2 is currently planned to be an approximately 50,000SF new building adjacent to Phase 1 to house a Mental Health Wellness and Urgent Care Center and a Recovery and Respite Center.	\$61	2021
031	LA County Public Works	LAC+USC Restorative Village Phase 3	Public Works	Los Angeles	The LAC+USC Restorative Care Village Phase 3 is proposed to be a 200-bed Inpatient Acute Mental Health Nursing Tower located on the LAC+USC campus at the corner of Zonal and Mission Road.	\$250	2023
032	LA County Public Works	LAC+USC General Hospital Repurpose	Public Works	Los Angeles	The LAC+USC General Hospital Repurpose project proposes to re-use the historical 1,500,000SF hospital that was vacated when the replacement hospital was completed in 2005. The use of this building has yet to be finalized but mixed-use functions such as offices, housing, medical museums, and medical convention center has been proposed.	\$3,000	2022
033	LA County Public Works	Hall of Records Renovation Projects	Public Works	Los Angeles	The Hall of Records is another historical building original designed by architect, Richard Neutra. In 2019, the County renovated the 7th floor with the open office concept. The Consumer Business Affairs on the first floor is currently under construction. This project proposes to renovate the remaining floors.	\$91	2022
034	LA County Public Works	Compton Mental Health Clinic	Public Works	Compton	The Department of Mental Health leased this building for years. The County now owns the 2 story building. This project proposes to renovate one of the two floors for more mental health clinic functions.	\$10	2021
035	LA County Public Works	HUCLA - Outpatient/Support Building & Parking	Public Works	Torrance	Clinical offices on the Harbor-UCLA Medical Center campus are now located throughout the campus in pre-WWII barracks as well as in the existing hospital. This project proposes to consolidate all clinical functions into one state-of-the-art Outpatient and Support Building. The project also include an approximately 1,000-space parking structure.	\$250	2021
036	LA County Public Works	HUCLA - Inpatient Nursing Tower Replacement Building	Public Works	Torrance	The existing Harbor-UCLA Hospital building was built in 1960. The hospital does not meet OSHPD's Senate Bill 1953 seismic requirements. It needs to be replaced before 2030 to meet the SB 1953 requirements. This project proposes to construct a new 330-bed hospital.	\$850	2021
037	LA County Public Works	Olive View-UCLA Fire Alarm & Nurse Call Replacement project	Public Works	Sylmar	The Olive View-UCLA Medical Center fire alarm and nurse call system has exceeded it useful life. The Fire Department has placed the hospital on firewatch until a new fire alarm system is installed. The nurse call system replacement will be installed while the fire alarm is being replaced to minimize construction impact.	\$42	2020
038	LA County Public Works	North Hollywood Health Clinic	Public Works	North Hollywood	The North Hollywood Health Clinic proposes to replace the existing North Hollywood Public Health Center with a 60,000SF building that will provide integrated health delivery to the area of North Hollywood. This building will house Public Health, Health Services and Mental Health function under one roof to provide seamless health services to the residents.	\$55	2021
039	LA County Public Works	High Desert HUB	Public Works	Lancaster	This project proposes to construct an approximately 10,000SF Mental Health HUB to provide services to adolescent and children in the High Desert region of the County. The project is proposed to be located adjacent to the High Desert Regional Health Center and the High Desert Mental Health Urgent Care Center that is under currently construction.	\$12	2021
040	LA County Public Works	Park to Playa Trail: Stoneview Nature Center to Hahn Park Project	Public Works	Culver City	Construction of a pedestrian bridge across La Cienega Blvd to link the multi-use path from Kenneth Hahn State Recreation Area to the beach	\$11	2020
041	LA County Public Works	The Old Rd over Santa Clara Bridge Replacement	Public Works	Santa Clarita	The Old Rd over Santa Clara River Bridge No. 53C0327 & SPT CO. Bridge No. 53C-0328; The Old Rd The Old Rd over Santa Clara River & SPT CO. Bridge, et from south of Henry Mayo Dr to Magic Mountain Pkwy.	\$115	2024
042	LA County Public Works	Santa Anita Headworks Improvements Project	Public Works	Monrovia	Headworks Modification	\$20	2023
043	LA County Public Works	Colima Rd Median Reconstruction & T/S Upgrade	Public Works	Whittier	Colima Rd - City of Whittier Boundary to Fullerton Rd City of Whittier Boundary to Fullerton Rd	\$18	2022
044	LA County Public Works	Sun Valley Watershed Upper Storm Drain System, Phase 3	Public Works	Sun Valley	Phase 3 of the Sun Valley Watershed Upper Storm Drain System	\$18	2022

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
045	LA County Public Works	SEED Los Angeles School	Public Works	Los Angeles	Transportation Boarding School 4.023 acres on the east side of 8400 and 8500 blocks of South Vermont Avenue at Manchester Avenue in the City of LA	\$15	2022
046	LA County Public Works	Pacoima Spreading Grounds Basin Enhancement	Public Works	Los Angeles	Spreading Grounds Improvement	\$48	2021
047	LA County Public Works	Los Angeles River Bike Path	Public Works	North Hollywood	Bike path from Lankershim Bl to Barham Bl	\$14	2022
048	LA County Public Works	Malibu Cyn Rd over Malibu Creek Bridge Replacement	Public Works	Malibu	Bridge replacement along Malibu Canyon Road over Malibu Creek	\$13	2022
049	LA County Public Works	Soledad Cyn Rd over Santa Clara River Bridge Replacement	Public Works	Santa Clarita	Bridge replacement along Soledad Canyon Road over the Santa Clara River	\$12	2028
050	LA County Public Works	San Francisquito Cyn Rd over San Francisquito Cyn Ck Bridge Construction	Public Works	Santa Clarita	Construction of a bridge along San Francisquito Canyon Rd over San Francisquito Canyon Creek	\$12	2022
051	LA County Public Works	Hacienda Heights to Leticia Drive Road Reconstruction	Public Works	Hacienda Heights	Reconstruct 7.2 mi of locals https://goo.gl/KCejeB	\$12	2022
052	LA County Public Works	Walnut Park Road Reconstruction	Public Works	Huntington Park	Reconstruct 7.1 mi of locals https://goo.gl/iPWguG	\$12	2022
053	LA County Public Works	Huntington Drive Improvements	Public Works	Pasadena	pavement, bike lanes, medians on Huntington Drive - San Gabriel Blvd to 132' W/o Av Michillinda Ave	\$12	2020
054	LA County Public Works	Bridge Preventive Maintenance	Public Works	Long Beach, Palos Verdes Estates	Bridge Preventive Maintenance Program - Groups 7 & 8 Various bridges in Cities of Long Beach, Palos Verdes Estates and Port of Long Beach	\$11	2021
055	LA County Public Works	Wilmington Ave over Compton Creek Bridge Replacement	Public Works	Carson	Replacement of bridge along Wilmington Ave over Compton Creek	\$11	2022
056	LA County Public Works	East Los Angeles Community Roadway Improvement	Public Works	Commerce	resurfacing of Indiana St/Goodrich Bl	\$11	2021
057	LA County Public Works	Peck Road over San Gabriel River Bridge Rehabilitation	Public Works	Irwindale	Rehabilitation of bridge along Peck Road over the San Gabriel River	\$10	2025
058	LA County Public Works	Traffic Signal Synchronization Program	Public Works	Regional	Construction of traffic signal upgrades and synchronization of traffic signals for 31 multi-jurisdictional routes across Los Angeles County.	\$52	2021-2023
059	LA County Public Works	San Jose Creek Bike Path	Public Works	Avocado Heights	Bike path paralleling San Jose Creek in unincorporated Avocado Heights/Bassett area	\$14	2023
060	LA County Public Works	Woolsey Fire Recovery	Public Works	Hollywood Hills	Guardrail replacement, timber wall replacement, and slope repairs for the Woolsey Fire. Includes \$8.7 million in costs for Mulholland Hwy at Triunfo Creek bridge.	\$18	Various
062	LA County Public Works	February 2019 storm recovery	Public Works	Westside	Retaining wall, slope repair shoulder repair, culvert replacement, and other activities to repair damages caused by February 2019 winter storm	\$29	Various
063	LA County Public Works	Rory M. Shaw Wetlands Park Phase 1 (Site Demolition and Investigations) and Phase 2 (Crushing and Grading)	Public Works	Sun Valley	assess the site and includes removal of existing concrete plant facility, performing a type 1 ESA, biological assessment, and geotechnical testing. Phase 2 will prepare the site for multi-benefit features includes clearing/grubbing, overexcavation of the detention pond/wetland areas, and rough grading that will bring the project site to street grade.	\$51	2021
064	LA County Public Works	Rory M. Shaw Wetlands Park Phase 3(Above Ground Improvements)	Public Works	Sun Valley	Phase 3 includes construction of above-ground improvements on the 46-acre site including a new park facility, constructed wetlands, and athletic fields.	\$30	2025
065	LA County Public Works	Sun Valley Watershed Upper Storm Drain System, Phase 2	Public Works	Sun Valley	Construction of a reinforced concrete pipe storm drain system, storm drain structures, catch basins, and automatic retractable screen devices; and the performance of other appurtenant work.	\$25	2021
066	LA County Public Works	Baldwin Lake and Tule Pond Restoration Project	Public Works	Arcadia	Removing sediment from the lake and pond; restoring the lake and pond's edge including historic cobble retaining wall; improving water quality by installing bioswales and HDUs; additional storm water appurtenances; providing recreational and educational amenities; and enhancing the aesthetics and operational features of the lake and pond	\$19	2022
067	LA County Public Works	Bull Creek Water Conservation Pipeline	Public Works	Los Angeles	The proposed project includes construction of a rubber dam, an intake structure, a 3-mile pipeline, and an outlet structure. The pipeline will convey stormwater flows from Bull Creek Channel to Pacoima Spreading Grounds.	\$19	2023

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
068	LA County Public Works	Mint Canyon Channel Erosion Improvement	Public Works	Canyon Country	investigate the elimination of erosion, improve flood control, reduce maintenance and provide recreational multi-use amenities within the Mint Canyon Channel located downstream of the bridge at Sierra Highway and upstream of Adon Avenue in the City of Santa Clarita.	\$16	2023
069	LA County Public Works	Cogswell Dam Inlet-Outlet Works Rehab Phase 1	Public Works	Azusa	Hoist rehabilitation, road repairs, underground utility placement and electrical service upgrade, inlet/outlet works rehabilitation, new relief quarters, and overall facility improvements.	\$11	2022
070	LA County Public Works	Santa Anita Debris Dam Seismic Rehab	Public Works	Monrovia	The project will include buttressing the existing spillway walls and westerly embankment, vertically raise spillway walls by 12-inches, construct parapet walls 12-inches in height on the upstream side of the dam crest, replace the existing outlet tower and catwalk, modify existing inlet/outlet works, construct and replace access roads, install additional monitoring equipment, and replace riprap on the upstream and downstream faces.	\$10	2021
071	LA County Public Works	San Gabriel Dam Utility Upgrade and Crane Replacement	Public Works	Azusa	Upgrade sitewide utility systems including electrical, plumbing, water tanks, and backup generators. Replace existing stiffleg derrick crane with new, and reconstruct access roads with AC and PCC.	\$12	2022
072	LA County Public Works	Big Tujunga Reservoir Restoration Project	Public Works	Tujunga	Remove up to 4.4 MCY of sediment from the reservoir and place it at the adjacent SPS.	\$33	2021
073	LA County Public Works	Cogswell Reservoir Restoration Project	Public Works	Azusa	Remove up to 2.5 MCY of sediment from the reservoir and place it at the adjacent SPS.	\$36	2021
074	LA County Public Works	Pacoima Reservoir Restoration Project	Public Works	Sylmar	Remove 3.0 - 5.4 MCY of sediment from the reservoir.	\$85	2023
075	LA County Public Works	Sawpit Debris Dam Seismic Rehab	Public Works	Monrovia	The proposed project will either retrofit the dam by reconstructing the portions of the upstream and downstream faces of the dam including the spillway and constructing a new outlet tower and foundation, or raze the current dam and build a new dam in its place to address liquefaction deficiencies and to meet State Division of Safety of Dams standards.	\$15	2025
076	LA County Public Works	San Gabriel Reservoir Restoration Project	Public Works	Azusa	Remove 2.1 MCY of sediment from the reservoir and place it at Burro Canyon SPS	\$40	2024
077	LA County Public Works	San Jose Creek Regional Access Project	Public Works	Whittier	Construct bridge across San Jose Creek and bike path along San Jose Creek and San Gabriel River connecting the existing bike path on the south side of San Jose Creek at Workman Mill Rd. to proposed Duck Farm Park	\$11	TBD
078	LA County Public Works	Compton Blvd. et al.	Public Works	Compton	2.8 mile complete street project including pavement resurfacing, traffic safety enhancements, street trees, and storm water quality features	\$10	TBD
100	LA Metro	Green Line Extension to Torrance	Transportation	South Bay cities	Studying transit service options along a four-mile segment from the Redondo Beach Marine Station to the proposed Regional Transit Center (RTC) in Torrance.	\$891	TBD
101	LA Metro	Foothill Gold Line Extension 2B	Transportation	San Gabriel Valley	Gold Line Extension from Glendora to Montclair	\$735	TBD
102	LA Metro	West Santa Ana Branch Transit Corridor	Transportation	City of Los Angeles, Gateway Cities	Approximately 19-mile Light Rail Transit system with 12 stations extending from Downtown LA/Union Station to Artesia	\$4,600	TBD
103	LA Metro	Airport Metro Connector	Transportation	City of Los Angeles, Regional	construction of 96th St Transit Station on the CLAX Line to provide connection to LAWA's future Automated People Mover	\$200	TBD
104	LA Metro	Crenshaw/LAX	Transportation	City of Los Angeles, South Bay Cities	Accelerates construction of a line along the Crenshaw BI Vorridor and connects Los Angeles, Inglewood, Hawthorne and El Segundo, plus unincorporated LA County	\$1,210	TBD
105	LA Metro	I-5 North HOV	Transportation	Buena Vista	HOV along SR-134 to Buena Vista area	\$265	TBD
106	LA Metro	Burlington Northern Santa Fe Grade Separations	Transportation	Gateway Cities	grade separations to improve safety and transit in the Gateway Cities	\$35	TBD
107	LA Metro	Clean-Fuel Bus Capital Facilities and Rolling Stock	Transportation	Regional	Purchase of new clean buses	\$150	TBD
108	LA Metro	Patsaouras Bus Station	Transportation	City of Los Angeles	New transit busway station for the Metro Silver Line and other transit buses operating on the El Monte Busway	\$31	TBD
109	LA Metro	Purple Line Extension	Transportation	City of Los Angeles, Westside Cities	Extends Metro Rail to the Westside; project is expected to serve mid-city, Beverly Hills, Century City and Westwood/UCLA	\$4,070	TBD
110	LA Metro	Regional Connector	Transportation	City of Los Angeles, Gateway Cities, San Gabriel Valley, South Bay cities, Westside cities	Links light rail lines that terminate at the edges of Central LA; expected to provide seamless connections between Long Beach/Azusa, and Santa Monica/East LA minimizing need for rail transfers	\$1,750	TBD

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
111	LA Metro	SR-138 Corridor Project	Transportation	North LA County	Widens SR-138 by adding new lanes in each direction to the San Bernardino County line	\$200	TBD
112	LA Metro	Willowbrook/Rosa Parks Station Upgrade & Mezzanine	Transportation	Willowbrook	provide significant upgrades to the Willowbrook/Rosa Parks Station to enhance safety and security, improve connections to the surrounding community, expand station capacity, and streamline rail and bus transfers.	TBD	2018-2020
113	LA Metro	Arts District/6th Street Station	Transportation	Los Angeles	New Metro station in the Arts District at 6th Street	TBD	TBD
114	LA Metro	Countywide BRT Program	Transportation	Regional	including NSFV BRT, NoHo to Pasadena BRT	\$447	TBD
115	LA Metro	Crenshaw Northern Extension	Transportation	San Fernando Valley	Project to connect the South Bay, LAX area, South Los Angeles, Inglewood and Crenshaw corridor to Mid-City, Central Los Angeles, West Hollywood and Hollywood, allowing for further connections to points north in the San Fernando Valley via the Metro Red Line.	\$2,240	2041
116	LA Metro	Eastside Extension Phase 2	Transportation	Gateway Cities, San Gabriel Valley	Extends Metro Gold Line further east from the Pomona/Atlantic Station	\$1,270	TBD
117	LA Metro	Green Line to Torrance	Transportation	South Bay cities	Extends the Metro Green Line from its current terminus in Redondo Beach to Torrance	\$891	TBD
118	LA Metro	San Gabriel Valley Transit Feasibility Study	Transportation	San Gabriel Valley	Study of the San Gabriel Valley Transit corridor	\$1,270	TBD
119	LA Metro	Sepulveda Transit Corridor	Transportation	City of Los Angeles	add 10-mile HOV lane and improve supporting infrastructure such as ramps, bridges and sound walls on I-405; widen lanes from I-10 to US-101	\$1,140	TBD
120	LA Metro	Vermont South Bay Feasibility Study	Transportation	South Bay cities	Study of 12.4 mile transit corridor, which connects to 4 Metro Rail lines, several bus routes and key activity centers	\$310	TBD
121	LA Metro	Orange Line Grade Separation	Transportation	San Fernando Valley	Crossing gates and grade separation along the 18-mile Orange Line busway	\$286	TBD
122	LA Metro	Antelope Valley Line Enhancements	Transportation	Antelope Valley	provide high-quality mobility options that enable people to spend less time traveling	\$33	TBD
123	LA Metro	Alameda Corridor East Grade Separation Phase 2	Transportation	San Gabriel Valley	Construction of bridges or underpasses and improvement of operation of other railroad intersections along a 35-mile stretch of the San Gabriel Valley	\$400	TBD
124	LA Metro	Centinela Grade Separation	Transportation	Inglewood	Convert existing at-grade crossing at Crenshaw/LAX Transit line at Centinela and Florence to an above-grade crossing	\$150	2022-2025
125	LA Metro	Eastside Light Rail Access	Transportation	Los Angeles	Increases access, including pedestrian and bicycle, to the Gold Line Eastside Light Rail project	\$30	TBD
126	LA Metro	I-105 ExpressLanes	Transportation	Regional	ExpressLanes along I-105 to enhance traffic flow, improve trip reliability and travel times, and sustain and manage mobility	\$175	TBD
127	LA Metro	I-210 Barriers	Transportation	Regional	Increase the height of existing walls that separate Gold Line tracks from the I-210	\$11	TBD
128	LA Metro	I-5 Capacity Enhancements	Transportation	North LA County	SR-14 to Parker Road	\$440	TBD
129	LA Metro	I-5 Corridor Improvement I-605 to I-710	Transportation	Gateway Cities	construct one carpool lane and one mixed-low lane in each direction extending 6.4 miles through Cerritos, La Mirada, Santa Fe Springs and Norwalk	\$265	TBD
130	LA Metro	I-605 Hotspots	Transportation	Gateway Cities	Improvements to interchanges along the I-605 corridor, such as the SR-60, I-5, SR-91 and I-405 interchanges	\$590	TBD
131	LA Metro	I-710 South Corridor Project	Transportation	Gateway Cities	develop transportation alternatives that: improve air quality and public health, improve traffic safety, modernize the freeway design, accommodate projected traffic volumes, address increased traffic volumes resulting from projected growth in population	\$10,000	TBD
132	LA Metro	LA River Bike Path	Transportation	Central LA County	Close the 8-mile gap in the LA River Bike Path between Elysian Valley and the City of Vernon to create a continuous 31-mile corridor	\$365	TBD
133	LA Metro	Countywide Soundwall Construction	Transportation	Regional	construction of soundwall projects for major highway projects to reduce freeway noise levels	\$250	TBD
134	LA Metro	Rail to River ATP	Transportation	Los Angeles, Inglewood, Huntington Park, Vernon, Maywood, Bell	convert 10 miles of existing underutilized railroad right-of-way into a multipurpose pedestrian and bicycle transportation corridor to create connections to the Los Angeles River	TBD	TBD
135	LA Metro	Rosecrans/Marquardt Grade Separation	Transportation	Santa Fe Springs	provide grade separation at the Rosecrans Av/Marquardt Av intersection to improve safety, eliminate delays and enhance the environment	\$156	2019-2023
136	LA Metro	SR-57/SR-60 Interchange Improvements	Transportation	City of Industry	reduce congestion and delays and improve safety at the SR-57/SR-60 confluence	\$234	TBD
137	LA Metro	SR-71 GAP	Transportation	East LA County	Mission Blvd to San Bernardino County Line	TBD	TBD

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
139	LA Metro	Division 20 Portal Widening & Turnback Facility	Transportation	Los Angeles	New turnback facility and widening of heavy rail tunnel	\$69	TBD
140	LA Metro	East San Fernando Valley Transit Corridor Project	Transportation	San Fernando Valley	light rail transit corridor in the San Fernando Valley along Van Nuys Boulevard and San Fernando Road	\$1,300	TBD
141	LA Metro	Emergency Security Operations Center	Transportation	Los Angeles	New Metro Emergency Operations Center	\$113	TBD
142	LA Metro	I-405, I-110, I-105, I-91 Ramp/Interchange Improvements	Transportation	Los Angeles	Auxiliary lanes and ramp reconfigurations	\$906	TBD
143	LA Metro	I-5 Carmenita Road Interchange	Transportation	Gateway Cities	highway construction	\$138	TBD
144	LA Metro	Lost Hills Overpass and Interchange	Transportation	Las Virgenes/Malibu	highway construction	\$33	TBD
145	LA Metro	New Maintenance of Way Building	Transportation	Los Angeles	New rail maintenance building	\$53	TBD
146	LA Metro	Metro Rail Capital Projects	Transportation	Regional	Includes rail and bus facility maintenance	\$788	TBD
147	LA Metro	Pablo Comado Interchange	Transportation	Las Virgenes/Malibu	highway construction	\$11	TBD
200	Caltrans	Road Segment Slope Stabilization	Transportation	Regional	Includes slopes on SR-1, SR-2, SR-14, SR-23, SR-27, SR-39, SR-110, SR210	TBD	TBD
201	Caltrans	SR-1 Improvements	Transportation	SR-1 between mile 0-35.2	Includes improvements to: pavement, bridges, mobility, drainage, safety, protective betterments, damage restoration, sustainability	TBD	2020 - 2027
202	Caltrans	SR-2 Improvements	Transportation	SR-2 between mile 2.3 - 23.44	Includes improvements to: pavement, mobility, sustainability, drainage, roadside, safety, collision reduction	TBD	2020 - 2027
203	Caltrans	I-5 Improvements	Transportation	I-5 between mile 0 - 87.4	Includes improvements to: sustainability, drainage, mobility, pavement, drainage, roadside, safety improvements, bridges, WIM Scales & CVEFs	TBD	2020 - 2027
204	Caltrans	I-10 Improvements	Transportation	I-10 between mile 2.15 - 48	Includes improvements to: pavement, bridges, mobility, drainage, safety, protective betterments, damage restoration, sustainability	TBD	2020 - 2028
205	Caltrans	SR-14 Improvements	Transportation	SR-14 between mile 24 - 70.99	Includes improvements to: drainage, mobility, damage restoration, protective betterments, roadside, pavement, bridges	TBD	2020-2025
206	Caltrans	SR-18 Improvements	Transportation	SR-18 between mile 0 - 4.5	Pavement improvements	TBD	2027
207	Caltrans	SR-22 Improvements	Transportation	SR-22 between mile 0 - 1.5	Includes improvements to: drainage, pavement, mobility	TBD	2021-2027
208	Caltrans	SR-23 Improvements	Transportation	SR-23 between mile 0 - 7.4	Drainage improvements	TBD	2026-2027
209	Caltrans	SR-27 Improvements	Transportation	SR-27 between mile 0 - 20.06	Includes improvements to: pavement, damage restoration, drainage	TBD	2022-2027
210	Caltrans	SR-39 Improvements	Transportation	SR-39 between mile 18.36 - 44.4	Includes improvements to: bridges, safety	TBD	2020-2029
211	Caltrans	SR-47 Improvements	Transportation	SR-47 between mile 0 - 20.78	Includes improvements to: mobility, drainage, bridges	TBD	2025-2029
212	Caltrans	SR-57 Improvements	Transportation	SR-57 between mile 0 - 12.2	Includes improvements to: sustainability, safety, roadside	TBD	2021-2028
213	Caltrans	SR-60 Improvements	Transportation	SR-60 between mile 0 - 30.5	Includes improvements to: drainage, safety, bridges, sustainability, pavement, mobility	TBD	2020-2029
214	Caltrans	SR-72 Improvements	Transportation	SR-72 between mile 0 - 6.8	mobility (ADA) improvements	TBD	2021-2022
215	Caltrans	SR-90 Improvements	Transportation	SR-90 between mile .92 - 3.28	Includes improvements to: mobility, roadside, facilities	TBD	2022-2029
216	Caltrans	SR-91 Improvements	Transportation	SR-91 between mile 6.02 - 20.74	Includes improvements to: pavement, safety, sustainability, drainage, bridges, roadside	TBD	2020-2029

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
217	Caltrans	US-101 Improvements	Transportation	US-101 between mile 0 - 38.19	Includes improvements to: pavement, drainage, mobility, safety, roadside, bridges, facilities	TBD	2020-2029
218	Caltrans	SR-105 Improvements	Transportation	SR-105 between mile 0.5 - 18.14	Includes improvements to: roadside, drainage, sustainability, mobility, bridge, facilities, safety	TBD	2021-2028
219	Caltrans	SR-110 Improvements	Transportation	SR-110 between mile 0 - 30.1	Includes improvements to: safety, drainage, roadside, sustainability, bridge, damage restoration, mobility	TBD	2020-2029
220	Caltrans	SR-118 Improvements	Transportation	SR-118 between mile 1.47 - 14.4	Includes improvements to: drainage, roadside, mobility, sustainability	TBD	2021-2028
221	Caltrans	SR-134 Improvements	Transportation	SR-134 between mile 0 - 13.34	Includes improvements to: mobility, safety, sustainability, roadside, facilities, bridges, pavement	TBD	2021-2029
222	Caltrans	SR-170 Improvements	Transportation	SR-170 between mile 10.7 - 20.55	Includes improvements to: roadside, sustainability, mobility, safety	TBD	2021-2028
223	Caltrans	I-210 Improvements	Transportation	I-210 between mile 0 - 51.9	Includes improvements to: drainage, roadside, bridges, pavement, sustainability, safety, mobility	TBD	2020-2029
224	Caltrans	I-405 Improvements	Transportation	I-405 between mile 0 - 48.5	Includes improvements to: pavement, bridges, roadside, facilities, mobility, sustainability, damage rehabilitation	TBD	2020-2029
225	Caltrans	I-605 Improvements	Transportation	I-605 between mile 9.5 - 26	Includes improvements to: pavement, drainage, safety, roadside, sustainability	TBD	2021-2029
226	Caltrans	I-710 Improvements	Transportation	I-710 between mile 5 - 32.72	Includes improvements to mobility, pavement, roadside, drainage, bridges, sustainability facilities	TBD	2021-2029
300	LA County Sanitation Districts	San Jose Creek East Water Reclamation Plant Process Air Compressor Replacement and Biotrickling Filters	Water/Sanitation	Whittier	Replacement of five process air compressors and appurtenances, construction of two biotrickling filters and associated structural foundation and prefabricated electrical building, modifications of the existing electrical systems and air distribution pipelines, and all appurtenant work	\$10	2020
301	LA County Sanitation Districts	Joint Water Pollution Control Plant Effluent Outfall Tunnel	Water/Sanitation	Linear project beginning near the intersection of Figueroa St and Lomita in the City of Carson and ending at Royal Palms Beach in the City of LA	Construction of approximately seven miles of 18-foot internal diameter tunnel and appurtenant structures to convey treated wastewater from the Los Angeles County Sanitation District's Joint Water Pollution Control Plant to a connection point with an existing ocean discharge system.	\$630	TBD
302	Los Angeles County Sanitation Districts (LACSD)	Joint Water Pollution Control Plant Effluent Outfall Tunnel	Water/Sanitation	Lat 33.797, Long -118.284, N1748765., E6475256. At Shaft Site	Joint Water Pollution Control Plant Effluent Outfall Tunnel	\$631	Active
303	Los Angeles County Sanitation Districts (LACSD)	Miscellaneous Sewer Rehabilitation	Water/Sanitation	LA County	Miscellaneous Sewer Rehabilitation	\$44	Active
304	Los Angeles County Sanitation Districts (LACSD)	Puente Hills Materials Recovery Facility Recycling Equipment Phase II	Water/Sanitation	13130 Crossroads Parkway South, City of Industry, CA 91746	Puente Hills Materials Recovery Facility Recycling Equipment Phase II	\$16	Active
305	Los Angeles County Sanitation Districts (LACSD)	Puente Hills Intermodal Facility and Railroad Improvements	Water/Sanitation	2500 Pellissier Place, City of Industry, CA 90601	Puente Hills Intermodal Facility and Railroad Improvements	\$79	Active
306	Los Angeles County Sanitation Districts (LACSD)	Miscellaneous Solid Waste Projects	Water/Sanitation	LA County	Miscellaneous Solid Waste Projects	\$15	Active
307	Los Angeles County Sanitation Districts (LACSD)	Long Beach Water Reclamation Plant Concrete and Protective lining Repair - Phase II	Water/Sanitation	7400 E. Willow Street, Long Beach, CA 90815	Long Beach Water Reclamation Plant Concrete and Protective lining Repair - Phase II	\$11	Active

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
308	Los Angeles County Sanitation Districts (LACSD)	San Jose Creek Water Reclamation Plant Flow Equalization Facilities - Phase I	Water/Sanitation	1965 S. Workman Mill Road, Whittier, CA 90601	San Jose Creek Water Reclamation Plant Flow Equalization Facilities - Phase I	\$41	Active
309	Los Angeles County Sanitation Districts (LACSD)	San Jose Creek Water Reclamation Plant Power Distribution System Modifications	Water/Sanitation	1965 S. Workman Mill Road, Whittier, CA 90601	San Jose Creek Water Reclamation Plant Power Distribution System Modifications	\$17	Active
310	Los Angeles County Sanitation Districts (LACSD)	Valencia Water Reclamation Plant UV Disinfection Facilities	Water/Sanitation	28185 The Old Road, Valencia, CA 91355	Valencia Water Reclamation Plant UV Disinfection Facilities	\$17	Active
311	Los Angeles County Sanitation Districts (LACSD)	Los Coyotes Water Reclamation Plant Power Distribution System Modifications	Water/Sanitation	16515 Piuma Avenue, Cerritos, CA 90703	Los Coyotes Water Reclamation Plant Power Distribution System Modifications	\$27	Active
312	Los Angeles County Sanitation Districts (LACSD)	Joint Water Pollution Control Plant Secondary Treatment Concrete Repair - Phase II	Water/Sanitation	24501 S. Figueroa Street, Carson, CA 90745	Joint Water Pollution Control Plant Secondary Treatment Concrete Repair - Phase II	\$18	Active
313	Los Angeles County Sanitation Districts (LACSD)	Valencia Water Reclamation Plant Advanced Water Treatment Facility	Water/Sanitation	28185 The Old Road, Valencia, CA 91355	Valencia Water Reclamation Plant Advanced Water Treatment Facility	\$87	Active
314	Los Angeles County Sanitation Districts (LACSD)	Miscellaneous Wastewater Projects	Water/Sanitation	LA County	Miscellaneous Wastewater Projects	\$27	Active
315	Los Angeles County Sanitation Districts (LACSD)	San Jose Creek Water Reclamation Plant East Process Air Compressors Replacement and Biotrickling Filters	Water/Sanitation	1965 S. Workman Mill Road, Whittier, CA 90601	San Jose Creek Water Reclamation Plant East Process Air Compressors Replacement and Biotrickling Filters	\$15	August 2020
316	Los Angeles County Sanitation Districts (LACSD)	Joint Water Pollution Control Plant Replacement of Cryogenic Oxygen Plants 1 & 2	Water/Sanitation	24501 S. Figueroa Street, Carson, CA 90745	Joint Water Pollution Control Plant Replacement of Cryogenic Oxygen Plants 1 & 2	\$40	September 2020
317	Los Angeles County Sanitation Districts (LACSD)	Long Beach Water Reclamation Plant Power Distribution System Modifications	Water/Sanitation	7400 E. Willow Street, Long Beach, CA 90815	Long Beach Water Reclamation Plant Power Distribution System Modifications	\$12	October 2020
318	Los Angeles County Sanitation Districts (LACSD)	Los Coyotes Water Reclamation Plant Primary Structures Concrete and Lining Repairs	Water/Sanitation	16515 Piuma Avenue, Cerritos, CA 90703	Los Coyotes Water Reclamation Plant Primary Structures Concrete and Lining Repairs	\$20	January 2021
319	Los Angeles County Sanitation Districts (LACSD)	Miscellaneous Wastewater Projects	Water/Sanitation	LA County	Miscellaneous Wastewater Projects	\$12	Through February 2021
320	Los Angeles County Sanitation Districts (LACSD)	216th Street Trunk Sewer Phase 2	Water/Sanitation	Lat 33.825 Long -118.286 N1759063 E6474787	216th Street Trunk Sewer Phase 2	\$14	August 2020
321	Los Angeles County Sanitation Districts (LACSD)	District 2 Interceptor Trunk Sewer Rehabilitation	Water/Sanitation	Lat 33.965 Long -118.151 N1810048. E6515447	District 2 Interceptor Trunk Sewer Rehabilitation	\$23	December 2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
322	Los Angeles County Sanitation Districts (LACSD)	Miscellaneous Sewer Rehabilitation	Water/Sanitation	LA County	Miscellaneous Sewer Rehabilitation	\$11	Through February 2021
350	Southern California Edison	Cerritos Channel Transmission Relocation Project	Utilities	Port of Long Beach	Relocate transmission lines to accommodate larger/taller container ships coming in and out of Cerritos Channel	\$133	2020
351	Southern California Edison	Lighthi Substation Rebuild Project	Utilities	Long Beach	Rebuild 1920's Infrastructure for all on-site voltages 220kV, 66kV, and 12 kV	\$112	2020
352	Southern California Edison	Mesa 500 kV Substation Project	Utilities	Monterey Park	Add 500 kV to the existing Mesa 220/66/16 kV substation by completely rebuilding the existing substation to the west of the existing substation, allowing demolition of the existing facility and making room for the new 500 kV portion consisting of two 500 kV lines and 3500/220 kV transformers and associate equipment.	\$683	2022
353	Southern California Edison	NBC Universal 66kV Project*	Utilities	Studio City	Subtransmission Line Work and Substation upgrades	TBD	2022
354	Southern California Edison	Substation Physical Security	Utilities	LA County	Perimeter and Technology security improvements to be compliant with NEC CIP-014 Standard	\$21	
355	Southern California Edison	195-Megawatt Clean Resource Procurement in Ventura/Santa Barbara and new Moorpark-Pardee 4th Transmission Circuit*	Utilities	Ventura, Santa Barbara, & LA Counties	Contracts for 195 MW or battery-based energy storate resources to meet local capacity requirements in the Santa Clara sub-area of its electrical system. Construction of a new fourth 230 kV transmission circuit between Moorpark and Pardee Substations	\$45	2020
400	Metropolitan Water District	Cost Efficiency & Productivity Program	Water/Sanitation	Regional	Includes improvements to: power reliability and energy conservation, information technology system, project controls and reporting system	\$13	2021
401	Metropolitan Water District	Colorado River Aqueduct Reliability Program	Water/Sanitation	Regional	includes improvements to: Cabazon Radial Gate Facility, White water siphon protection, Colorado River Aqueduct conveyance reliability, electrical/power systems reliability, main pump reliability	\$162	2021
402	Metropolitan Water District	Distribution System Reliability Program	Water/Sanitation	Regional	Includes conveyance and distribution system rehabilitation, reservoir cover replacement, dam rehabilitation and safety improvements, pipeline rehabilitation and replacement	\$163	2021
403	Metropolitan Water District	Minor Capital Projects Program	Water/Sanitation	Regional	includes various individual projects costing less than \$250,000 each	\$14	2021
404	Metropolitan Water District	Prestressed Concrete Cylinder Pipe Rehabilitation	Water/Sanitation	Regional	includes PCCP rehabilitation and replacement, Sepulveda Feeder PCCP rehab, second lower feeder PCCP rehab, Allen-McColloch Pipeline, Calabazas Feeder, and Rialto Pipeline PCCP Rehabilitation	\$138	2021
405	Metropolitan Water District	Right of Way and Infrastructure Protection Program	Water/Sanitation	Regional	address right-of-way issues; prepare environmental documentation and acquire permits to perform needed repairs and allow maintenance activities to proceed without delay; execute repairs; and identify and address security issues throughout MWD's distribution system	\$19	2021
406	Metropolitan Water District	System Flexibility/Supply Reliability Program	Water/Sanitation	Regional	includes Hayfield and Lake Perris Groundwater Recovery, Perris Valley Pipeline, water delivery system improvements, Verbena property acquisition, Delta Wetlands properties	\$17	2021
407	Metropolitan Water District	Weymouth Water Treatment Plant Improvements	Water/Sanitation	La Verne	Upgrades to electrical system, influent conduit, basins and filters	\$24	2021
408	Metropolitan Water District	Jensen Water Treatment Plant Improvements	Water/Sanitation	Sylmar	Improvements to the Jensen Water Treatment Plant	\$12	2021
410	Metropolitan Water District	Weymouth Filter Building 2 Filter Valve Replacement	Water/Sanitation		This project will replace 126 filter valves and actuators that have been in service for over 57 years and show signs of deterioration.	\$12	January 2021
411	Metropolitan Water District	Direct Potable Reuse Demonstration Facility	Water/Sanitation		This project will install additional treatment systems at MWD's advanced water treatment facility located at the Los Angeles County Sanitation Districts' Joint Water Pollution Control Plant to provide demonstration-scale testing capabilities for potential direct potable reuse applications in the region.	\$158	June 2021 (should final design start in June 2020)
412	Metropolitan Water District	Second Lower Feeder Reach 3 PCCP Rehabilitation Project	Water/Sanitation		Rehabilitate 3 valve vaults, install 3 new 42-inch conical plug valves, and reline 4.9 miles of existing prestressed concrete cylinder pipe (PCCP) feeder with 75-inch diameter steel pipe liner	\$60	March 2021
414	Metropolitan Water District	Weymouth Filter Building 2 Filter Valve Replacement	Water/Sanitation		This project will replace 126 filter valves and actuators that have been in service for over 57 years and show signs of deterioration.	\$12	January 2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
415	Metropolitan Water District	Direct Potable Reuse Demonstration Facility	Water/Sanitation		This project will install additional treatment systems at MWD's advanced water treatment facility located at the Los Angeles County Sanitation Districts' Joint Water Pollution Control Plant to provide demonstration-scale testing capabilities for potential direct potable reuse applications in the region.	\$158	June 2021 (should final design start in June 2020)
418	Metropolitan Water District	Second Lower Feeder Reach 3 PCCP Rehabilitation Project	Water/Sanitation		Rehabilitate 3 valve vaults, install 3 new 42-inch conical plug valves, and reline 4.9 miles of existing prestressed concrete cylinder pipe (PCCP) feeder with 75-inch diameter steel pipe liner	\$60	March 2021
450	Crown Castle	Region-Wide Fiber Deployment Project	Communication	Greater LA Region	Development of region-wide fiber optic networks supporting gigabit-speed internet connectivity and small cell technologies	\$1,000	
500	Southern California Gas Company	Morrison Ranch Pipeline Replacement	Utilities	Agoura Hills	Project to upgrade the natural gas distribution pipelines in Morrison Ranch, Agoura Hills	TBD	2020
501	Southern California Gas Company	Lake Ave and Mountain St Pipeline Replacement	Utilities	Pasadena	Project to upgrade the natural gas distribution pipelines in Pasadena	TBD	2020
550	Port of Los Angeles	Wilmington Waterfront Promenade	Ports	Port of LA	Promenade at the Wilmington Waterfront	\$43	2020
600	Port of Los Angeles	Berths 167-169 MOTEMS	Ports	Port of LA	Demolition of existing timber wharf and replacing with a new concrete loading platform, access trestle, mooring dolphins and steel catwalks	\$37	2020
601	Port of Los Angeles	Alameda Corridor Southern Terminus Gap Closure	Ports	Port of LA	Add double-track segment between the on-dock rail yards serving the TraPac and West Basin Containers terminals, creating a safer, more direct connection to the Alameda Corridor	\$15	2020
602	Port of Los Angeles	Pier 400 Corridor Storage Tracks	Ports	Port of LA	Extend the existing rail bridge and create five new storage tracks. It will include an access roadway, new crossovers and switches, with modifications to the compressed air system	\$34	2021
603	Port of Los Angeles	Avalon Promenade and Gateway Project	Ports	Port of LA	Construction of pedestrian bridge along Avalon Blvd to provide pedestrian access to future Wilmington Waterfront Promenade	\$24	2020
604	Port of Los Angeles	Berths 226-236 Everport Container	Ports	Port of LA	Increase depths of berths to accommodate larger next generation vessels	\$65	2021
605	Port of Long Beach	Pier B On-Dock Rail Support Facility	Ports	Port of LB	enhance on-dock rail capacity at Port's shipping terminals, speeding the movement of cargo and strengthening the Port's competitiveness	\$870	2022
606	Port of Long Beach	Pier G Expansion	Ports	Long Beach	Enlarge an existing container terminal	\$200	2022
607	Port of Long Beach	Harbor Deepening	Ports	Long Beach	Deepen the channels in conjunction with ACOE	\$200	2024
608	Port of Long Beach	Pier B Railyard	Ports	Long Beach	New railyard to serve Port throughput	\$800	2025
609	Port of Los Angeles	Pier 300 IM Yard expansion	Ports	Los Angeles	Enlarged intermodal yard for Pier 300	\$40	2024
650	Alameda Corridor-East Project	Montebello Corridor Grade Separation Project	Transportation	Montebello	construction of roadway underpass with sidewalk and bike lanes and railroad bridge at the railroad crossing on Montebello Blvd and installing at-grade safety improvements at the crossings on Maple, Greenwoode, and Vail Avenues	\$209	2020
651	Alameda Corridor-East Project	Pomona At-Grade Crossing Safety Improvement Project	Transportation	Pomona	installation of pedestrian crossing gates and fencing along a portion of railroad right-of-way to channel pedestrians to gates	\$24	TBD
652	Alameda Corridor-East Project	Turnbull Canyon Road Grade Separation Project	Transportation	City of Industry	Separate roadway and Union Pacific Railroad tracks on Turnbull Canyon Rd. Constructing two-lane roadway overpass.	\$99	TBD
700	City of Glendale	Highland Avenue Rehabilitation Project	Public Works	Glendale	Selective removal and reconstruction of concrete curb and gutters, cross gutters, driveway, alley aprons, sidewalks, and deteriorated asphalt and concrete pavement; Adjustment of existing manholes, water valves, water meters, and other utilities; Traffic signal modifications at the intersection of Highland Avenue and San Fernando Road	TBD	2020
750	City of Santa Clarita	Road Rehab Annual Overlay & Slurry Seal Project	Public Works	Santa Clarita	annual slurry seal & overlay road preservation project to improve City roadways and extend their life.	\$11	Annual
751	City of Santa Clarita	Lyons Avenue/Dockweiler Drive Extension	Public Works	Newhall	extension of Lyons Avenue from Railroad Avenue southeast to the proposed connection with Dockweiler Drive, to provide a T-intersection at Dockweiler Drive; addition of a new at-grade railroad crossing east of the Railroad Avenue and Lyons Avenue intersection; extension of Dockweiler Drive from the approved extension at The Master's University northwest to connect with the intersection of Arch Street and 12th Street; closure of at-grade railroad crossing at the intersection of 13th Street and Railroad Avenue; modification of the intersection at 13th Street restricting eastbound through movement.	TBD	TBD
752	City of Santa Clarita	Proposed Canyon Country Community Center Phase III	Public Works	Canyon Country	Northeast corner of Soledad Canyon Road and Sierra Highway; Includes off-site street improvements on Soledad Canyon Road, Sierra Highway, Dolan Way and Solamint Road.	TBD	2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
800	City of Pasadena	Orange Grove Pipeline Project	Public Works	Pasadena	water system upgrades along Orange Grove Blvd (Fair Oaks Ave to Palo Verde Ave) to update the current pipes which are over 80 years old, and increase the overall reliability and quality of water service for customers	TBD	2020
801	City of Pasadena	Electric System Conversion	Public Works	Pasadena	Independent of the Underground Program; Overhead wires are undergrounded but utility poles may remain	TBD	
802	City of Pasadena	Sheldon Reservoir Project	Public Works	Pasadena	landscape transformation at the Sheldon Reservoir, including a sidewalk, drought tolerant parkway plantings along Arroyo Blvd., and a newly constructed Community Demonstration Garden along Coniston Rd.	TBD	2020
803	City of Pasadena	Underground Program	Public Works	Pasadena	Underground relocation of overhead utility systems -- including electric cable and telephone communication lines	TBD	
850	City of Los Angeles	Alameda St. Widening from Harry Bridges to Anaheim	Public Works	San Pedro	widening Alameda Street by 17 feet from Harry Bridges Blvd to Anaheim Street and includes new curb & gutter, striping, storm drains, and catch basins	\$19	2020-2021
851	City of Los Angeles	Asilomar Bl Landslide Mitigation (tie-back wall and grading)	Public Works	Pacific Palisades	A new retaining structure, approximately 300 linear feet, and slope remediation will be constructed to stabilize Asilomar Boulevard between Almar Avenue and Wynola Avenue.	\$15	2020-2021
852	City of Los Angeles	Pio Pico Library Pocket Park and Underground Parking Structure	Public Works	Los Angeles	developing a pocket park in the 0.60-acre property, the construction of an underground parking structure with a capacity of at least 50 parking spaces; addition of 70 bicycle racks; modified street parking along 7th Street to accommodate 30 additional parking spaces	\$10	2020-2021
853	City of Los Angeles	NOS Rehab Unit 15 - Petite Ct to Marsh St	Public Works	Atwater Village	rehabilitation of portions of the existing North Outfall Sewer (NOS) from Petite Ct. to Marsh St along private property. These portions of the existing NOS are approximately 4,718 LF; upgrade maintenance holes and siphon structures; construction of new trap maintenance holes	\$25	2020-2021
854	City of Los Angeles	NOS Rehab Unit 29 - Beck Ave to Colfax Ave R/W	Public Works	North Hollywood	rehabilitation of 3,165.14 feet of 57" diameter semi-elliptical concrete City of Los Angeles in the North Outfall Sewer (NOS) from Beck Ave to Chiquita Street to Acama Street to Colfax Avenue; includes cleaning the pipe and slip-lining or lining with cured-in-place pipe liner; upgrade maintenance holes	\$13	2020-2021
855	City of Los Angeles	NOS Rehab Unit 30 - Colfax to Whitsett	Public Works	Studio City	rehabilitation of approximately 5,454 feet of existing sewer consisting of 259 LF of 18" circular pipe, 1302 LF of 39" semi-elliptical pipe, 775 LF of 42" circular pipe, 1345 LF of 48" semi-elliptical pipe, & 1773 LF of 57" semi-elliptical pipe in the North Outfall Sewer (NOS) from Colfax Avenue to Whitsett Avenue along Woodbridge Street; includes cleaning the pipe and slip-lining or lining with cured-in-place pipe liner; upgrade maintenance holes	\$12	2020-2021
856	City of Los Angeles	Venice Auxiliary Pumping Plant	Public Works	Marina del Rey	This project provides for design and construction of the new Venice Auxiliary Pumping Plant (VAPP) next to the Venice Pumping Plant (VPP). The auxiliary facility consists of three wet-pit submersible pumps controlled by variable frequency drives (VFDs), underground wet-well and above ground electrical building, interconnecting sewer/force main pipe network, plus all necessary mechanical, electrical and control systems to provide additional pumping capacity.	\$20	2020-2021
857	City of Los Angeles	Los Angeles River Low Flow Diversions	Public Works	East Area	construction of low flow diversion structures in the Los Angeles River: Palmetto Street (R2-J), Mission Road (R2-G) and 2nd Street & Santa Fe (R2-O2). The LFDs will be constructed in order to treat the high levels of bacteria from runoff.	\$13	2020-2021
858	City of Los Angeles	Ballona Creek Water Quality Improvement	Public Works	Culver City	construct a low flow treatment facility for Ballona Creek at the North Outfall Treatment Facility. 29 mgd of dry-weather flow will be pumped to the facility with 23 mgd diverted to HTP via NOS and 6 mgd treated and discharged back to the creek. Project components include: saw-cut diversion channel, hydrodynamic separator units, pumping station, and Ozone disinfection.	\$17	2020-2021
859	City of Los Angeles	LAGWRP- Personnel Building	Public Works	Los Angeles	construct an estimated 15,000 sq ft of two story building for LAG personnel. The additional facility space will provide a permanent office space for HRDD staff, EMD staff, and additional laboratory space for EMD, and sufficient locker room and shower facilities for Operators.	\$27	2020-2021
860	City of Los Angeles	TIWRP- Final Tanks Skimmer System Upgrade	Public Works	San Pedro	Clean final tanks of all materials to make suitable to perform and complete Work; remove and protect existing diffusers for reinstallation and reuse; remove and replace existing skimmer troughs; install new actuated skimmers; remove existing 14-inch butterfly valves; install new fluid level scales (graduated scales), one for each effluent launder; replace existing HPE spray system at each active skimmer row; X-ray and core drilling; install new upsized scum comedown pipe and flushing mechanisms with actuated valve for the active final tanks and connect to existing 8-inch sanitary sewer line; install instrumentation system to monitor and control actuators locally and remotely; coordination with Honeywell to implement Distributed Control Systems (DCS); remove and dispose existing launder covers and install new aluminum launder covers	\$10	2020-2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
861	City of Los Angeles	Glendale-Hyperion Bridge/LA River S-1881-82-83-84	Public Works	Elysian Valley	seismic retrofit and widening of bridges, re-configuration of roadway, installation of bike lanes on Hyperion Avenue, and upgrading of various elements to meet current infrastructure standards. Work also includes re-alignment of I-5 northbound off ramp, construction of a bicycle and pedestrian access ramp between northbound Glendale Boulevard and the LA River Bikeway, and creation of an infiltration basin to protect the water quality of LA River. A pedestrian bridge will be built over the adjacent Red Car piers crossing LA River	\$46	2020-2021
862	City of Los Angeles	LAPD CATS Storage Building	Public Works	Los Angeles	construction of 70,000 sq-ft warehouse for their evidence storage and Commercial Auto Theft	\$23	2020-2021
863	City of Los Angeles	Highland Park Jr. Arts Center (Renovate Bldg)	Public Works	Los Angeles	refurbish, retrofit, and Convert city building to Arts Center	\$15	2020-2021
864	City of Los Angeles	Hollywood Recreation Center - Modern Gym.	Public Works	Hollywood	construct modern gym and pool building	\$16	2020-2021
865	City of Los Angeles	LA River Way - SF Valley Completion (Vanalden to Balboa)	Public Works	Los Angeles	construction of a Class I bike path and greenway along the LA River through Vanalden Ave. to Balboa Blvd including 6 undercrossings through the trapezoidal channel of the LA River	\$41	2020-2021
866	City of Los Angeles	NOS Rehab Unit 10 - 101 Fwy to Cardinal St.	Public Works	East LA	rehabilitation of approximately 5,032 feet of the North Outfall Sewer (NOS) starting at the intersection of 101 Freeway and Mission Road and extending along Union Pacific Railway to 256 feet north of the intersection of Gibbons St and Cardinal St	\$46	2020-2021
867	City of Los Angeles	NOS Rehab Unit 35 - Noble to Cedros	Public Works	Van Nuys	rehabilitation of portions of the existing North Outfall Sewer (NOS) between Burbank Blvd/Sepulveda Blvd and Magnolia Blvd/Cedros Ave.	\$15	2020-2021
900	Los Angeles Department of Water and Power	Tujunga Centralized Treatment	Water/Sanitation		The project proposes to address the groundwater contamination affecting the Tujunga Well Field and restore the beneficial use of the well field. The proposed project entails the construction of a treatment facility to remediate VOC contamination of the groundwater pumped from the Tujunga Well Field.	\$227	August 2020
901	Los Angeles Department of Water and Power	North Hollywood Centralized Treatment	Water/Sanitation		The project proposes to address the groundwater contamination affecting the Rinaldi-Toluca Well Field and restore the beneficial use of the well field. The proposed project entails the construction of a treatment facility to remediate VOC contamination from groundwater pumped from the Rinaldi-Toluca Well Field.	\$201	August 2020
902	Los Angeles Department of Water and Power	Headworks Flow Control Station	Water/Sanitation		A flow control station will be constructed on the Headworks Reservoir site to regulate the flow coming through the new RSC Upper Reach into the reservoirs.	\$19	August 2020
904	Los Angeles Department of Water and Power	Groundwater Replenishment Project - Initial Phase	Water/Sanitation		The City's Department of Water and Power and the Department of Public Works Bureau of Sanitation have partnered to implement the Los Angeles Groundwater Replenishment (LA GWR) Project, a recycled water surface spreading project aiming to replenish up to 7,000 acre-feet per year of recycled water by 2025. Recycled water produced by the Donald C. Tillman Water Reclamation Plant (Tillman) in Van Nuys will be conveyed to the Hansen Spreading Grounds in Sun Valley, where recycled water will infiltrate to replenish the San Fernando Valley Groundwater Basin. As part of the LA GWR Project, we are preparing to construct an Equalization (EQ) Tank at Tillman. This EQ Tank will increase recycled water supply available for surface spreading application and is one of the major components of the LA GWR Project.	\$75	Septmenber 2020
906	Los Angeles Department of Water and Power	Santa Ynez St - MLR	Water/Sanitation		The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$11	March 2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
907	Los Angeles Department of Water and Power	Hyperion Advance Water Purification Facilities	Water/Sanitation		Los Angeles World Airport (LAWA), Los Angeles Sanitary and Environment(LASAN), and LADWP are collaborating to implement advanced water recycling treatment at Hyperion Water Treatment Plant (Hyperion). An advanced water purification facility (AWPF) at Hyperion is expected to produce up to 1,500 AFY of advanced treated recycled water for use at LAX, Scattergood, and other potential customers. This project is for a funding agreement between the three agencies for the design of the AWPF and for a \$22 million estimated for a future funding agreement between LADWP and LASAN for 70% of the estimated construction cost of \$31.5 million. This project is being made to track the schedule, budget, and actual costs of LADWP's involvement in the design. The cost of the engineering design will be split according to the expected use of the water produced at the AWPF. LADWP is expected to serve 70% of the water produced to customers and will pay 70% of the design cost. At the completion of 70% design, the parties will determine whether construction and operation of the AWPF is feasible. LASAN will lead the design via a consultant. LADWP will provide staff to form a Technical Committee and a Management Oversight Committee that will review the design documents.	\$37	April 2021
908	Los Angeles Department of Water and Power	North Haiwee Dam No. 2	Water/Sanitation		The existing North Haiwee Dam has been determined to be seismically deficient when subjected to strong earthquake shaking. As a result, a new earth-fill embankment dam will be designed and constructed north of the existing North Haiwee Dam for seismic hazard mitigation. The project also includes the design and construction of a new portion of Cactus Flats Road and realignment of the Los Angeles Aqueduct channel.	\$192	May 2021
909	Los Angeles Department of Water and Power	North Hollywood & 99th St. Production Wells	Water/Sanitation		LADWP Water Operations has requested the replacement of two production wells at the North Hollywood well field and three production wells at the 99th Street well field. The new wells will restore historic capacity at these two locations.	\$22	May 2021
910	Los Angeles Department of Water and Power	Sidewalk Replacement	Water/Sanitation		DWP must comply with the court mandate to make all its sidewalks ADA-compliant by June 30, 2022. The court ruling requires quarterly updates to track progress. BOE further has its own milestones to track progress and costs by individual Departments. The scope of this project includes evaluating the compliance of sidewalks adjoining roughly 500 WOD facilities with requirements being issued by BOE's Sidewalk Replacement Program and planning, designing, managing and constructing improvements to pedestrian facilities adjoining DWP facilities, as necessary.	\$12	May 2021
912	Los Angeles Department of Water and Power	Century Trunk Line - Unit 2	Water/Sanitation		This Trunk Line will replace approximately 8,300 feet of existing 36-inch welded steel pipe of the Stone Canyon Outlet Line located on Century Blvd. from La Cienega Blvd. to Prairie Avenue (located within the City of Inglewood). The new 48-inch trunk line will be approximately 8,300 feet of welded steel pipe located along Arbor Vitae Street from La Cienega Blvd. to Prairie Ave., and will connect to the Century Trunk Line Unit 1 project on the west and Baldwin Outlet Line on the east.	\$45	June 2021
913	Los Angeles Department of Water and Power	Redmont Pump Station & Tank	Water/Sanitation		Replace the existing Redmont Pump Station and Redmont Reservoir with a new dual pump station that will have six electric pumps rated at 1,700 gpm and two internal combustion pumps rated at 3,000 gpm. Four pumps will supply to the 2,086-ft system and the other four will supply to the 1,960-ft system and 454,000 gallon steel tank. Currently, water is pumped to the 2086-ft system and regulated down to the 1960-ft system. The new pump station and tank will be built on the existing Redmont Reservoir and Pump Station site.	\$21	June 2021
914	Los Angeles Department of Water and Power	Silver Lake Stormwater Capture Project	Water/Sanitation		Install storm drain diversions that will capture runoff from the Silver Lake Reservoir Complex (SLRC) and neighborhood adjacent to the Silver Lake Reservoir Complex. The project is estimated to capture up to 159 AFY. The captured stormwater will help alleviate the current 418 AFY potable water demand required to maintain the Silver Lake Reservoir at an acceptable operating level. The project will construct new storm drains around the SLRC to capture tributary runoff. Excess runoff overloading the new storm drain system will flow downstream to the existing storm drain system. The project will provide a new source of water supply for Silver Lake and Ivanhoe Reservoirs.	\$104	June 2021
915	Los Angeles Department of Water and Power	Metropolitan Water District LA-35 Flowmeter	Water/Sanitation		Metropolitan Water District (MWD)'s LA-35 connection is a 144" ultrasonic meter that delivers untreated purchased water to the LA Aqueduct Filtration Plant. Water Resources Division is requesting a secondary flow meter to be installed downstream of the LA-35 connection to ensure accuracy in meter reading and billing.	\$19	June 2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
916	Los Angeles Department of Water and Power	City Trunk Line North Project - Unit 1	Water/Sanitation	Van Norman Complex to Filmore Stree	City Trunk Line North (CTLN) will replace the existing 1914 riveted steel Los Angeles City Trunk Line (LACTL) with approximately 33,400 feet of 54-inch diameter pipe. The CTLN will be constructed in 2 units. CTLN Unit 1 will install approximately 21,200 feet of 54-inch diameter earthquake resistant ductile iron pipe (ERDIP) from the Van Norman Bypass Reservoir Outlet Line connection in the Van Norman Complex to Terra Bella Street.	\$115	July 2021
917	Los Angeles Department of Water and Power	LAAFP Oxygen Generation System Upgrade	Water/Sanitation		Design and construct a replacement facility for the existing 25 year old Oxygen system at the Los Angeles Filtration Plant. Includes the demolition of the existing cryogenic plant.	\$12	July 2021
918	Los Angeles Department of Water and Power	Harbor Recycled Water System Potable Backup	Water/Sanitation		Plan, design, and construct potable backup for the Harbor Recycled Water System to improve the reliability of recycled water service to Dominguez Gap Barrier, industrial, and irrigation customers in the Harbor service area. Water Replenishment District of Southern California (WRD) is a customer and is contracting out the design and construction services for LADWP.	\$1	July 2021
923	Los Angeles Department of Water and Power	Headworks Direct Potable Reuse Project	Water/Sanitation		Land acquisition and installation of up to five monitoring wells to characterize nature and extent of groundwater contamination within the 10-year capture zone. Install granular activated carbon vessels and aeration to remove VOCs. Project estimated to cost \$20.8M. 100% WQAF Pass-Thru.	\$20	October 2021
925	Los Angeles Department of Water and Power	Beverly Blvd - MLR	Water/Sanitation		The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$188	November 2021
926	Los Angeles Department of Water and Power	Elizabeth Tunnel Seismic Enhancement Project	Water/Sanitation		Reduce the seismic risk of Elizabeth Tunnel by installing steel tunnel supports and highly ductile carrier pipes at high-risk zones within the tunnel. Approximately 480 feet of steel sets and high-density polyethylene pipe will be installed along the San Andreas Fault zone. Gunite and welded wire mesh will be used to reinforce potential high-risk collapse zones and contact grouting will be performed along the tunnel where needed.	\$35	November 2021
927	Los Angeles Department of Water and Power	City Trunk Line South - Unit 6	Water/Sanitation		This trunk line is the primary source to eastern portion of San Fernando Valley and to Franklin, Hollywood, and Silver Lake service areas. City Trunk Line South-Unit 6 (CTLS-6) is one of 6 units of the City Trunk Line South (CTLS) project, which totals 48,000 feet.	\$20	November 2021
928	Los Angeles Department of Water and Power	Foothill Trunk Line Replacement	Water/Sanitation		Install 16,600 feet of 54-inch welded steel pipe and earthquake resistant ductile iron pipe using the open trench method and pipe jacking to replace existing 24-inch & 36-inch welded riveted steel pipe installed from 1929-1931. TLC-Crew 1A & 2C will be used to install the new trunk line in the open trench portion.	\$104	December 2021
929	Los Angeles Department of Water and Power	Roscoe Trunk Line - MLR/ERDIP	Water/Sanitation		The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network. This project will use Earthquake Resistant Ductile Iron Pipe (ERDIP).	\$16	December 2021
930	Los Angeles Department of Water and Power	Whitnall Hwy Stormwater Capture	Water/Sanitation		Install series of infiltration basins while capturing stormwater from two sources: (1) an upstream stormwater diversion and (2) new catch basins. The captured stormwater will flow through pre-treatment BMPs and discharge into infiltration basins for groundwater replenishment. This project is estimated to provide an average annual water capture benefit up to 270 AFY. This project shall be designed by WETS and constructed by PC&M.	\$12	December 2021
931	Los Angeles Department of Water and Power	Huntington Drive South - MLR	Water/Sanitation		The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$11	December 2021
932	Los Angeles Department of Water and Power	Downtown Water Recycling Project	Water/Sanitation		Plan, design and construct approximately 10 miles of new 16-inch recycled water pipeline from the terminus of the recycled water pipeline on North Spring Street at Mesnagers Street near the Cornfields Park, to customers located in downtown Los Angeles and the Exposition Park area. Project also requires a reg station to be installed to reduce recycled water line pressures.	\$61	January 2022
933	Los Angeles Department of Water and Power	City Trunk Line North Project - Unit 2	Water/Sanitation		Install approximately 11,800 LF of 54-inch Welded Steel Pipe from Terra Bella to CTLS Unit 1 connection along Canterbury Avenue east of Nagle Street. About 1,500 LF will be pipe jacked and 3,120 LF will be slip lined.	\$65	February 2022
935	Los Angeles Department of Water and Power	Manhattan Wells Operational Improvements	Water/Sanitation		Recent improvements to the Manhattan Wellfield include 4 new production wells, installation of a new collector line, a new flush line, and other improvements to enable increased production from this wellfield. This project will provide repairs to the forebay, installation of variable frequency drives on the pump station and well pumps, replacement or repairs to pump station outlet valves, reprogramming of the PLCs, and installation of pressure switches on the distribution side of the pump station.	\$30	March 2022
936	Los Angeles Department of Water and Power	Bouquet Canyon Reservoir Seismic Improvement	Water/Sanitation		Evaluate the stability and potential for erosion of the Auxiliary Spillway. Mitigation procedures, if necessary, will be determined at the conclusion of the evaluation.	\$11	March 2022

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
938	Los Angeles Department of Water and Power	Manhattan Wellfield On-Site Hypochlorite Generation Station	Water/Sanitation		The existing chlorination station at Manhattan Wellfield is a gaseous chlorine station with limited capacity. The existing station has two one-ton cylinders which can treat flows up to 22 cfs. We could treat higher flows but it becomes difficult with ton change outs every three days and lower residuals during change outs (max one hour). It would be an easier operation with three one-ton cylinders.	\$13	May 2022
941	Los Angeles Department of Water and Power	Roscoe Trunk Line Replacement	Water/Sanitation		Replace approximately 21,000 feet of existing 34-inch OD HDPE slip-lined pipe with 48-inch diameter pipe along Roscoe Blvd from Mason Ave to Louise Ave, and connect directly to the 1123SZ De Soto TL and the 1134SZ Encino Inlet. Project also includes replacing the existing single leg De Soto & Roscoe RS with two pressure regulating stations at Roscoe Blvd. and Reseda Blvd., and at Roscoe Blvd. and Winnetka Ave., the installation of approximately 18,000 feet of 16-inch pipe, and two relief stations.	\$148	August 2022
943	Los Angeles Department of Water and Power	Coronado Trunk Line	Water/Sanitation		Install approximately 7200 feet of 30-inch diameter welded steel pipe to connect First Street Trunk Line (777-ft service zone) to Sunset Trunk line (619-ft service zone). The proposed alignment will primarily be along Robinson, Council, and Coronado Streets; and require a regulator station, relief station, and associated appurtenances. Coronado Trunk Line needs to be in-service before Solano Reservoir Replacement Project begins construction.	\$30	In Construction
1000	Private	Pinnacle 360 Condos/Parking Garage	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage; Swimming Pool	\$40	Start
1001	Private	Pearl on Wilshire Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$50	Construction
1002	Private	Lankershim + Otsego Mixed Use	Housing	NORTH HOLLYWOOD	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility	\$50	Construction
1003	Private	11752 Santa Monica Blvd Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$52	Construction
1004	Private	Essex Hollywood Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Swimming Pool; Social Club; Miscellaneous Recreational	\$54	Construction
1005	Private	Alta 5550 Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Regional Shopping Mall; Parking Garage	\$55	Construction
1006	Private	Q East Mixed Use	Housing	CANOGA PARK	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Athletic Facility; Swimming Pool	\$60	Start
1007	Private	Evolution Warner Center Transit-Oriented Apartments	Housing	CANOGA PARK	Apartments/Condominiums 4+ Stories; Parking Garage	\$60	Start
1008	Private	Clarendon Apartments/Parking	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Parking Garage	\$60	Construction
1009	Private	Wayfarer Apartments/Marina Renovation	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Beach/Marina Facility	\$65	Construction
1010	Private	Jade Enterprises - Onyx Apartments Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$70	Construction
1011	Private	11 by Twelve Axis Apartments Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$70	Construction
1012	Private	Q West Mixed Use	Housing	CANOGA PARK	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Parking Garage	\$75	Start
1013	Private	Variel Apartments / Mixed Use	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Parking Garage	\$75	Construction
1014	Private	Academy Square Mixed Use Tower Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other)	\$75	Construction
1015	Private	Bunker Hill Tower Apartments - Renovation	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$76	Construction
1016	Private	Palos Verdes Apartments/Mixed Use	Housing	SAN PEDRO	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Swimming Pool; Miscellaneous Recreational	\$85	Construction

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1017	Private	Residential Complex/Mixed Use	Housing	CANOGA PARK	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$94	Construction
1018	Private	3525 W 8th Street Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Swimming Pool	\$95	Construction
1019	Private	La Plaza Cultura Village Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Regional Shopping Mall; Vocational School	\$100	Construction
1020	Private	19525 Nordhoff Street Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Parking Garage	\$100	Construction
1021	Private	Amp Lofts - 695 Sante Fe Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Swimming Pool	\$100	Construction
1022	Private	Selma & Highland Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$100	Construction
1023	Private	The Rise Hollywood Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Parking Garage	\$110	Construction
1024	Private	Park Fifth Mixed Use Tower Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$115	Construction
1025	Private	Wilshire Curson Residential Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage	\$117	Construction
1026	Private	MacFarlane Mixed Use Phase 1	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$120	Construction
1027	Private	Residential/Retail/Office/Parking Garage	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Retail (Other); Parking Garage	\$125	Construction
1028	Private	Forest City/South Park Mixed Use/Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Swimming Pool	\$125	Construction
1029	Private	Atelier Retail/Residential Tower (South Park)	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall	\$125	Construction
1030	Private	Wilshire and Crescent Heights Residential Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$126	Construction
1031	Private	Landmark Apartment Tower/Parking Garage	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool	\$143	Construction
1032	Private	Wren South Park Tower Residential/Mixed Use Phase 1	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$144	Construction
1033	Private	AVA Arts District Live/Work Complex	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Office; Food/Beverage Service; Retail (Other)	\$150	Start
1034	Private	Linea Mixed Use Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Athletic Facility; Swimming Pool; Social Club; Miscellaneous Recreational	\$150	Construction
1035	Private	Perla - 4th and Broadway Mixed Use High Rise	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$150	Construction
1036	Private	Apex 2 South Park Apartment Tower - Ninth and Figueroa	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Retail (Other)	\$150	Construction
1037	Private	The Variel Senior Living Apartments	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Elderly/Assisted Living; Parking Garage	\$150	Construction
1038	Private	West Edge (formerly Martin Expo Town Center) Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Parking Garage	\$166	Construction
1039	Private	JMB Century City High Rise Tower 1	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage; Park/Playground; Landscaping	\$185	Construction
1040	Private	South Block/El Centro on Hollywood Mixed Use	Housing	Hollywood	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool	\$200	Construction

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1041	Private	Figueroa Centre Mixed Use Hotel/Condo Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool; Miscellaneous Recreational; Hotel/Motel	\$200	Start
1042	Private	NoHo West Phase 2 - Apartments	Housing	NORTH HOLLYWOOD	Apartments/Condominiums 4+ Stories; Parking Garage	\$200	Construction
1043	Private	Hope + Flower Residential/Mixed-Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$212	Construction
1044	Private	Grand Hope Lofts Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other)	\$240	Construction
1045	Private	AVA Hollywood Mixed-Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$242	Construction
1046	Private	Ferrante - 1000 Temple Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$255	Construction
1047	Private	2900 Wilshire Blvd Apartments/Parking	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$300	Construction
1048	Private	Onni 825 Hill Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$300	Construction
1049	Private	Spring Street Towers	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Swimming Pool	\$305	Construction
1050	Private	Circa Mixed Use Towers	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Regional Shopping Mall; Parking Garage	\$357	Construction
1051	Private	1120 S Grand/Aven Mixed Use Building - South Park Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$375	Construction
1052	Private	Fig Central Mixed Use - Oceanwide Plaza	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Hotel/Motel	\$405	Construction
1053	Private	Cumulus Apartments/Retail/Parking	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$410	Construction
1054	Private	Brookfield Mixed Use/Residential Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Park/Playground	\$515	Construction
1055	Private	Metropolis Residential Towers/Retail/Parking Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$550	Construction
1056	Private	Century Plaza Mixed Use Redevelopment	Housing	CENTURY CITY	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage; Hotel/Motel	\$600	Construction
1057	Private	Grand Avenue Hotel/Condo/Apartments/Retail	Housing	Los Angeles	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Theater/Auditorium; Swimming Pool; Miscellaneous Recreational; Hotel/Motel; Park/Playground	\$950	Start
1058	Private	The South Village at Claremont	Housing	CLAREMONT	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$50	Pre-Design
1059	Private	Fairview Heights Apartments	Housing	INGLEWOOD	Apartments/Condominiums 4+ Stories	\$50	Planning Schematics
1060	Private	Ocean Avenue Project MASTER REPORT	Housing	SANTA MONICA	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Parking Garage; Museum; Hotel/Motel	\$50	Planning Schematics
1061	Private	Burbank Town Center Areas 4 and 8 Mixed Use PHASE 1	Housing	BURBANK	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool	\$50	Planning Schematics
1062	Private	Las Flores Affordable Apartment Building	Housing	SANTA MONICA	Apartments/Condominiums 1-3 Stories	\$52	Planning Schematics
1063	Private	Juniper Grove Affordable Apartments	Housing	PALMDALE	Apartments/Condominiums 1-3 Stories	\$60	Planning Schematics
1064	Private	TCC 3200 E Foothill	Housing	PASADENA	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$60	Planning Schematics

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1065	Private	The Arroyo at Monrovia Station Mixed Use Apartments	Housing	MONROVIA	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$60	Planning Schematics
1066	Private	Villages of Alhambra South Plan Area Residential	Housing	ALHAMBRA	Apartments/Condominiums 4+ Stories	\$70	Planning Schematics
1067	Private	Rubio Village Mixed Use Development	Housing	SAN GABRIEL	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool; Social Club	\$70	Design Development
1068	Private	Plaza at Santa Monica Mixed Use Development	Housing	SANTA MONICA	Apartments/Condominiums 4+ Stories; Office; Supermarket/Convenience Store; Shopping Center/Strip Mall; Parking Garage; Hotel/Motel	\$70	Planning Schematics
1069	Private	Mixed Use Development	Housing	WEST HOLLYWOOD	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool; Hotel/Motel	\$75	Planning Schematics
1070	Private	Paseo Marina Mixed Use	Housing	MARINA DEL REY	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Athletic Facility; Swimming Pool; Miscellaneous Recreational	\$75	Planning Schematics
1071	Private	West Carson Villas Affordable Apartments	Housing	TORRANCE	Apartments/Condominiums 4+ Stories	\$76	Planning Schematics
1072	Private	Smoky Hollow Specific Plan Mixed Use MASTER REPORT	Housing	EL SEGUNDO	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Shopping Center/Strip Mall; Parking Garage; Warehouse; Capitol/ Courthouse/City Hall; Fire/Police Station; Hotel/Motel	\$80	Pre-Design
1073	Private	West Pomona Transit District Mixed Use Apartments	Housing	MONROVIA	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$80	Planning Schematics
1074	Private	Trammell Crow Alexan	Housing	MONROVIA	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Warehouse; Athletic Facility; Swimming Pool	\$80	Planning Schematics
1075	Private	High Rise Hotel	Housing	LONG BEACH	Apartments/Condominiums 4+ Stories; Office; Swimming Pool; Beach/Marina Facility; Hotel/Motel	\$80	Design Development
1076	Private	Terracina at Lancaster Affordable Apartments	Housing	LANCASTER	Apartments/Condominiums 4+ Stories	\$81	Planning Schematics
1077	Private	LaTerra Select Burbank	Housing	BURBANK	Apartments/Condominiums 4+ Stories; Hotel/Motel	\$85	Pre-Design
1078	Private	Medical Main Street Mixed Use MASTER REPORT	Housing	LANCASTER	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Elderly/Assisted Living; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Hospital; Clinic/Medical Office; Hotel/Motel	\$90	Pre-Design
1079	Private	Miramar Santa Monica Hotel Redevelopment	Housing	SANTA MONICA	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Convention & Exhibit Center; Athletic Facility; Hotel/Motel	\$90	Planning Schematics
1080	Private	Marina Marketplace/Paseo Marina Mixed Use	Housing	MARINA DEL REY	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage	\$90	Pre-Design
1081	Private	The Villages at Alhambra North Plan Area	Housing	ALHAMBRA	Apartments/Condominiums 4+ Stories; Parking Garage	\$100	Planning Schematics
1082	Private	Hollywood Park Mixed Use Revitalization MASTER REPORT	Housing	Inglewood	Apartments/Condominiums 1-3 Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Shopping Center/Strip Mall; Casino; Theater/Auditorium; Hotel/Motel; Park/Playground; Site Development	\$100	Construction Documents
1083	Private	Burbank Town Center Area 1 Apartments/Mixed Use Phase 4	Housing	BURBANK	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool	\$100	Planning Schematics
1084	Private	Vista Canyon Ranch Apartments	Housing	SANTA CLARITA	Apartments/Condominiums 4+ Stories	\$80	Construction underway
1085	Private	AMLI MDR Apartments/Mixed Use	Housing	MARINA DEL REY	Apartments/Condominiums 4+ Stories; Elderly/Assisted Living; Retail (Other); Parking Garage	\$165	Construction approaching completion
1086	Private	EDITION Hotel & Condominiums	Housing	WEST HOLLYWOOD	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Parking Garage; Swimming Pool; Hotel/Motel	\$135	Construction well underway - Target completion late 2018

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1087	Private	Union South Bay Mixed Use	Housing	CARSON	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$150	Construction continues - Target completion 2019
1088	Private	W Walnut Mixed Use Building	Housing	PASADENA	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Construction continues - Updated cost, address and project team - Target completion late 2017
1089	Private	Sunset Time/Pendry Hotel & Residences	Housing	West Hollywood	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool; Hotel/Motel	\$60	Construction continues - Target completion 2019
1090	Private	AMLI Lincoln	Housing	PASADENA	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$187	Construction starting
1091	Private	The Lincoln Collection Mixed Use	Housing	SANTA MONICA	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool; Miscellaneous Recreational	\$150	Correcting project team - Groundbreaking held - Construction to commence shortly - Target completion 2020
1092	Private	Neptune-Marina Apartments/Parking	Housing	Marina Del Rey	Apartments/Condominiums 4+ Stories; Parking Garage	\$150	Construction in progress
1093	Private	Jefferson on Imperial Apartments	Housing	SOUTH GATE	Apartments/Condominiums 4+ Stories; Parking Garage	\$80	Construction underway on parking garage - Completion in 2021
1094	Private	Butcher-Solana Residences	Housing	TORRANCE	Apartments/Condominiums 4+ Stories; Parking Garage; Athletic Facility; Miscellaneous Recreational	\$60	Construction underway - Target completion 2021
1095	Private	Ivy Station Residential & Hotel Buildings	Housing	CULVER CITY	Apartments/Condominiums 4+ Stories; Parking Garage; Hotel/Motel	\$150	Construction continues - Target completion 2019
1096	Private	Pacific-Pine Apartments/Parking	Housing	LONG BEACH	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$80	Ground broken January 2019 - Completion early 2021
1097	Private	Shoreline Gateway - The Current Residential Tower Phase 2	Housing	Long Beach	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$150	Ground broken - Construction start targeted within 30-60 days - Completion late 2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1098	Private	Plaza Mexico Mixed Use / Parking Garage	Housing	LYNWOOD	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$95	Framing updated via source confirmation - Target completion Undetermined
1099	Private	Avalon West Hollywood Apartments/Mixed Use	Housing	WEST HOLLYWOOD	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$75	Construction complete
1100	Private	Beacon Senior Apartments	Housing	LONG BEACH	Apartments/Condominiums 4+ Stories; Social Club	\$80	Construction to commence shortly
1101	Private	Wilshire Blvd Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$30	Pre-Design
1102	Private	Hollywood Blvd Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$30	Pre-Design
1103	Private	8th and Hope Residential Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Vehicle Sales/Service	\$50	Pre-Design
1104	Private	Mail Order District - Number 12 Mixed Use Apartments/Retail	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Food/Beverage Service; Shopping Center/Strip Mall; Regional Shopping Mall; Parking Garage	\$50	Planning Schematics
1105	Private	Mail Order District - Rio Vista Mixed Use Lofts/Retail	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Food/Beverage Service; Shopping Center/Strip Mall; Regional Shopping Mall; Parking Garage	\$50	Planning Schematics
1106	Private	Casitas Lofts Apartments/Parking Garage	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$50	Planning Schematics
1107	Private	520 S Mateo Arts District Mixed Use Live/Work Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Retail (Other); Parking Garage	\$50	Planning Schematics
1108	Private	The Fedora Apartments/Parking Garage	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage; Athletic Facility	\$50	Construction Documents
1109	Private	Palo Verde St Apartments	Housing	SAN PEDRO	Apartments/Condominiums 4+ Stories	\$50	Planning Schematics
1110	Private	Sun Commons Affordable Housing	Housing	NORTH HOLLYWOOD	Apartments/Condominiums 4+ Stories; Parking Garage	\$53	Planning Schematics
1111	Private	Mixed Use Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$55	Pre-Design
1112	Private	La Prensa Libre Affordable Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage	\$55	Planning Schematics
1113	Private	La Veranda Apartments/Retail	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$56	Planning Schematics
1114	Private	Apartment Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office	\$58	Pre-Design
1115	Private	Apartment Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Parking Garage	\$60	Pre-Design
1116	Private	Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$60	Pre-Design
1117	Private	11th and Main Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$60	Planning Schematics
1118	Private	2118 E 7th Place Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$60	Planning Schematics
1119	Private	676 S Mateo Live/Work Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$60	Planning Schematics

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1120	Private	Westwood VA Buildings 206, 207, 210, 256 & 257 Renovation	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories	\$60	Construction Documents
1121	Private	1111 W Sunset Tower B	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$65	Planning Schematics
1122	Private	Lake on Wilshire - Apartment Tower/Hotel Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Miscellaneous Education Building; Theater/Auditorium; Miscellaneous Recreational; Hotel/Motel	\$65	Planning Schematics
1123	Private	Mixed Use Building	Housing	SAN PEDRO	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$65	Pre-Design
1124	Private	Apartment Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$68	Planning Schematics
1125	Private	Enlightenment Plaza Affordable Apartments PHASE 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$70	Planning Schematics
1126	Private	Westwood VA Bldgs 156, 157, 158 & New Supportive Housing	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories	\$70	Construction Documents
1127	Private	Tribune Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$75	Planning Schematics
1128	Private	Central Plaza Mixed Use Buildings	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$75	Planning Schematics
1129	Private	Central Plaza Mixed Use Building PHASE 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$75	Planning Schematics
1130	Private	Wilshire Gate Mixed Use Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Hotel/Motel	\$75	Planning Schematics
1131	Private	Morrison Hotel Renovation & New Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Hotel/Motel	\$75	Planning Schematics
1132	Private	Apartment Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$75	Planning Schematics
1133	Private	Wilshire Galleria Mixed Use Apartments PHASE 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$75	Planning Schematics
1134	Private	Vara/Grand Residences - 1233 South Grand Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Regional Shopping Mall; Parking Garage	\$75	Planning Schematics
1135	Private	Sunset & Western Mixed Use Development	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall	\$75	Planning Schematics
1136	Private	Deluxe La Terra Apartments/Retail/Parking	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$75	Planning Schematics
1137	Private	Variel Avenue/Woodland Hills Mixed Use (Master Report)	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Office	\$75	Design Development
1138	Private	Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$80	Pre-Design
1139	Private	4th and Figueroa/World Trade Center Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$80	Planning Schematics
1140	Private	Olympic Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Regional Shopping Mall; Parking Garage; Swimming Pool; Miscellaneous Recreational; Hotel/Motel	\$80	Planning Schematics
1141	Private	Southern California Flower Market North Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$80	Planning Schematics
1142	Private	Lifan Mixed Use Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$80	Planning Schematics
1143	Private	JMB Century City High Rise Tower 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$80	Planning Schematics

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1144	Private	Il Villaggio Toscano Mixed Use Development	Housing	SHERMAN OAKS	Apartments/Condominiums 1-3 Stories; Office; Food/Beverage Service; Retail (Other)	\$80	Planning Schematics
1145	Private	21001 W Kittridge Street Apartments	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Athletic Facility; Swimming Pool; Miscellaneous Recreational	\$80	Planning Schematics
1146	Private	Hollywood Arts Collective Affordable Housing	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$81	Design Development
1147	Private	Mixed Use Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage	\$85	Pre-Design
1148	Private	JMF Tower/Fifth and Hill Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Hotel/Motel	\$85	Planning Schematics
1149	Private	Mixed Use Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool	\$85	Planning Schematics
1150	Private	Mixed Use Building	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$90	Pre-Design
1151	Private	12th and Olive - 60 Story South Park Phase 3 Mixed Use Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Retail (Other)	\$90	Planning Schematics
1152	Private	Southern California Flower Market South Building	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$90	Planning Schematics
1153	Private	Westwood VA 440 Units Supportive Housing	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories	\$90	Construction Documents
1154	Private	Mixed Use Development	Housing	NORTH HOLLYWOOD	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$90	Pre-Design
1155	Private	Mixed Use Building	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Office; Parking Garage	\$90	Planning Schematics
1156	Private	3600 W Wilshire Blvd Mixed Use Towers	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Pre-Design
1157	Private	LA Civic Center Part B - City Hall South	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Retail (Other); Shopping Center/Strip Mall; Capitol/ Courthouse/City Hall; Communication Building	\$100	Pre-Design
1158	Private	Park 101 MASTER REPORT	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Regional Shopping Mall; Hotel/Motel	\$100	Pre-Design
1159	Private	Catalina Tower Residential Building/Parking Garage	Housing	Los Angeles	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Planning Schematics
1160	Private	Hyperloop Campus/Mixed Use Live/Work Units - Office - Retail	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage	\$100	Planning Schematics
1161	Private	7th & Maple Residences	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Planning Schematics
1162	Private	City West - Jade Enterprises Sapphire Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Planning Schematics
1163	Private	Mixed Use Development	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Swimming Pool; Miscellaneous Recreational	\$100	Planning Schematics
1164	Private	Hollywood Center - West Site Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Elderly/Assisted Living; Food/Beverage Service; Retail (Other)	\$100	Planning Schematics
1165	Private	Hollywood Center - East Site Phase 1	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Hotel/Motel	\$100	Planning Schematics
1166	Private	Arris/South Park Mixed Use Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Planning Schematics
1167	Private	Crossroads Hollywood Parcel B - Condos & Retail	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Regional Shopping Mall; Parking Garage; Hotel/Motel	\$100	Planning Schematics

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1168	Private	Hannam Place Mixed Use Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$100	Planning Schematics
1169	Private	Mail Order District Phase 1 - Sears Building	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Theater/Auditorium; Athletic Facility; Miscellaneous Recreational	\$100	Planning Schematics
1170	Private	South Park Grand Avenue Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$100	Planning Schematics
1171	Private	Times Mirror Square Redevelopment	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$100	Planning Schematics
1172	Private	2117 Violet Street Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Warehouse; Theater/Auditorium; Athletic Facility; Swimming Pool; Miscellaneous Recreational	\$100	Planning Schematics
1173	Private	Wilshire Gayley Apartment Tower	Housing	WESTWOOD	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool	\$100	Planning Schematics
1174	Private	Warner Center Corporate Park Offices	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Office; Hotel/Motel	\$100	Planning Schematics
1175	Private	Apartment Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$125	Planning Schematics
1176	Private	The Hill Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other)	\$130	Planning Schematics
1177	Private	Alexan Residential/Retail Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Regional Shopping Mall; Parking Garage; Swimming Pool	\$140	Planning Schematics
1178	Private	ICON Panorama City Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other)	\$150	Planning Schematics
1179	Private	Westfield Promenade 2035 Mixed Use MASTER REPORT	Housing	WOODLAND HILLS	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall; Athletic Facility; Miscellaneous Recreational; Hotel/Motel; Park/Playground	\$150	Planning Schematics
1180	Private	Warner Center Residential and Live/Work Units	Housing	WOODLAND HILLS	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office	\$150	Planning Schematics
1181	Private	Olympia High Rise Complex MASTER REPORT	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$170	Planning Schematics
1182	Private	Beacon Tower - Fourth and Hill Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Retail (Other); Parking Garage	\$178	Planning Schematics
1183	Private	6220 Yucca Mixed Use Hotel/Residential	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool; Miscellaneous Recreational; Hotel/Motel	\$180	Planning Schematics
1184	Private	South Park Towers	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Hotel/Motel	\$200	Planning Schematics
1185	Private	College Station Mixed Use Development	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Parking Garage; Park/Playground; Landscaping	\$200	Planning Schematics
1186	Private	LA Grand Hotel - Addition/Conversion to Apartments	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Hotel/Motel	\$200	Planning Schematics
1187	Private	8th and Figueroa Mixed Use High Rise Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage	\$200	Construction Documents
1188	Private	670 Mesquit Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Regional Shopping Mall	\$220	Planning Schematics
1189	Private	LA Civic Center - Part D - 911 Center and 1st Street Parking	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Regional Shopping Mall; Parking Garage; Capitol/Courthouse/City Hall; Communication Building; Park/Playground	\$250	Pre-Design
1190	Private	Olympic + Hill Mixed Use Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Athletic Facility; Swimming Pool	\$250	Design Development
1191	Private	8150 Sunset Boulevard Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$300	Planning Schematics

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1192	Private	11th & Olive Apartment Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$300	Planning Schematics
1193	Private	5601 Santa Monica Mixed Use	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Park/Playground	\$300	Planning Schematics
1194	Private	The Fig - Urban Mixed Use Development	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Parking Garage; Hotel/Motel	\$300	Design Development
1195	Private	Metropolis Mixed Use Tower III	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Retail (Other); Parking Garage	\$310	Planning Schematics
1196	Private	Crescent Heights Palladium Residences	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Food/Beverage Service; Regional Shopping Mall; Parking Garage	\$325	Planning Schematics
1197	Private	Luxe Hotel Complex Redevelopment Phase 1	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$350	Planning Schematics
1198	Private	Luxe Hotel Complex Redevelopment Phase 2	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other)	\$350	Planning Schematics
1199	Private	Art Deco Residential Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories	\$400	Pre-Design
1200	Private	City Market of Los Angeles Mixed Use MASTER REPORT	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Shopping Center/Strip Mall; Parking Garage; Vocational School; Theater/Auditorium; Hotel/Motel	\$425	Design Development
1201	Private	11th and Hill Condo Tower	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Parking Garage; Hotel/Motel	\$500	Planning Schematics
1202	Private	1111 W Sunset Mixed Use MASTER REPORT	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Shopping Center/Strip Mall; Parking Garage; Miscellaneous Recreational; Hotel/Motel	\$600	Planning Schematics
1203	Private	Watts Urban Village/Jordan Downs Mixed Use MASTER REPORT	Housing	WATTS	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Miscellaneous Recreational	\$700	Design Development
1204	Private	Little Tokyo Galleria Mixed Use Redevelopment	Housing	LOS ANGELES	Apartments/Condominiums 1-3 Stories; Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Supermarket/Convenience Store; Retail (Other); Shopping Center/Strip Mall	\$1,000	Planning Schematics
1205	Private	Angel's Landing Mixed Use Towers/Complex	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Shopping Center/Strip Mall; Primary School; Miscellaneous Education Building; Miscellaneous Recreational; Hotel/Motel; Park/Playground	\$1,200	Planning Schematics
1206	Private	Suncal 6AM at 6th & Alameda Mixed Use MASTER REPORT	Housing	LOS ANGELES	Apartments/Condominiums 4+ Stories; Office; Food/Beverage Service; Retail (Other); Miscellaneous Education Building; Museum; Social Club; Miscellaneous Recreational; Hotel/Motel	\$2,000	Planning Schematics
1207	Private	Unincorporated Building Commercial	Housing	13344 S Main Street	New	\$13	Pending
1208	Private	Unincorporated Building Commercial	Housing	12021 Wilmington Avenue	Addition/Alteration/TI	\$185	Pending
1209	Private	Unincorporated Building Multifamily	Housing	11609 S Western Avenue	New	\$15	Pending
1210	Private	Unincorporated Building General	Housing	4111 Whittier Boulevard	Demolition	\$13	Pending
1211	Private	Unincorporated Building Hotel/Motel	Housing	18839 Gale Avenue	New	\$32	Pending
1212	Private	Unincorporated Building Mixed Use	Housing	3768 E Colorado Boulevard	New	\$18	Pending
1213	Private	Unincorporated Building Mixed Use	Housing	4064 E Live Oak Avenue	New	\$18	Pending
1214	Private	Unincorporated Building Residential	Housing	433 S Vermont Avenue	New	\$11	Pending
1215	Private	Unincorporated Grading	Housing	1000 W Carson Street	Grading	\$20	Pending
1216	Private	Unincorporated Mechanical	Housing	13344 S Main Street	Complex	\$13	Pending
1217	Private	Unincorporated Electrical	Housing	1743 W Imperial Highway	Simple	\$13	1/29/2019

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1218	Private	Unincorporated Building Commercial	Housing	601 W Temple Street	New	\$22	Pending
1219	Private	Unincorporated Building Commercial	Housing	18800 Railroad Street	New	\$21	Pending
1220	Private	Unincorporated Building Commercial	Housing	1326 W Imperial Highway	New	\$12	Pending
1221	Private	Unincorporated Building Commercial	Housing	1209 W 223rd Street	New	\$20	Pending
1222	Private	Unincorporated Building Commercial	Housing	8400 S Vermont Avenue	New	\$62	Pending
1223	Private	Unincorporated Building Commercial	Housing	5905 W Wilshire Boulevard	New	\$350	Pending
1224	Private	Unincorporated Building Commercial	Housing	1741 E 120th Street	New	\$18	Pending
1225	Private	Unincorporated Building Commercial	Housing	5905 W Wilshire Boulevard	New	\$40	Pending
1226	Private	Unincorporated Building Commercial	Housing	14201 Olive View Drive	New	\$52	Pending
1227	Private	Unincorporated Building Commercial	Housing	7601 Imperial Highway	Addition/Alteration/TI	\$32	Pending
1228	Private	Unincorporated Building Commercial	Housing	14445 Olive View Drive	New	\$20	Pending
1229	Private	Unincorporated Building Multifamily	Housing	5101 Overhill Drive	New	\$16	Pending
1230	Private	Unincorporated Building Multifamily	Housing	11000 Wilshire Boulevard	Addition/Alteration	\$15	Pending
1231	Private	Unincorporated Building Multifamily	Housing	11000 Wilshire Boulevard	Addition/Alteration	\$15	Pending
1232	Private	Unincorporated Building Multifamily	Housing	3037 Foothill Boulevard	New	\$10	Pending
1233	Private	Unincorporated Building Multifamily	Housing	11000 Wilshire Boulevard	Addition/Alteration	\$18	Pending
1234	Private	Unincorporated Building Multifamily	Housing	22801 S Vermont Avenue	New	\$18	Pending
1235	Private	Unincorporated Building Mixed Use	Housing	14545 Lanark Street	New	\$30	Pending
1236	Private	Unincorporated Building Mixed Use	Housing	14545 Lanark Street	New	\$30	Pending
1237	Private	Unincorporated Building Residential	Housing	13200 S Avalon Boulevard	New	\$20	Pending
1238	Private	Unincorporated Building Residential	Housing	11814 Aviation Boulevard	New	\$10	Pending
1239	Private	Unincorporated Building Residential	Housing	1720 Zonal Avenue	New	\$12	Pending
1240	Private	Unincorporated Building Residential	Housing	7601 Imperial Highway	New	\$35	Pending
1241	Private	Unincorporated Electrical	Housing	11609 S Western Avenue	Complex	\$15	Pending
1242	Private	Unincorporated Grading	Housing	11609 S Western Avenue	Grading	\$15	Pending
1243	Private	Unincorporated Mechanical	Housing	11609 S Western Avenue	Complex	\$15	Pending
1244	Private	Unincorporated Plumbing	Housing	11609 S Western Avenue	Complex	\$15	Pending
1245	Private	Unincorporated Building Commercial	Housing	3965 S Vermont Avenue	Addition/Alteration/TI	\$16	5/17/2018

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
1246	Private	Unincorporated Building Commercial	Housing	510 S Vermont Avenue	New	\$190	11/21/2018
1247	Private	Unincorporated Building Commercial	Housing	2800 Workman Mill Road	Addition/Alteration/TI	\$10	5/21/2019
1248	Private	Unincorporated Building Commercial	Housing	1854 E 118th Street	New	\$30	1/10/2019
1249	Private	Unincorporated Building Commercial	Housing	510 S Vermont Avenue	New	\$19	9/27/2018
1250	Private	Unincorporated Building Commercial	Housing	12021 Wilmington Avenue	Addition/Alteration/TI	\$12	5/20/2019
1251	Private	Unincorporated Building Commercial	Housing	523 Shatto Place	New	\$20	12/19/2019
1252	Private	Unincorporated Building Commercial	Housing	335 E AVENUE I	New	\$14	3/11/2020
1253	Private	Unincorporated Building Multifamily	Housing	11739 Holmes Avenue	New	\$11	1/27/2020
1254	Private	Unincorporated Building Multifamily	Housing	7321 Miramonte Boulevard	New	\$10	12/5/2019
1255	Private	Unincorporated Building General	Housing	510 S Vermont Avenue	Landscape Water Efficiency	\$190	12/3/2018
1256	Private	Unincorporated Building Residential	Housing	1755 W Imperial Highway	New	\$13	12/12/2018
1257	Private	Unincorporated Building Residential	Housing	1600 E Florence Avenue	New	\$24	7/3/2019
1258	Private	Unincorporated Electrical	Housing	1854 E 118th Street	Complex	\$30	1/10/2019
1259	Private	Unincorporated Mechanical	Housing	1854 E 118th Street	Complex	\$30	1/10/2019
1260	Private	Unincorporated Plumbing	Housing	1854 E 118th Street	Complex	\$30	1/10/2019
1261	Private	Unincorporated Solar	Housing	7601 Imperial Highway	Roof Mount Commercial	\$26	Pending
1262	Private	Unincorporated Building Commercial	Housing	18420 S Santa Fe Avenue	Addition/Alteration/TI	\$19	Pending
1263	Private	Unincorporated Building General	Housing	1850 Zonal Avenue	Fire Sprinkler	\$12	Pending
1264	Private	Unincorporated Building General	Housing	7601 Imperial Highway	Fire Sprinkler	\$35	Pending
2000	Foothill Municipal Water District	Main Pump Station Replacement of East and West Discharge Meters	Water/Sanitation		This project replaces two propeller meters in the East and West plant discharge headers with electromagnetic flow meters. This will improve the accuracy of the metering of the total system water as well as water delivered to two pressure zones, allowing staff to better track water consumption and potential losses.	\$90	December 2020
2005	Foothill Municipal Water District	Main Pump Station Replacement of East and West Discharge Meters	Water/Sanitation		This project replaces two propeller meters in the East and West plant discharge headers with electromagnetic flow meters. This will improve the accuracy of the metering of the total system water as well as water delivered to two pressure zones, allowing staff to better track water consumption and potential losses.	\$90	December 2020
2006	Foothill Municipal Water District	La Crescenta-East Reservoir Rehab and Recoating	Water/Sanitation		This project removes the existing coal tar enamel interior reservoir coating and will apply a new epoxy coating. All shell and steel member repairs will be made and safety upgrades with respect to ladders, railings, and personal safety devices will be added to the reservoir to comply with safety codes.	\$1	November 2020
2050	Water Resources Department	Magic Mountain Pipeline No. 6 (6A and 6B)	Water/Sanitation	Santa Clarita Valley (Google Map Coordinate: 34,414412, -118.599648). This coordinate represents one point along the pipeline.	Pipeline Construction	\$11	2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
2051	Water Resources Department	ESFP Sludge Collection System	Water/Sanitation	Santa Clarita Valley (Google Map Coordinate: 34.498294, -118.600655). This coordinate represents one point within the project site.	Treatment Plant Improvements	\$12	2020
2052	Water Resources Department	Castaic Conduit Bypass Pipeline	Water/Sanitation	Santa Clarita Valley (Google Earth Coordinate: 34.441018, -118.572002). This coordinate represents one point along the pipeline.	Pipeline Construction	\$12	2021
2053	Water Resources Department	Recycled Water Program Phase 2C - South End	Water/Sanitation	Santa Clarita Valley (Google Map Coordinate: 34.407617, -118.567741). This coordinate represents one point along the pipeline.	Pipeline Construction	\$10	2021
2054	Water Resources Department	Magic Mountain Reservoir	Water/Sanitation	Santa Clarita Valley (Google Map Coordinate: 34.412885, -118.607239). This coordinate represents one at the reservoir site.	Potable Water Reservoir and Pump Station	\$18	2023
2055	Water Resources Department	Honby Parallel Phase 2 Pipeline	Water/Sanitation	Santa Clarita Valley (Google Earth Coordinate: 34.425212, -118.496149). This coordinate represents one point along the pipeline.	Pipeline Construction	\$19	2023
2056	Water Resources Department	Recycled Water Program Phase 2A - Central Park	Water/Sanitation	Santa Clarita Valley (Google Map Coordinate: 34.430829, -118.588492). This coordinate represents one point along the pipeline.	Pipeline Construction	\$12	2024
2057	Water Resources Department	PFAS Groundwater Treatment Improvements	Water/Sanitation	Santa Clarita Valley (Google Map Coordinates: 34.421081, -118.550917 and 34.422932, -118.505897 and 34.425382, -118.495547). These coordinates represent three of the treatment sites (N-Wells, Valley Center Well, and Sand Canyon Pump Station Site for Honby and Santa Clara Well). Some of the other treatment site locations are still being finalized.	Treatment System Installations	\$53	2020-2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
3001	Three Valleys MWD	Miramar Wells #1 and #2 Rehabilitation and Electrical Upgrades	Water/Sanitation		TVMWD owns and operates two groundwater wells at the Miramar WTP. Both wells need rehabilitation to improved system efficiency and water supply production. Additionally, this project would upgrade the existing electric system to allow for a portable generator to be connected that would be used during emergencies.	\$6	November 2020 (Well#1) November 2021 (Well#2)
3300	City of Santa Monica	Arcadia WTP Expansion Project	Public Works		Expansion of the City's Arcadia Water Treatment Plant from 10 mgd to 13 mgd raw water treatment capacity and provide production efficiency enhancement. The WTP's production efficiency will be enhanced with a new concentrate recovery process, Closed Circuit Reverse Osmosis, to increase the overall recovery from 83% to 90% or greater.	\$35	44228
3500	Compton	Annual Residential Street Project, Phase II	Public Works	various street segment of Slater Ave, Parmelee Ave, Oris St., 135th/Stockwell, Compton Ave, Tucker St., Rosecrans Ave, Palmer St., Bullis Rd, Walnut St, Walnut Park Dr., Walnut Park Way, Greenleaf Blvd, Santa Fe Ave, Alameda East and West, Alondra Blvd, & Bradfield	Construction of cold mill, ARHM pavement, AC base course, aggregate base, full depth AC slot pavement, curb and gutter, sidewalks, cross gutter, alley intersection, driveway approach, curb ramps, signing, striping, markings, and pavement legends, speed humps, traffic signal loop, adjust to grade existing sewer manhole, water valve, water meter, and storm drain manhole.	\$25	2021
3501	Compton	Compton Boulevard Street Rehabilitation	Public Works	Compton Boulevard	The project will include the installation of raised medians and class II bicycle lands along Compton Blvd from Willowbrook Avenue to eastern City Limits; the project will also address systemic issues along Compton Blvd corridor by installing bicycle lanes and lighting along Compton Blvd from Willowbrook Ave., as well as enhancing pedestrian crossing at 15 intersections.	\$16	2023
3502	Compton	Wilmington Avenue Safe Streets Pedestrian/Bicycle Improvement , Phase II	Public Works	Wilmington Avenue	The project is a pedestrian and bicycle safety improvement project aimed to improve pedestrian and bicycle safety for the communities adjacent to the Wilmington Avenue transportation corridor by developing safer pedestrian crossings and intersections, as well as installing bicycle lanes to improve bicycle visibility and safety, thereby reducing collisions	\$10	2022
4000	Pico Rivera	SIDEWALK & ADA IMPROVEMENTS CITYWIDE	Public Works	Pico Rivera	This project will construct/modify sidewalks, curb ramps, bus stops and traffic signals to meet ADA requirements.	\$51	TBD
4001	Pico Rivera	WASHINGTON BRIDGE OVER RIO HONDO CHANNEL -	Public Works	Pico Rivera	BRIDGE REPLACEMENT This project will replace the existing 6-lane bridge with a new 8-lane precast pre-stressed concrete girder bridge. The existing bridge is structurally deficient. Funding needed is the required match to the Federal Highway Bridge Program and improvements related to the Eastside Transit Corridor.	\$85	TBD
4002	Pico Rivera	CITYWIDE WATER MAIN LINE REPLACEMENT PROJECT	Public Works	Pico Rivera	This project will replace and/or rehabilitate aging water lines for fire flow capability and water system efficiency.	\$85	TBD
4003	Pico Rivera	PFAS GROUNDWATER TREATMENT PROJECT	Public Works	Pico Rivera	This project will construct five treatment facilities to remove per- and polyfluoroalkyl substances (PFAS & PFOA) to ensure Pico Rivera Water Authority continues to meet all drinking water standards in the near future. The project includes Granulated Active Carbon (GAC) vessels and Ion Exchange (IO) water treatment systems, as well as pumps, motors, and equipment to be placed at three water plant facilities and two well site locations.	\$13	TBD
TBD	APM Terminals	Pier 400 Modernization	Ports	Los Angeles	Incorporate automation into container terminal	\$100	2020
TBD	Mt Sac	Various Campus Improvements for Mt SAC	Academia	Mount San Antonio college	Various Campus Improvements for Mt SAC	\$750	2018
TBD	LA City Sanitation District	Lankershim Boulevard Local Area Urban Flow Management Network Project / Measure W Regional Round 1	Water/Sanitation	Lankershim Blvd from Sherman Way to Tuxford St.	The Lankershim Boulevard Local Area Urban Flow Management Network Project, a 1.5 linear miles project, will implement features that will provide water quality improvements through stormwater infiltration, flood mitigation, and community enhancement.	\$26	2020
TBD	LA City Sanitation District	Oro Vista Ave Local Area Urban Flow Management Network / Measure W Regional Round 1	Water/Sanitation	Oro Vista Ave & Foothill Blvd	The project includes Best Management Practices (BMPs) designed to capture, treat and percolate runoff from an 85th percentile, 24-hour storm event using drywells, infiltration planters and pervious concrete sidewalks.	\$11	2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LA City Sanitation District	Ballona Creek TMDL Project	Water/Sanitation	10201 W Jefferson Blvd; 11735 Culver Blvd	This collaborative project is being completed by five cities in the Ballona Creek Watershed along with the County of Los Angeles and Los Angeles County Flood Control District (LACFCD) to achieve attainment of the Dry-Weather Bacteria TMDL for Ballona Creek as well as providing water supply for reclamation.	\$32	2020
TBD	LA City Sanitation District	MacArthur Lake Rehabilitation Project Measure W Regional Round 1	Water/Sanitation	2230 West 6th Street	The MacArthur Park Project objective is to reduce the use of potable water for the Park through the capture, treatment, and beneficial use of stormwater runoff at the site. The proposed Project will provide water-quality benefits for the Lake as well as the downstream environment within the Ballona Creek Watershed. The Project will also provide community benefits to the Westlake neighborhood of the City through landscaping and land use improvements at the Park to enhance the Park's utility and the community's experience.	\$20	2020
TBD	LA City Sanitation District	Oakwood Regional Stormwater Capture Project PLANNED - Measure W Regional Round 2	Water/Sanitation	767 California Ave	The Oakwood Regional Stormwater Capture Project will capture, reuse and recycle runoff from a 122 acre area northeast of the 3.63 acre Oakwood Recreation Center. The stormwater will be used to irrigate the entire site and excess water will be sent to the Hyperion Water Reclamation Plant for recycling	\$15	2021
TBD	LA City Sanitation District	Poinsettia Regional Stormwater Capture Project PLANNED - Measure W Regional Round 2	Water/Sanitation	7341 Willoughby Ave	The main objective of the Poinsettia Regional Stormwater Capture Project is to capture, reuse and recycle the stormwater runoff from a 196-acre area north of the Poinsettia Recreation Center and 2.3 acres of the site itself. One potential use of the harvested stormwater is to irrigate the entire site using below-ground irrigation techniques.	\$18	2021
TBD	LA City Sanitation District	Wilmington Regional Stormwater Capture Project PLANNED - Measure W Regional Round 2	Water/Sanitation	325 N. Neptune Ave	The Wilmington Regional Stormwater Capture Project will capture, reuse, and recycle runoff from a 58-acre area north of the Wilmington Recreation Center as well as 7.5 acres of the site itself. One potential use of the harvested stormwater is to irrigate the entire site using below-ground irrigation techniques.	\$12	2021
TBD	City of Malibu	PCH Signal Synchronization Project	Public Works	Pacific Coast Highway - City Limits (east) to John Tyler Avenue (Near Pepperdine)	The overall objective of this project is to synchronize all the traffic signals located between John Tyler Drive and Topanga Canyon Boulevard, a distance of approximately 8 miles. Improvements will also include new CCTV's cameras at the intersections, replace the existing signal poles with new signal poles, street improvements and ADA upgrades, ATCS sensors, changeable message signs, and use state of the art technology to make PCH a "Smart Corridor". This project was identified in the PCH Safety Study (Priority #1).	\$13.7M	FY 2021-2022
TBD	City of Malibu	Civic Center Water Treatment Facility Project – Phase 2	Water/Sanitation	Surrounding City Hall including Malibu Canyon Road, Malibu Colony, Serra Retreat, properties located off of Civic Center Way, Adamson House, Beaches and Harbors, etc.	Phase 2 of the Civic Center Water Treatment Facility Project consists of expanding the treatment facility on Civic Center Way from 190,000 gallons per day to 350,000 gallons per day. This expansion is to include those properties identified in the Phase 2 prohibition zone, the condos on Civic Center Way, Malibu Colony and portions of Serra Retreat neighborhoods. The project will also expand the wastewater and recycled water distribution into the properties in the Phase 2 prohibition zone.	\$50M	FY 2023-2024
TBD	Bell Gardens	Ford Park Cistern Project	Water/Sanitation	Bell Gardens	The John Anson Ford Park Infiltration Cistern Project involves the construction of an underground water diversion structure and subsurface infiltration basin below John Anson Ford Park. These facilities would capture approximately 400 acre-feet per year of dry weather and first-flush urban stormwater runoff flows and would divert runoff water from the existing storm drain system for pretreatment and groundwater recharge. Project is under construction. City anticipates additional \$10M for phase 2 construction from WASC funding.	\$10	2020
TBD	Las Virgenes Water District	Pure Water Project Las Virgenes - Triunfo	Water/Sanitation	30800 Agoura Rd., Agoura Hills, CA	The project eliminates the discharging of treated wastewater into Malibu Creek by constructing a 6 million gallon per day advanced water treatment facility and associated pipeline infrastructure that will purify the water so that it can be used in the drinking water system instead. The project will provide up to 4,000 acre-feet a year and 15% of the water supply to the Las Virgenes Municipal Water District and Triunfo Water and Sanitation District service areas.	\$160	2024

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LADWP	Strathern Park North Stormwater Capture Project	Water/Sanitation	34.217039, -118.406728	The East Valley Baseball Park Project is located within LADWP's power line easement and East Valley Baseball Park, owned by City of Los Angeles Department of Recreation and Parks. The Project will install a subsurface infiltration gallery, utilizing approximately 2.3 acres of land area for stormwater capture and infiltration. The Project will divert stormwater from a nearby Los Angeles County Flood Control District underground storm drain as well as surface flow. Potentially, runoff from a 485-acre tributary area may yield approximately 294 acre-feet per year of stormwater to be captured and infiltrated.	\$19	2022
TBD	LADWP	Fernangeles Park Stormwater Capture Project	Water/Sanitation	34.229294, -118.402448	Fernangeles Park is a park owned and operated by the City of Los Angeles's Department of Recreation and Parks. The Project will install underground infiltration galleries to capture and infiltrate stormwater at the park. The Project will divert stormwater from a 292-acre tributary area and has the potential to capture and recharge around 192 acre-feet per year.	\$16	2022
TBD	LADWP	Valley Plaza Park North Stormwater Capture Project	Water/Sanitation	34.19661, -118.40165	Valley Plaza Park is owned and operated by City of Los Angeles Department of Recreation and Parks. The Project scope features the installation of three subsurface infiltration galleries, utilizing approximately 4.1 acres of land area for stormwater capture and infiltration. The Project will divert stormwater from a 854-acre tributary area and has the potential to capture and infiltrate approximately 457 acre-feet per year. The Project will receive flows from a nearby Los Angeles County Flood Control District underground storm drain.	\$35	2023
TBD	LADWP	North Hollywood Park Stormwater Capture Project	Water/Sanitation	34.1658, -118.38059	North Hollywood Park is owned and operated by City of Los Angeles Department of Recreation and Parks. The Project scope features the installation of 7 subsurface infiltration galleries, utilizing approximately 11 acres of land area for stormwater storage and infiltration. The Project will divert stormwater from a 2,313 acre tributary area and has the potential to capture and infiltrate approximately 1,176 acre-feet per year. The Project will receive flow from a nearby City underground storm drain, as well as Los Angeles County Flood Control District storm channel (Tujunga Wash Central Branch) and underground storm drain.	\$96	2023
TBD	LADWP	Whitsett Fields Park North Stormwater Capture Project	Water/Sanitation	34.19944, -118.40413	Whitsett Fields Park is a facility used as a sports complex by the Los Angeles Department of Recreation and Parks. The eastern portion of the facility is owned by LADWP with the remainder of the site being owned by Dept. of Recreation and Parks. The Project will install a subsurface infiltration gallery on the northern portions of the park, utilizing 1.6 acre of land area for stormwater capture and infiltration. The Project will divert stormwater from a 78" diameter RCP storm drain near the intersection of Raymer Street and Whitsett Avenue. The Project has the potential to capture runoff from a 302-acre tributary area and infiltrate approximately 98 acre-feet per year.	\$15	2025
TBD	LADWP	David M Gonzales Stormwater Capture Project	Water/Sanitation	34.268558, -118.413284	David M Gonzales Recreation Center is owned and operated by City of Los Angeles Department of Recreation and Parks. The Project will install a subsurface infiltration gallery, utilizing approximately 3 acres of land area for stormwater capture and infiltration. The Project will divert stormwater from a nearby storm pipe along Pierce Street. Approximately 335 acre-feet per year of runoff from a 575 acre tributary area may be captured and infiltrated into the San Fernando Groundwater Basin.	\$25	2023
TBD	LADWP	Tujunga Centralized Treatment	Water/Sanitation	34.228247, -118.414708	The project proposes to address the groundwater contamination affecting the Tujunga Well Field and restore the beneficial use of the well field. The proposed project entails the construction of a treatment facility to remediate VOC contamination of the groundwater pumped from the Tujunga Well Field.	\$227	2020
TBD	LADWP	North Hollywood Centralized Treatment	Water/Sanitation	34.194375, -118.390584	The project proposes to address the groundwater contamination affecting the Rinaldi-Toluca Well Field and restore the beneficial use of the well field. The proposed project entails the construction of a treatment facility to remediate VOC contamination from groundwater pumped from the Rinaldi-Toluca Well Field.	\$201	2020
TBD	LADWP	Headworks Flow Control Station	Water/Sanitation	34.153458, -118.317909	A flow control station will be constructed on the Headworks Reservoir site to regulate the flow coming through the new RSC Upper Reach into the reservoirs.	\$20	2020

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LADWP	Groundwater Replenishment Project - Initial Phase	Water/Sanitation	34.182057, -118.479270	The City's Department of Water and Power and the Department of Public Works Bureau of Sanitation have partnered to implement the Los Angeles Groundwater Replenishment (LA GWR) Project, a recycled water surface spreading project aiming to replenish up to 7,000 acre-feet per year of recycled water by 2025. Recycled water produced by the Donald C. Tillman Water Reclamation Plant (Tillman) in Van Nuys will be conveyed to the Hansen Spreading Grounds in Sun Valley, where recycled water will infiltrate to replenish the San Fernando Valley Groundwater Basin. As part of the LA GWR Project, we are preparing to construct an Equalization (EQ) Tank at Tillman. This EQ Tank will increase recycled water supply available for surface spreading application and is one of the major components of the LA GWR Project.	\$76	2020
TBD	LADWP	Santa Ynez St - MLR	Water/Sanitation	34.074803, -118.263300	The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$12	2021
TBD	LADWP	Hyperion Advance Water Purification Facilities	Water/Sanitation	33.926419, -118.430867	Los Angeles World Airport (LAWA), Los Angeles Sanitary and Environment(LASAN), and LADWP are collaborating to implement advanced water recycling treatment at Hyperion Water Treatment Plant (Hyperion). An advanced water purification facility (AWPF) at Hyperion is expected to produce up to 1,500 AFY of advanced treated recycled water for use at LAX, Scattergood, and other potential customers. This project is for a funding agreement between the three agencies for the design of the AWPF and for a \$22 million estimated for a future funding agreement between LADWP and LASAN for 70% of the estimated construction cost of \$31.5 million. This project is being made to track the schedule, budget, and actual costs of LADWP's involvement in the design. The cost of the engineering design will be split according to the expected use of the water produced at the AWPF. LADWP is expected to serve 70% of the water produced to customers and will pay 70% of the design cost. At the completion of 70% design, the parties will determine whether construction and operation of the AWPF is feasible. LASAN will lead the design via a consultant. LADWP will provide staff to form a Technical Committee and a Management Oversight Committee that will review the design documents.	\$37	2021
TBD	LADWP	North Hollywood & 99th St. Production Wells	Water/Sanitation	34.194375, -118.390584, 33.946910, -118.258204	LADWP Water Operations has requested the replacement of two production wells at the North Hollywood well field and three production wells at the 99th Street well field. The new wells will restore historic capacity at these two locations.	\$23	2021
TBD	LADWP	Sidewalk Replacement	Public Works	34.058019, -118.249463	DWP must comply with the court mandate to make all its sidewalks ADA-compliant by June 30, 2022. The court ruling requires quarterly updates to track progress. BOE further has its own milestones to track progress and costs by individual Departments. The scope of this project includes evaluating the compliance of sidewalks adjoining roughly 500 WOD facilities with requirements being issued by BOE's Sidewalk Replacement Program and planning, designing, managing and constructing improvements to pedestrian facilities adjoining DWP facilities, as necessary.	\$13	2021
TBD	LADWP	Century Trunk Line - Unit 2	Water/Sanitation	33.945448, -118.357833	This Trunk Line will replace approximately 8,300 feet of existing 36-inch welded steel pipe of the Stone Canyon Outlet Line located on Century Blvd. from La Cienega Blvd. to Prairie Avenue (located within the City of Inglewood). The new 48-inch trunk line will be approximately 8,300 feet of welded steel pipe located along Arbor Vitae Street from La Cienega Blvd. to Prairie Ave., and will connect to the Century Trunk Line Unit 1 project on the west and Baldwin Outlet Line on the east.	\$45	2021
TBD	LADWP	Redmont Pump Station & Tank	Water/Sanitation	34.259833, -118.292576	Replace the existing Redmont Pump Station and Redmont Reservoir with a new dual pump station that will have six electric pumps rated at 1,700 gpm and two internal combustion pumps rated at 3,000 gpm. Four pumps will supply to the 2,086-ft system and the other four will supply to the 1,960-ft system and 454,000 gallon steel tank. Currently, water is pumped to the 2086-ft system and regulated down to the 1960-ft system. The new pump station and tank will be built on the existing Redmont Reservoir and Pump Station site.	\$21	2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LADWP	City Trunk Line North Project - Unit 1	Water/Sanitation	34.257655, -118.444108	City Trunk Line North (CTLN) will replace the existing 1914 riveted steel Los Angeles City Trunk Line (LACTL) with approximately 33,400 feet of 54-in diameter pipe. It would provide an increase in reliability and resiliency to the Los Angeles Reservoir service area by replacing the existing LACTL from the Van Norman Complex to the City Trunk Line South (CTLN) Unit 1 Connection. LACTL is over 100 years old and is at the end of its service life. In the 1996 Trunk Line Condition Assessment Program - First Phase Report, the section from the Van Norman Complex to Filmore Street was ranked number 1 due to its age and the potential damage to public and private property. The CTLN will be constructed in 2 units. CTLN Unit 1 will install approximately 21,200 feet of 54-inch diameter earthquake resistant ductile iron pipe (ERDIP) from the Van Norman Bypass Reservoir Outlet Line connection in the Van Norman Complex to Terra Bella Street. Approximately 5,040 feet of this pipe will be sliplined, and 16,160 feet will be installed using a combination of open trench construction by TLC and pipe jacking by contractors.	\$115	2021
TBD	LADWP	LAAFP Oxygen Generation System Upgrade	Water/Sanitation	34.305723, -118.487854	Design and construct a replacement facility for the existing 25 year old Oxygen system at the Los Angeles Filtration Plant. Includes the demolition of the existing cryogenic plant.	\$12	2021
TBD	LADWP	Headworks Direct Potable Reuse Project	Water/Sanitation	34.153339, -118.315679	Land acquisition and installation of up to five monitoring wells to characterize nature and extent of groundwater contamination within the 10-year capture zone. Install granular activated carbon vessels and aeration to remove VOCs. Project estimated to cost \$20.8M. 100% WQAF Pass-Thru.	\$21	2021
TBD	LADWP	Beverly Blvd - MLR	Water/Sanitation	34.065572, -118.267874	The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$188	2021
TBD	LADWP	Elizabeth Tunnel Seismic Enhancement Project	Transportation	34.673817, -118.432062	Reduce the seismic risk of Elizabeth Tunnel by installing steel tunnel supports and highly ductile carrier pipes at high-risk zones within the tunnel. Approximately 480 feet of steel sets and high-density polyethylene pipe will be installed along the San Andreas Fault zone. Gunite and welded wire mesh will be used to reinforce potential high-risk collapse zones and contact grouting will be performed along the tunnel where needed.	\$35	2021
TBD	LADWP	City Trunk Line South - Unit 6	Water/Sanitation	34.186679, -118.413788	This trunk line is the primary source to eastern portion of San Fernando Valley and to Franklin, Hollywood, and Silver Lake service areas. City Trunk Line South-Unit 6 (CTLN-6) is one of 6 units of the City Trunk Line South (CTLN) project, which totals 48,000 feet.	\$21	2021
TBD	LADWP	Foothill Trunk Line Replacement	Water/Sanitation	34.292791, -118.414469	Install 16,600 feet of 54-inch welded steel pipe and earthquake resistant ductile iron pipe using the open trench method and pipe jacking to replace existing 24-inch & 36-inch welded riveted steel pipe installed from 1929-1931. TLC-Crew 1A & 2C will be used to install the new trunk line in the open trench portion.	\$104	2021
TBD	LADWP	Roscoe Trunk Line - MLR/ERDIP	Water/Sanitation	34.220572, -118.547495	The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network. This project will use Earthquake Resistant Ductile Iron Pipe (ERDIP).	\$17	2021
TBD	LADWP	Whitnall Hwy Stormwater Capture	Water/Sanitation	34.180938, -118.366972	Install series of infiltration basins while capturing stormwater from two sources: (1) an upstream stormwater diversion and (2) new catch basins. The captured stormwater will flow through pre-treatment BMPs and discharge into infiltration basins for groundwater replenishment. This project is estimated to provide an average annual water capture benefit up to 270 AFY. This project shall be designed by WETS and constructed by PC&M.	\$14	2022
TBD	LADWP	Huntington Drive South – MLR	Water/Sanitation	34.090425, -118.164718	The MLR Program focus on the replacement of critical aging water distribution infrastructure. The aim of the program is to increase water reliability and resiliency through our water distribution network.	\$11	2021
TBD	LADWP	Downtown Water Recycling Project	Water/Sanitation	34.051045, -118.238025	Plan, design and construct approximately 10 miles of new 16-inch recycled water pipeline from the terminus of the recycled water pipeline on North Spring Street at Mesnagers Street near the Cornfields Park, to customers located in downtown Los Angeles and the Exposition Park area. Project also requires a reg station to be installed to reduce recycled water line pressures.	\$61	2022
TBD	LADWP	City Trunk Line North Project - Unit 2	Water/Sanitation	34.257655, -118.444108	Install approximately 11,800 LF of 54-inch Welded Steel Pipe from Terra Bella to CTLN Unit 1 connection along Canterbury Avenue east of Nagle Street. About 1,500 LF will be pipe jacked and 3,120 LF will be slip lined.	\$66	2022

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LADWP	Manhattan Wells Operational Improvements	Water/Sanitation	33.982842, -118.310018	Recent improvements to the Manhattan Wellfield include 4 new production wells, installation of a new collector line, a new flush line, and other improvements to enable increased production from this wellfield. This project will provide repairs to the forebay, installation of variable frequency drives on the pump station and well pumps, replacement or repairs to pump station outlet valves, reprogramming of the PLCs, and installation of pressure switches on the distribution side of the pump station.	\$30	2022
TBD	LADWP	Bouquet Canyon Reservoir Seismic Improvement	Water/Sanitation	34.577312, -118.385103	Evaluate the stability and potential for erosion of the Auxiliary Spillway. Mitigation procedures, if necessary, will be determined at the conclusion of the evaluation.	\$12	2022
TBD	LADWP	Manhattan Wellfield On-Site Hypochlorite Generation Station	Water/Sanitation	33.982842, -118.310018	The existing chlorination station at Manhattan Wellfield is a gaseous chlorine station with limited capacity. The existing station has two one-ton cylinders which can treat flows up to 22 cfs. We could treat higher flows but it becomes difficult with ton change outs every three days and lower residuals during change outs (max one hour). It would be an easier operation with three one-ton cylinders.	\$13	2022
TBD	LADWP	Roscoe Trunk Line Replacement	Water/Sanitation	34.220572, -118.547495	Replace approximately 21,000 feet of existing 34-inch OD HDPE slip-lined pipe with 48-inch diameter pipe along Roscoe Blvd from Mason Ave to Louise Ave, and connect directly to the 1123SZ De Soto TL and the 1134SZ Encino Inlet. Project also includes replacing the existing single leg De Soto & Roscoe RS with two pressure regulating stations at Roscoe Blvd. and Reseda Blvd., and at Roscoe Blvd. and Winnetka Ave., the installation of approximately 18,000 feet of 16-inch pipe, and two relief stations.	\$149	2022
TBD	Palmdale Water District	Recycled Water Phase 2	Water/Sanitation	34.531689, -118.057956	Surface Water Augmentation	\$25	TBD- Unfunded
TBD	Palmdale Water District	Palmdale Ditch Replacement	Water/Sanitation	34.490497, -118.025389	Replace ditch with pipeline	\$18	TBD- Unfunded
TBD	Palmdale Water District	Treatment Plant Intake	Water/Sanitation	34.535607, -118.108353	Redundant Turnout in aquaduct	\$15	TBD- Unfunded
TBD	Palmdale Water District	Palmdale Regional Groundwater Recharge and Recovery Project	Water/Sanitation	34.658380, -117.948798	Pipeline from LACSD WWTP to recharge basins, recharge basins, recovery wells, pipeline from SWP to recharge basins	\$50	TBD- Unfunded
TBD	Antelope Valley-East Kern Water Agency (AVEK)	SNIP Phase II Pipeline	Water/Sanitation	70th St W between Avenue H and Quart Hill WTP approx. midpoint 34.678295, -118.254044	48-inch Potable Pipeline to convey recovered banked water from the Westside Water Bank (Increases water supply reliability and improves water quality for AVEK' customers)	\$26	2021-2022
TBD	Antelope Valley-East Kern Water Agency (AVEK)	North Valley Groundwater Storage, Recovery, and Related Conveyance	Water/Sanitation	TBD - Northern portion of AVEK's Service Area Northern most in LA County is at Avenue A, approx: 34.820258, -117.914770	Groundwater Storage, Recovery, and related Conveyance (Increases water supply reliability and conveyance)	\$100	2023-2025
TBD	Santa Clarita Valley Water Agency SCVWA	Magic Mountain Pipeline No. 6 (6A and 6B)	Water/Sanitation	34.414412, -118.599648 This coordinate represents one point along the pipeline.	Pipeline Construction	\$12	2020
TBD	Santa Clarita Valley Water Agency SCVWA	ESFP Sludge Collection System	Water/Sanitation	34.498294, -118.600655 This coordinate represents one point within the project site.	Treatment Plant Improvements	\$12	2020
TBD	Santa Clarita Valley Water Agency SCVWA	Castaic Conduit Bypass Pipeline	Water/Sanitation	34.441018, -118.572002 This coordinate represents one point along the pipeline.	Pipeline Construction	\$12	2021
TBD	Santa Clarita Valley Water Agency SCVWA	Recycled Water Program Phase 2C - South End	Water/Sanitation	34.407617, -118.567741 This coordinate represents one point along the pipeline.	Pipeline Construction	\$10	2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	Santa Clarita Valley Water Agency SCVWA	Magic Mountain Reservoir	Water/Sanitation	34.412885, -118.607239 This coordinate represents one at the reservoir site.	Potable Water Reservoir and Pump Station	\$18	2023
TBD	Santa Clarita Valley Water Agency SCVWA	Honby Parallel Phase 2 Pipeline	Water/Sanitation	34.425212, -118.496149 This coordinate represents one point along the pipeline.	Pipeline Construction	\$19	2023
TBD	Santa Clarita Valley Water Agency SCVWA	Recycled Water Program Phase 2A - Central Park	Water/Sanitation	34.430829, -118.588492 This coordinate represents one point along the pipeline.	Pipeline Construction	\$13	2024
TBD	Santa Clarita Valley Water Agency SCVWA	PFAS Groundwater Treatment Improvements	Water/Sanitation	34.421081, -118.550917 and 34.422932, -118.505897 and 34.425382, -118.495547 These coordinates represent three of the treatment sites (N-Wells, Valley Center Well, and Sand Canyon Pump Station Site for Honby and Santa Clara Well).	Treatment System Installations	\$54	2020-2021
TBD	LACO WWD 29	Waterworks District 29, Malibu-Capital Infrastructure Program	Water/Sanitation	34.037246, -118.688828 Various locations in WWD 29 service area	Replace 17,000 feet of deteriorated waterlines, Install a 6,500 foot emergency waterline interconnection with Las Virgines Municipal Water District, Replace 1 existing 70k gallon water tank with a 225k tank to improve system reliability and improve health and safety.	\$14	2022
TBD	Lakewood	Sidewalk Replacement	Public Works	City of Lakewood	1.5 miles of significant roadway improvements, including bike path, undergrounding utilities, median, green street, LED street lighting.	\$45	2022
TBD	City of Covina	Covina Civic Center Project	Public Works	534 N. Barranca Avenue	Construction of a new City Hall, Police Department, Public Works Department, Park and Recreation Department, Library and Others	\$15	2024
TBD	City of La Puente	Valley Boulevard (within City limits)	Public Works	La Puente	Corridor Beautification (safety, pavement, drainage, sidewalk, landscaping, etc.)	\$13	
TBD	Diamond Bar	Diamond Bar Blvd. Complete Streets	Public Works	Diamond Bar Golden Springs Dr to 60 FWY	Create a complete street corridor along a main commercial corridor by incorporating design and construction elements from both the Green Street (storm water quality LID BMPS, and etc.), and Complete Street (walkable, bikeable, and etc.) concepts.	\$10	2022
TBD	Diamond Bar	Heritage Park Upgrades	Public Works	Diamond Bar 2900 S Brea Canyon Rd	Retrofit existing building and re-grade/improve 3.4 acre park to provide full ADA access to entire park and amenities.	\$10	2025
TBD	Diamond Bar	Sunset Crossing Park	Public Works	Diamond Bar Sunset Crossing Drive at westerly City limit	Construct a new 2.83 acre neighborhood park with sports courts, walking trails and storm water treatment facilities, on the border with two other neighboring cities which could benefit all three cities.	\$10	2025
TBD	Diamond Bar	Sewer Pump Station Upgrades	Public Works	Diamond Bar Various Locations	Upgrade to County-owned sewer pump stations to increase maximum capacity and ensure reliable function in emergency situations.	\$18	2024
TBD	Diamond Bar	Grand/Golden Springs Improvement	Public Works	Diamond Bar Grand Ave/Golden Springs Dr	Traffic mitigation project to improve main entry intersection thru R/W acquisition, lane additions, and beautification to increase capacity as a result of neighboring city's development project.	\$16	2020
TBD	Diamond Bar	57/60 Confluence Project	Public Works	Diamond Bar (in Caltrans R/W) where SR 57 and SR 60 converge	Improve freeway mainline to increase capacity and address weaving issues. Construct missing interchange and extend carpool lanes.	\$320	2022
TBD	Diamond Bar	Diamond Bar Golf Course Renovation Project	Public Works	Diamond Bar 22751 Golden Springs Dr	County-owned golf course will be renovated as a result of the changes to the golf course caused by 57/60 Confluence Project.	\$40	2021
TBD	Walnut	Regional Aquatics Center and Trail Entry	Public Works	Walnut	Construct a new Regional Aquatics Center and entryway to LA County Schabarum Trail system at Walnut Ranch Park	\$24	20-21 or 21-22

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	Walnut	Structural BMP: Storm Water	Public Works	Walnut	Construct an underground detention basin at Butterfield Park	\$11	22-23 or 23-24
TBD	Long Beach	Shoemaker Bridge Replacement	Transportation	Terminus of I-710	Replace the existing Shoemaker Bridge to improve safety and operations, realign Shoreline Drive to create new park space, and enhance active transportation connections to the LA River.	\$482	2023
TBD	Long Beach	Long Beach Municipal Urban Stormwater Treatment (LB-MUST) Facility	Water/Sanitation	Terminus of I-710	Stormwater treatment plant and brackish wetlands which is designed to treat urban runoff over 12,000 acres of tributary area at a rate of 2 million gallons per day (expandable up to 4 million gallons per day)	\$42	202
TBD	Long Beach	Arteria Boulevard Great Streets	Public Works	Artesia Blvd,	Increase mobility and safety by improving transit first/last mile conditions and supporting intermodal integration. Project includes pedestrian and active transportation enhancements.	\$20	2022
TBD	Long Beach	Citywide Flood Resiliency Improvements	Public Works	Various locations	Flood resiliency improvements which include: Storm Drain at Lew Davis Street, 6 storm drain capacity upgrades citywide, and 7 pump station upgrade and repairs citywide.	\$11	2022
TBD	Long Beach	Studebaker Road Complete Streets	Public Works	Studebaker Road	Improve safety and operation efficiency on Studebaker Road through intersection improvements at three major intersections and enhancement of bicycle and pedestrian facilities.	\$18	2022
TBD	Long Beach	Orange Avenue Backbone Bikeway	Public Works	Orange Avenue	Enhance mobility on Orange Avenue/Alamitos Avenue through the installation of bike lanes, curb extensions, bus islands, and lighting improvements along the corridor.	\$15	2022
TBD	Long Beach	Studebaker/SR-22 Traffic Improvements	Public Works	Studebaker/SR-22	Transportation operational and safety improvements at Studebaker/SR-22 and various locations citywide to mitigate impacts related to construction of improvements on the I-405.	\$11	2022
TBD	South Bay Cities Council of Governments	Caltrans (MR312.25): I-405 at 182nd St. / Crenshaw Blvd. Improvements	Transportation	I-405 at 182nd St. / Crenshaw Blvd. exit	The purpose of this project is to: To alleviate congestion, improve traffic flow and operational conditions of I-405 and its on-and-off ramps at 182nd St and Crenshaw Blvd in the City of Torrance; To alleviate congestion, add storage and improve traffic flow and operational conditions of local streets accessing the freeway at 182nd St and Crenshaw Blvd to I-405 on-and off ramps; Adding auxiliary lanes or a deceleration lane on I-405 between Western Ave and Crenshaw Blvd which will add operational efficiency when combined with the ramp improvements. It will also help resolve the deterioration of the level of service (LOS) on I-405.	\$86	2020
TBD	South Bay Cities Council of Governments	El Segundo (MR312.57): Park Place Roadway Extension and Railroad Grade Separation Project	Transportation	City of El Segundo, on Park Place from PCH to Nash St	Grade separate and extend Park Place between Pacific Coast Highway (PCH) and Nash Street to reduce congestion on State Highway Route 1/PCH and the Rosecrans Avenue corridors.	\$125	2023
TBD	South Bay Cities Council of Governments	Inglewood (MM502.02): ITS (Gap) Closure Improvements	Transportation	Inglewood (various locations)	For the intersections identified in the project limits, the City is proposing the implementation and system integration of roadside units, changeable message signs (CMS), dynamic message signs (DMS), blank-out signs, wayfinding signage, peer-to-peer software, fiber optic cable, networking and switching and systems integrations. Should the consultant determine that additional emerging ITS technology for traffic signal equipment are necessary for special events, the traffic signal equipment shall include, but not limited to traffic signal cabinets, service pedestals, battery back-up units, splice vaults, fiber optic hubs, 2070 ATC controllers, video detection CCTV cameras, ethernet switches, travel-time systems, origin destination equipment, system detection improvements and in cabinet fiber optic equipment. Systems integrations shall include but not limited to connectivity of all field elements, inventory of all existing and new equipment, fiber optic inventory and mapping, all necessary software and hardware integration from field devices to TMC	\$19	2021
TBD	South Bay Cities Council of Governments	Inglewood (MM5502.09): Prairie Ave Dynamic Lane Control System	Transportation	City of Inglewood, on Prairie Avenue from Imperial Hwy to Century Blvd	The City of Inglewood will experience an increase in traffic volume as the various sports and entertainment venues come online. Currently, Prairie Avenue has 3-travel lanes for northbound and southbound traffic. Implementing a reversible lane system will mitigate the traffic demand by dynamically changing the lane configurations for a directional vehicle movement. In conjunction, the reversible lane system will be used to implement bus, shuttle, and transit only lanes to provide priority for transit riders. It will also have the ability to designate multi-modal travel lanes, for bicyclist or other non-vehicular modes.	\$13	2021
TBD	South Bay Cities Council of Governments	Los Angeles (MR312.48): Alameda St. (South) Widening from Anaheim St. to Harry Bridges Blvd.	Transportation	City of LA, Alameda St from Anaheim St to Harry Bridges Blvd	Project will widen roadway and upgrade to a major class II highway.	\$40	2021

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	South Bay Cities Council of Governments	Los Angeles (MR312.74): Alameda St. (East) Widening Project	Transportation	City of LA, Alameda St from Anaheim to 300ft south of PCH	Project will widen roadway and upgrade to a major class II highway.	\$18	2021
TBD	South Bay Cities Council of Governments	Metro (MR312.55): I-405 from I-110/Main Street to Wilmington Ave Aux Lanes	Transportation	I-405 from I-110/Main Street to Wilmington Avenue	The scope of the project is to add auxiliary lanes between on and off-ramps on both directions of I-405 between Wilmington Avenue and Main Street within City of Carson.	\$146	2023
TBD	South Bay Cities Council of Governments	Metro (MR312.84): I-105 Integrated Corridor Management	Transportation	I-105 from I-110 to Sepulveda Blvd	The project will integrate the arterial management systems (AMS) or local traffic signal systems of local cities (El Segundo, Gardena, Hawthorne, Inglewood, and Los Angeles), and the Los Angeles County to the Caltrans freeway management system (FMS). In addition to this integration, the Caltrans FMS could also undergo an upgrade to their existing system that includes ramp metering, ramp traffic signals, ITS elements (VDS, CCTV cameras, and CMS), Lane Closure System (LCS), and Performance Measurement System (PeMS).	\$23	2023
TBD	South Bay Cities Council of Governments	Metro (MR312.85): I-405 N/B Aux Lane (Imperial Hwy to El Segundo)	Transportation	I-405 from El Segundo Blvd. to Imperial Highway	Add auxiliary lanes from El Segundo Blvd. to Imperial Highway along northbound and southbound I-405 freeway in Los Angeles County. Widen the Imperial Highway off-ramp to two lanes at the exit from the I-405 northbound lanes and carrying the widening to the ramp junction at Imperial Highway to provide two left-turn lanes and a separate right-turn lane.	\$154	2023
TBD	South Bay Cities Council of Governments	Port of Los Angeles (MR312.32) SR-47/Vincent Thomas Bridge on/off ramp Improvements at Harbor Blvd.	Transportation	SR-47 in City of LA (limits 07-LA-047 - 0.3/0.8)	The proposed improvements will eliminate a problematic weave at the shared off-ramp terminus by creating new, separate termini for the eastbound and westbound ramps	\$52	2021
TBD	South Bay Cities Council of Governments	Torrance (MR312.10): PCH at Hawthorne Blvd Intersection Improvements	Public Works	City of Torrance, PCH at Hawthorne Blvd	Project will widen and upgrade the intersection with turn pockets and exclusive turn lane.	\$20	2021
TBD	South Bay Cities Council of Governments	Torrance (MR312.23): Torrance Transit Park and Ride Regional Terminal Project	Transportation	City of Torrance, Crenshaw Blvd at Del Amo Blvd	Project will build the regional transit center park and ride facility at the terminus of the Green Line Extension to Torrance.	\$26	2020
TBD	South Bay Cities Council of Governments	Torrance (MR312.26): I-405 at 182nd St. / Crenshaw Blvd Operational Improvements	Transportation	I-405 at 182nd St. / Crenshaw Blvd. exit	Local improvements/ROW work for the larger freeway project	\$15	2020
TBD	South Bay Cities Council of Governments	Inglewood: Manchester Blvd. and Parlarie Avenue ITS and Traffic Signal Improvements	Public Works	City of Inglewood	Project will improve traffic flow via various signal upgrades ITS improvements	\$12	2025
TBD	South Bay Cities Council of Governments	Inglewood: Downtown ITS	Public Works	City of Inglewood	Project will improve traffic flow via various signal upgrades ITS improvements	\$11	2023
TBD	South Bay Cities Council of Governments	Hermosa Beach: PCH Mobility and Accessibility Improvements	Public Works	City of Hermosa Beach, PCH from Anita to Artesia	Project will implement solutions that address deficiencies to enhance safety while expanding safe and accessible mobility options for pedestrians, transit users, and other modes	\$16	2023
TBD	South Bay Cities Council of Governments	Palos Verdes Estates: PV Drive West Corridor Expansion Project	Transportation	Palos Verdes Drive West that extends between the northern City boundary with the City of Torrance to south of Via Del Puente	Expand the capacity and improve safety of the segment of Palos Verdes Drive West that extends between the northern City boundary with the City of Torrance to south of Via Del Puente. The completed project will include the provision of either roundabouts or traffic signals at the intersections of PVDW and PVDN and Via Corta and the widening of PVDW to provide four through lanes between Via Corta and the north City Boundary. Bike lanes will also be provided along PVDW in that same area and along PVDN between PVDW and Via Alameda/Paseo Del Campo.	\$12	2023
TBD	Santa Clarita	Santa Clarita Valley Sheriff's Station	Public Works	Santa Clarita - Canyon Country	This project is for a new, centrally located, 46,465 square foot Sheriff's Station that will include a Type I detention facility, with a 4,140 square foot vehicle maintenance building, communications tower, and a heliport.	\$43	2020
TBD	Santa Clarita	Vista Canyon Metrolink	Public Works	Santa Clarita - Canyon Country	This project will construct a 25,000 square foot center platform to include canopies, light standards, restroom facilities, and fencing. Access to the platform will be grade separated. A total of 3,500 feet of new railroad track and signal improvements will be made within the railroad right-of-way.	\$32	2020-21

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	Santa Clarita	Canyon Country Community Center	Public Works	Santa Clarita - Canyon Country	This project will construct a new Canyon Country Community Center, which includes construction of the main building, parking lots, walkways, play area, outdoor basketball court, landscaping, and street improvements. Additionally, the project includes improvements to the Mint Canyon Channel and storm drains, and a new stormwater infiltration system.	\$32	2020
TBD	Santa Clarita	Overlay and Slurry Seal Program	Public Works	Citywide	The annual Overlay and Slurry Seal Program reflects the City's commitment to sound pavement management of the roadway infrastructure by overlaying and slurring streets in need of attention.	\$12	2021
TBD	Santa Clarita	Via Princessa East Roadway	Transportation	Santa Clarita - Canyon Country	This project will extend Via Princessa approximately 1.2 miles in length and would consist of a six-lane highway with a raised median, sidewalk/parkway, and Class 1 trail along the south side.	\$52	TBD
TBD	Paramount	Garfield Avenue Capacity Enhancement Project	Public Works	Paramount	Widening 2 miles of Garfield Avenue to accommodate a third lane of travel in each direction and to install dual left-turn lanes on all approaches at the intersections of Rosecrans Avenue and Alondra Boulevard. Other improvements include utility undergrounding, traffic signal improvements, LED street lighting, ADA enhancements, and green street improvements such as landscaped median islands, parkway trees, and stormwater retention.	\$45	2021
TBD	El Segundo	Park Place Extension	Public Works	Park Place from Allied Way to Nash St. in El Segundo.	The proposed project consists of extending Park Place by constructing approximately 0.25 miles of new roadway, creating a continuous four-lane collector roadway from Sepulveda Boulevard to Douglas Street. The typical section for the proposed Park Place extension would include an 80-foot right-of way consisting of a raised and landscaped center median, roadway with two travel lanes in each direction for shared vehicle and bicycle traffic, curb and gutter, a five-foot landscaped parkway, and a five-foot sidewalk.	\$60	2024
TBD	El Segundo	Greenway 2 LA	Public Works	Aviaion Blvd. from El Segundo Blvd. to Imperial Highway in El Segundo.	Convert a railroad right-of-way area on the west side of Aviation Boulevard between Imperial Highway and El Segundo Boulevard into a green corridor, including a bike path, walking path, trees and other open space amenities.	\$10	2023
TBD	Palmdale	Ave P (Rancho Vista) Sierra Hwy/SPRR/SCRRRA Grade Separation	Public Works	Ave P (Rancho Vista) Sierra Hwy	Ave P (Rancho Vista) Sierra Hwy/SPRR/SCRRRA Grade Separation	\$69	2030
TBD	Palmdale	SR138/Palmdale Blvd/SPRR/SCRRRA Crossing (5th East to 10th East)	Public Works	Palmdale Blvd 5th East to 10th East	Highway capacity and upgrades to railroad crossing	\$35	2021
TBD	Palmdale	SR138 (14)/Palmdale Blvd Interchange	Public Works	SR 14 and Palmdale Blvd Interchanges	The purpose of the project is to improve levels of service (LOS) by increasing capacity, reducing congestion, and improving overall operations and safety	\$32	2021
TBD	Palmdale	SR 138 (14)/10th Street W Interchange	Public Works	10th Street West Widening - Rancho Vista to Avenue O-8 and interchange improvement	The purpose of the project is to improve levels of service (LOS) by increasing capacity, reducing congestion, and improving overall operations and safety	\$28	2022
TBD	Palmdale	SR 138 (14)/10th Ave N Interchange	Public Works	SR 14 and Avenue N Interchange	These improvements will help improve level of service by increasing capacity, reducing congestion, and improving overall operations and safety.	\$25	2022
TBD	Duarte	Rio Hondo Ecosystem Restoration & Arcadia Wash Water Diversion	Water/Sanitation	Rio Hondo/San Gabriel Watershed	Ecosystem Restoration	\$60	2023-2026
TBD	Industry	East-West Bicycle Path	Public Works	Industry	Bicycle path along the San Jose Creek maintenance road	\$10	2027
TBD	Industry	SR 57/60 Confluence Project	Public Works	Industry & Diamond Bar	Interchange improvements	\$250	2022
TBD	Industry	Fullerton Road Grade Separation	Public Works	Industry	Grade Separation with UPRR tracks	\$160	2016
TBD	Industry	Fairway Drive Grade Separation	Public Works	Industry & LA County	Grade Separation with UPRR tracks	\$225	2014
TBD	Industry	Turnbull Canyon Road Grade Separation	Public Works	Industry & LA County	Grade Separation with UPRR tracks	\$100	2022
TBD	Industry	Grand Ave. and Golden Springs Dr. Intersection Improvements	Public Works	Industry & Diamond Bar	Street Improvements - this is a traffic mitigation project for the Industry Business Center project that needs to be done in order for the SR57/60 project to proceed.	\$15	2020
TBD	Industry	Industry Business Center Project	Public Works	Industry	Grading, new roadways, utilities, landscaping and Grand Avenue widening, valued at \$200M, including Traffic Mitigation Projects throughout the region.	\$54	2022

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	La Canada	Flint Canyon Wash Restoration	Public Works	Flint Canyon	Wash Restoration	\$10	2021
TBD	La Canada	Soundwall Phase III	Public Works	Flint Canyon	Soundwall	\$11	2021
TBD	La Canada	Soundwall Phase IV	Public Works	Flint Canyon	Soundwall	\$10	2022
TBD	La Canada	Soundwall Phase V	Public Works	Waltonia Drive to Glenhaven Drive; La Granada Way to Vista Pl; La Cañada Blvd. to Angeles Crest, - Commonwealth Ave. to Oakwood Ave	13 soundwall segments	\$25	2023
TBD	LAUSD	Calabash Charter Academy	School Districts	Calabash Charter Academy	The project includes the removal of 1 DOH portable building, 3 uncertified portable buildings, 1 uncertified portable restroom building, and a book storage building	\$20	2021
TBD	LAUSD	Cleveland Charter HS	School Districts	Cleveland Charter HS	This project includes the construction of new buildings and site improvements with 51 general and specialty classrooms, instructional support spaces, food services	\$163	2022
TBD	LAUSD	Kennedy HS	School Districts	Kennedy HS	Comprehensive Modernization	\$135	2026
TBD	LAUSD	Northridge MS	School Districts	Northridge MS	Paving/Greening/Playground Equipment	\$19	Construction
TBD	LAUSD	Reseda Charter HS	School Districts	Reseda Charter HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$171	2026
TBD	LAUSD	Sherman Oaks Center for Enriched Studies	School Districts	Sherman Oaks Center for Enriched Studies	Comprehensive Modernization, Construction of new buildings and site improvements	\$112	2022
TBD	LAUSD	Taft Charter HS	School Districts	Taft Charter HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$124	2025
TBD	LAUSD	Byrd MS	School Districts	Byrd MS	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$32	Construction
TBD	LAUSD	Grant HS	School Districts	Grant HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$175	2024
TBD	LAUSD	Maclay MS	School Districts	Maclay MS	Campus Improvement: The project will expand the existing clinic operated by Northeast Valley Health	\$10	Construction
TBD	LAUSD	North Hollywood HS	School Districts	North Hollywood HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$266	2024
TBD	LAUSD	Olive Vista MS	School Districts	Olive Vista MS	Seismic Modernization: Remove the existing multipurpose building and provide a new multipurpose building	\$43	Construction
TBD	LAUSD	Polytechnic HS	School Districts	Polytechnic HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$184	2023
TBD	LAUSD	Bancroft MS	School Districts	Bancroft MS	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$10	2021
TBD	LAUSD	Burroughs MS	School Districts	Burroughs MS	Comprehensive Modernization, Construction of new buildings and site improvements	\$192	2025
TBD	LAUSD	Crenshaw Magnet HS: STEMM	School Districts	Crenshaw Magnet HS: STEMM	Seismic Modernization: Remove the existing multipurpose building and provide a new multipurpose building	\$89	Construction
TBD	LAUSD	Fairfax HS	School Districts	Fairfax HS	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$14	Construction
TBD	LAUSD	Hamilton HS	School Districts	Hamilton HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$234	2027
TBD	LAUSD	Shenandoah ES	School Districts	Shenandoah ES	Comprehensive Modernization, Construction of new buildings and site improvements	\$68	2025
TBD	LAUSD	Venice HS	School Districts	Venice HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$144	2022
TBD	LAUSD	Webster MS	School Districts	Webster MS	Paving/Greening/Playground Equipment	\$10	Construction
TBD	LAUSD	Westchester Enriched Sciences Magnets	School Districts	Westchester Enriched Sciences Magnets	Access Compliance: This project upgrades the following facilities to comply with the ADA	\$17	2021
TBD	LAUSD	28th St. ES	School Districts	28th St. ES	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$15	2021
TBD	LAUSD	Ascot ES	School Districts	Ascot ES	Comprehensive Modernization, Construction of new buildings and site improvements	\$93	2024
TBD	LAUSD	Dahlia Heights ES	School Districts	Dahlia Heights ES	Addition: This project replaces 5 classrooms located in 3 relocatable buildings of which 2 of the classrooms are in DOH portable does not comply with state standards	\$13	2022
TBD	LAUSD	Eagle Rock HS	School Districts	Eagle Rock HS	Seismic Modernization	\$15	Construction

Project ID	Owner	Project / Contract	Sector	Location	Description	Estimated Construction Cost (millions)	Estimated Contract Award (year)
TBD	LAUSD	Eagle Rock HS	School Districts	Eagle Rock HS	Access Compliance: This project upgrades the following facilities to comply with the ADA	\$11	2021
TBD	LAUSD	Foshay Learning Center	School Districts	Foshay Learning Center	Seismic Modernization	\$76	Construction
TBD	LAUSD	Jefferson HS	School Districts	Jefferson HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$168	2025
TBD	LAUSD	Main ES	School Districts	Main ES	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$14	Construction
TBD	LAUSD	1st St. ES	School Districts	1st St. ES	Seismic Modernization	\$25	Construction
TBD	LAUSD	Belvedere MS	School Districts	Belvedere MS	Comprehensive Modernization, Construction of new buildings and site improvements	\$159	2025
TBD	LAUSD	Chavez ES	School Districts	Chavez ES	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$13	Construction
TBD	LAUSD	Elizabeth Learning Center	School Districts	Elizabeth Learning Center	Comprehensive Modernization, Construction of new buildings and site improvements	\$134	2025
TBD	LAUSD	Huntington Park HS	School Districts	Huntington Park HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$150	2024
TBD	LAUSD	International Studies Learning Center	School Districts	International Studies Learning Center	construct new school facilities	\$38	Construction
TBD	LAUSD	Lincoln HS	School Districts	Lincoln HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$216	2027
TBD	LAUSD	Roosevelt HS	School Districts	Roosevelt HS	Comprehensive Modernization, Construction of new buildings and site improvements	\$181	2023
TBD	LAUSD	156th St. ES	School Districts	156th St. ES	Addition: This project replaces 8 classrooms located in 4 relocatable buildings of which 2 of the classrooms are in DOH portable does not comply with state standards	\$19	Construction
TBD	LAUSD	92nd St. ES	School Districts	92nd St. ES	Comprehensive Modernization, Construction of new buildings and site improvements	\$76	2024
TBD	LAUSD	Carson HS	School Districts	Carson HS	Access Compliance: This project upgrades the following facilities to comply with the ADA	\$17	2021
TBD	LAUSD	Friedman Occupational Center (LD Central)	School Districts	Friedman Occupational Center (LD Central)	HVAC: This project replaces the non-traditional heating, ventilation, and air conditioning (HVAC) system	\$15	2022
TBD	West Hollywood	Deign District Streetscape Project (Melrose Ave, Bevelry Blvd, Robertson Blvd, Almont Dr, LaPeer Dr)	Public Works	West Hollywood	Reconstruct the roadway, new landscape, decorative streetlights, new trees, traffic signals, striping, gathering places with public art pieces, etc.	\$20	2022

Appendix C

Recovery Indicators,
CBRE Research,
June 10, 2020

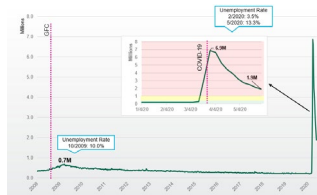
RECOVERY INDICATORS

UPDATED JUNE 10, 2020

ECONOMIC INDICATORS

Jobless Claims (W)

Current State: ● Trend: ▲



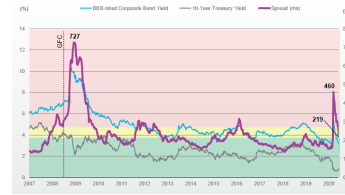
U.S. Consumer Confidence Index (M)

Current State: ● Trend: ▼



U.S. BBB-rated Corp. Bond Yield Index (W)

Current State: ● Trend: ▲



CBOE Volatility Index (VIX) (D)

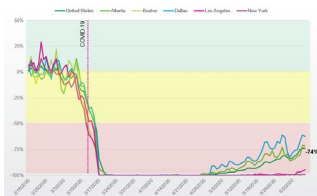
Current State: ● Trend: ▲



MOBILITY INDICATORS

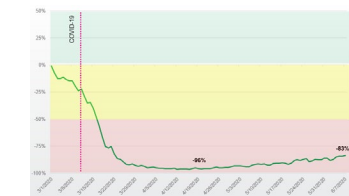
Restaurant Diners (D)

Current State: ● Trend: ▲



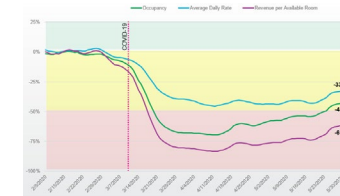
Air Travel (D)

Current State: ● Trend: ▲



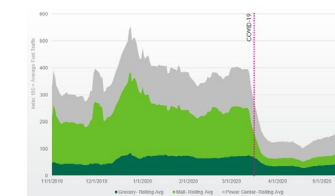
Hotel Demand (D)

Current State: ● Trend: ▲



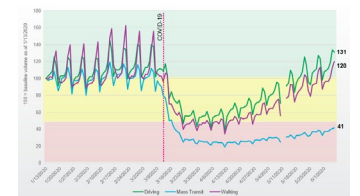
Shopping Center Foot Traffic (D)

Current State: ● Trend: ▲



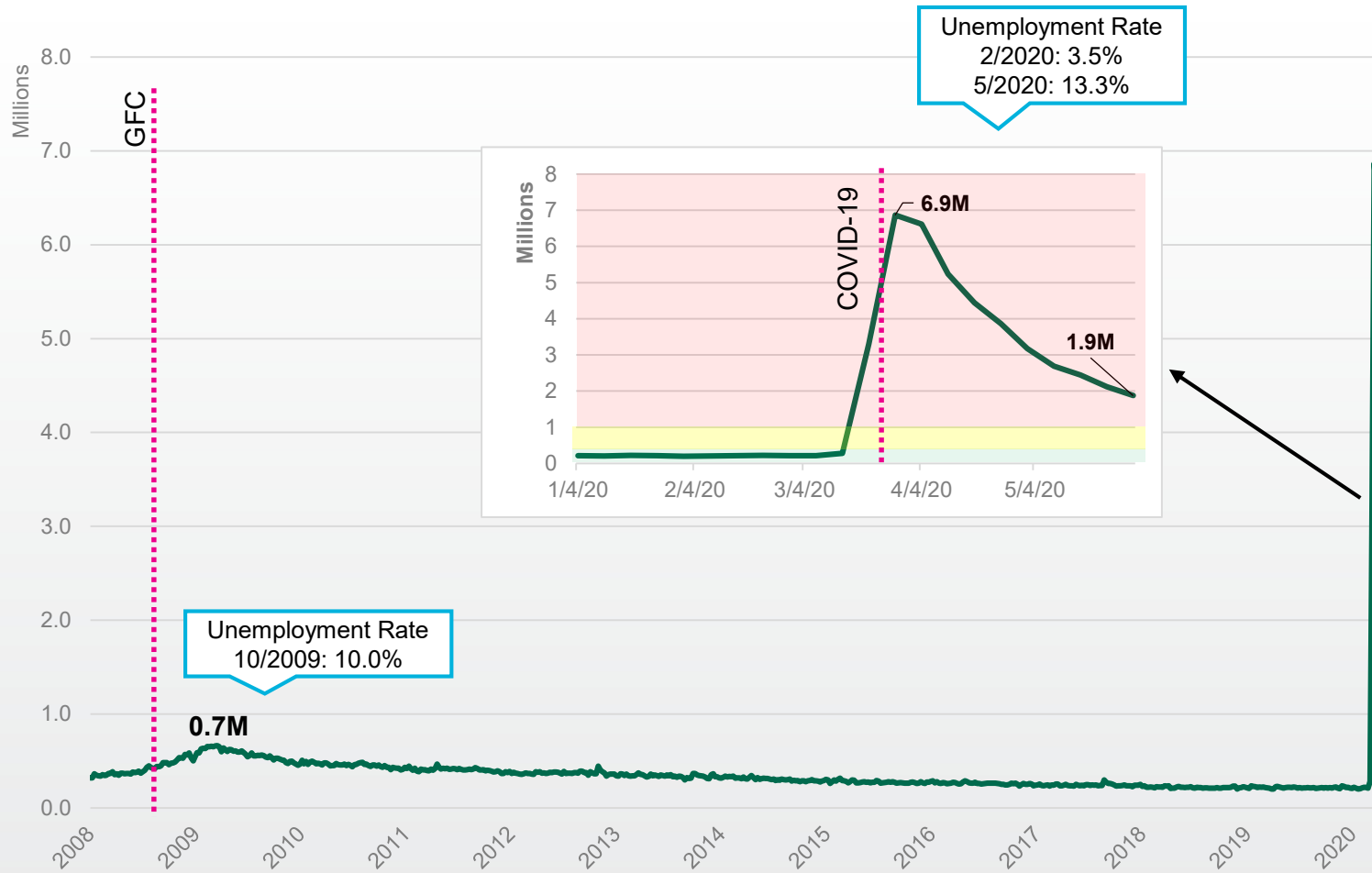
People Mobility (D)

Current State: ● Trend: ▲



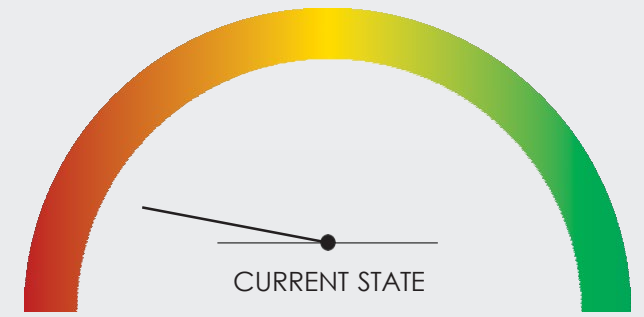
JOBLESS CLAIMS

Weekly Initial Jobless Claims



Source: Federal Reserve Economic Data, data as of May 30, 2020

ECONOMIC INDICATORS



CURRENT STATE

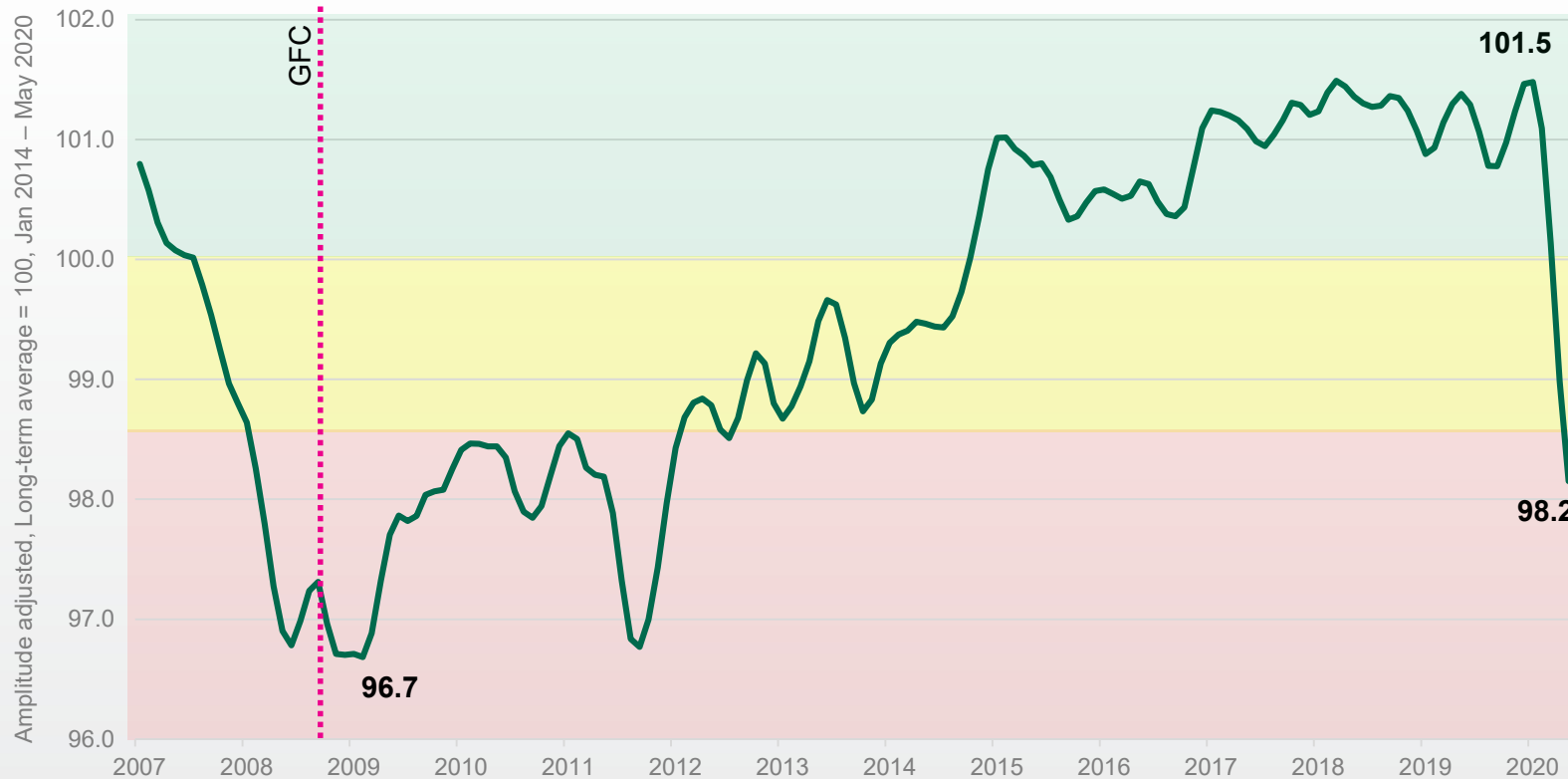
- The weekly initial jobless claims peaked at 6.9 million mid-March, declining to 1.9 million the week of May 30.

TREND

- Decline in initial weekly jobless claims for prior 9 weeks, but still exceptionally high.

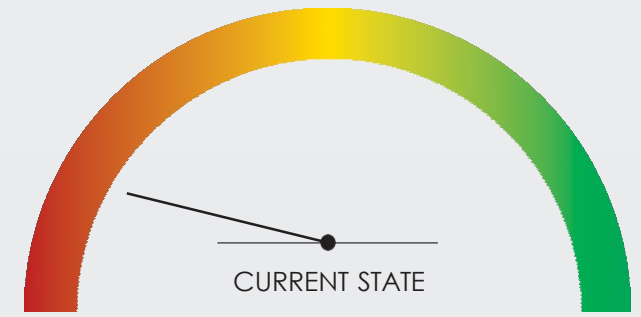
U.S. CONSUMER CONFIDENCE INDEX (CCI)

Consumer Confidence Index (Monthly)



Source: OECD (2020), Consumer confidence index (CCI) (indicator). doi: 10.1787/46434d78-en (Accessed on 10 June 2020)

ECONOMIC INDICATORS



CURRENT STATE

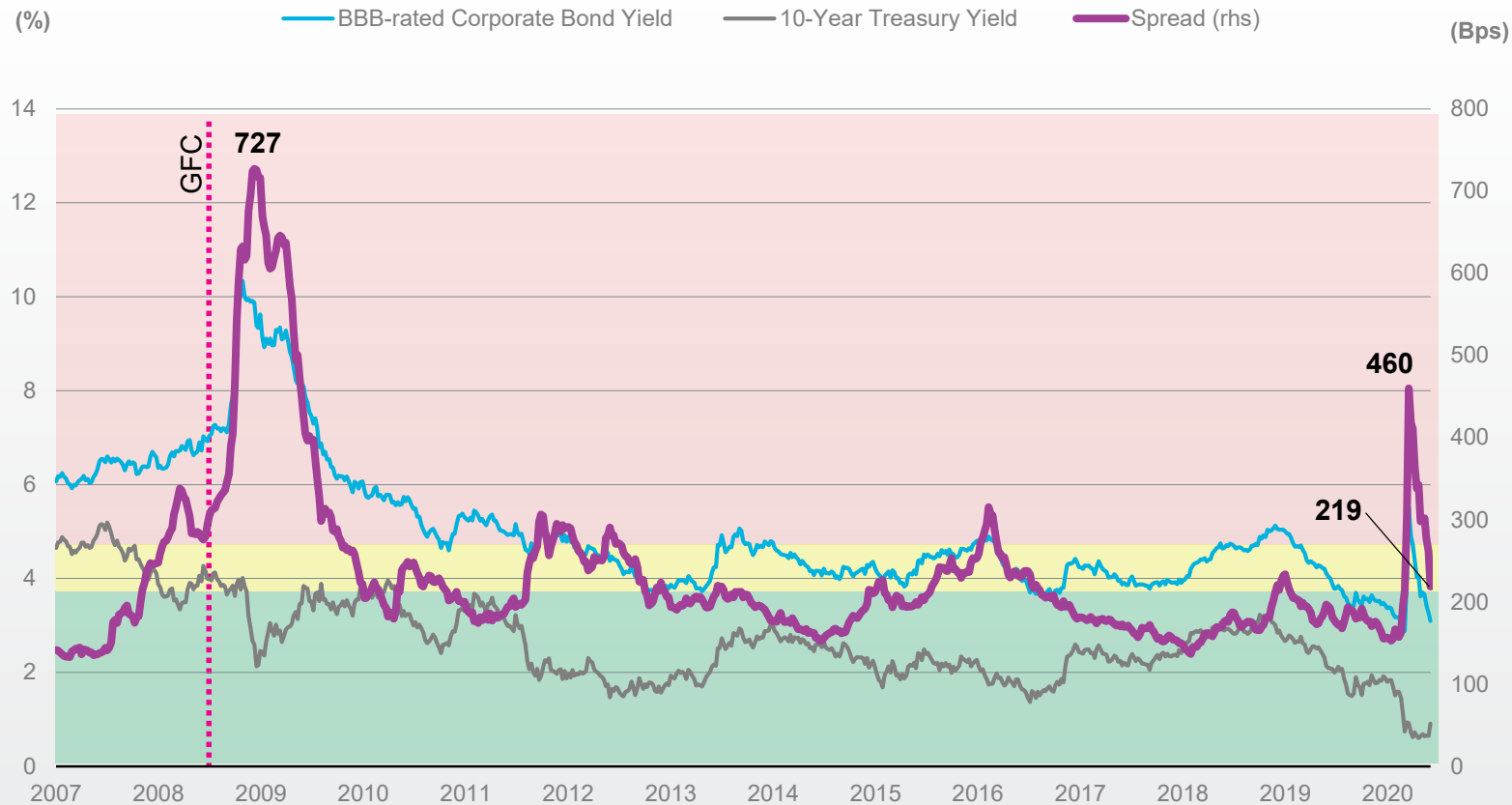
- Consumer Confidence Index of 98.2, down from 101.5 in January, 2020.

TREND

- 4 consecutive months of declining consumer confidence.

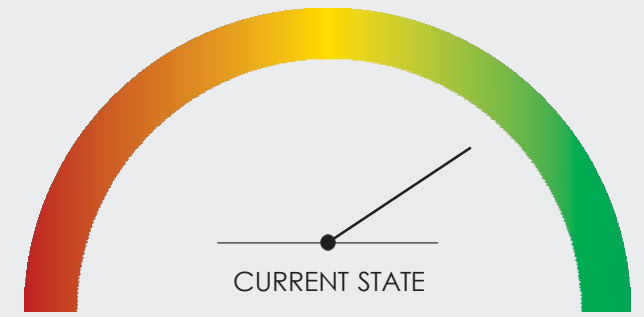
U.S. BBB-RATED CORPORATE BOND YIELD

Spread over 10-yr Treasury



Source: Macrobond, CBRE Research; as of June 7, 2020

ECONOMIC INDICATORS



CURRENT STATE

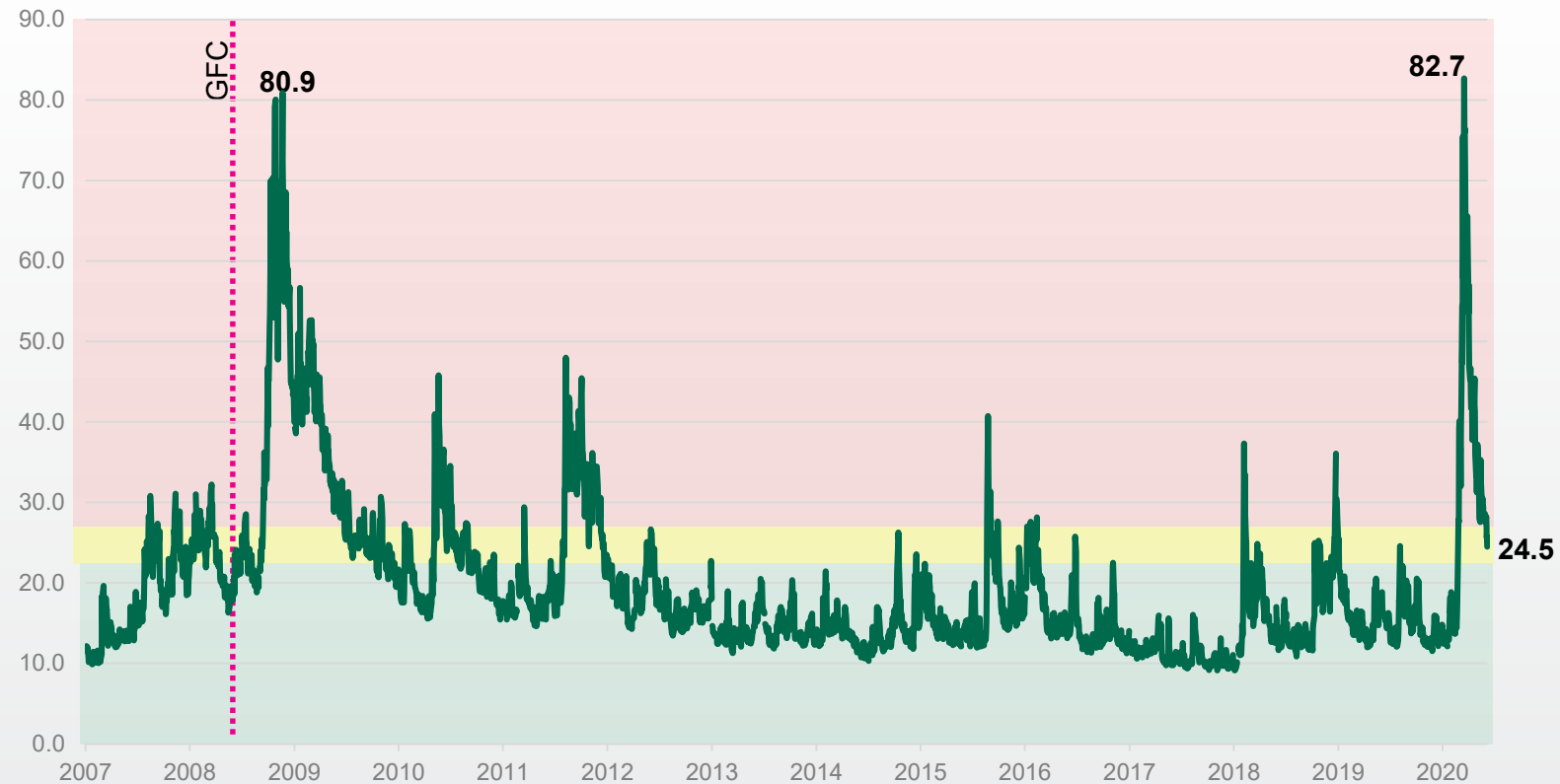
- Yield spread of 219, up slightly from the 2010-2019 average of 204.

TREND

- Yield spreads have compressed significantly after widening in mid-March.

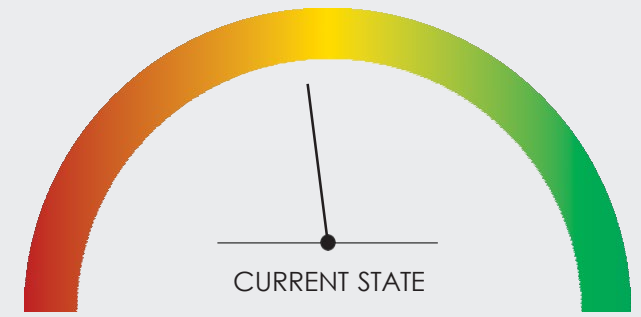
CBOE VOLATILITY INDEX (VIX)

Volatility Index



Source: Federal Reserve Economic Data, as of June 5, 2020

ECONOMIC INDICATORS



CURRENT STATE

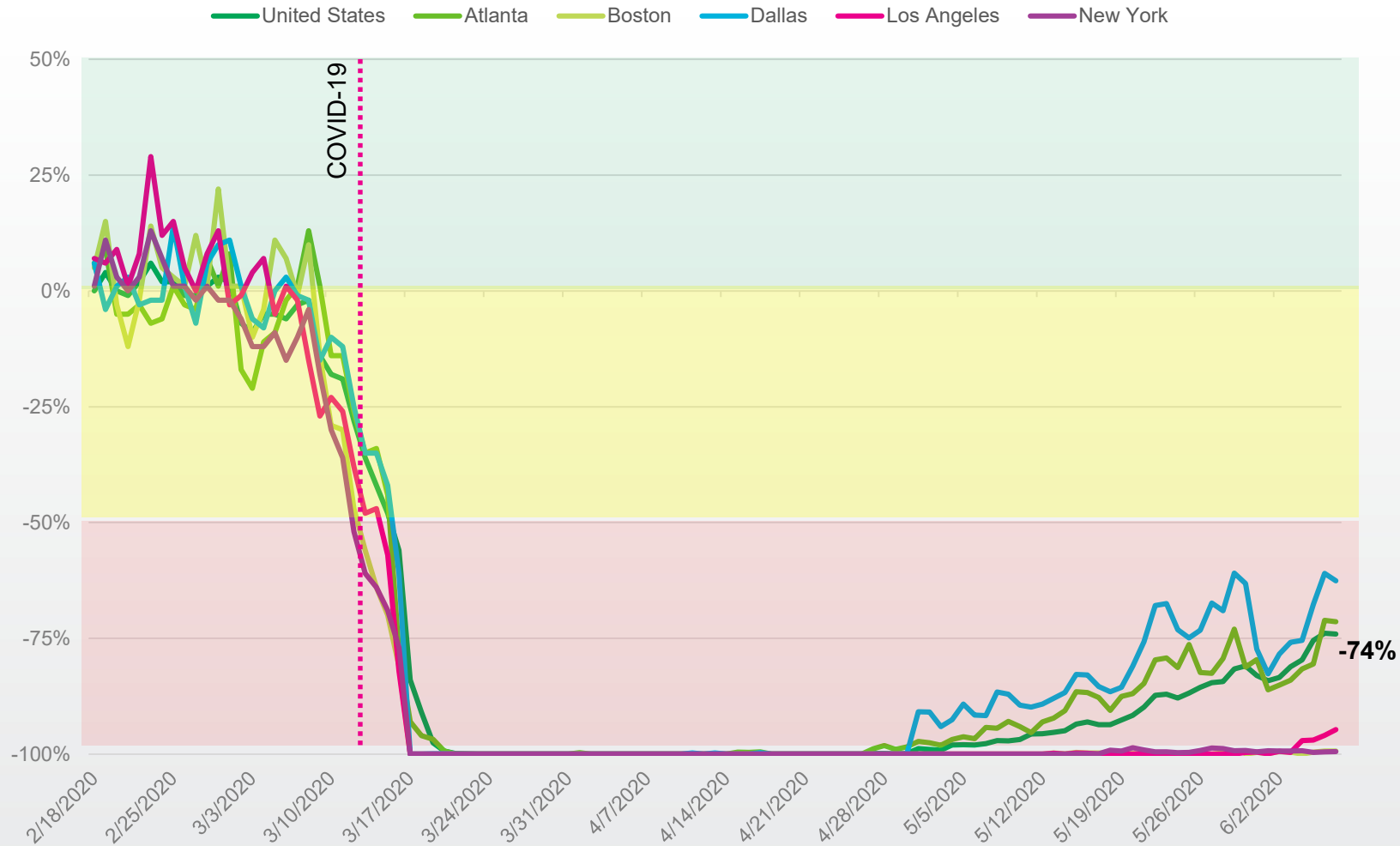
- As of June 5, VIX of 24.5 compared to the 2010-2019 average of 16.9.

TREND

- VIX stabilizing after reaching an all-time high of 82.7 in mid-March.

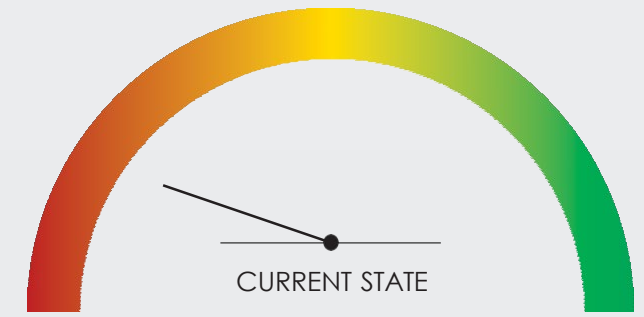
RESTAURANT DINERS

YoY Change in Seated Diners at Restaurants



Source: Open Table, data as of June 7, 2020. Data shows year-over-year seated diners at restaurants on the OpenTable network across all channels: online reservations, phone reservations, and walk-ins. For year-over-year comparisons by day, comparison is to the same day of the week from the same week in the previous year.

MOBILITY INDICATORS



CURRENT STATE

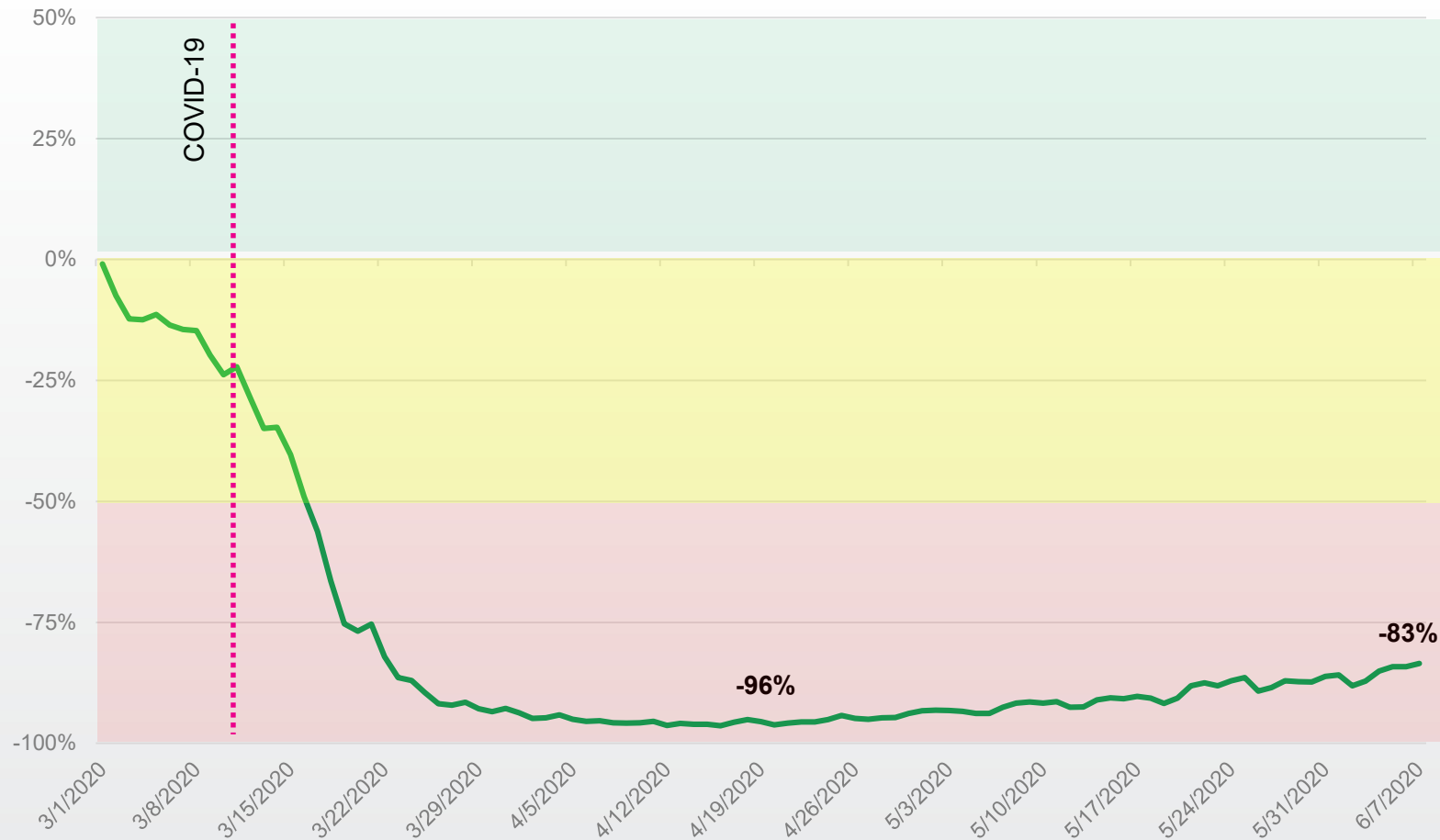
- The U.S. overall is hovering at a 74% decrease in seated diners at restaurants compared to 2019.

TREND

- YoY change for the U.S. overall continues to show improvement as more states open. Some markets, like Los Angeles and New York, continue to hover at -100% YoY.

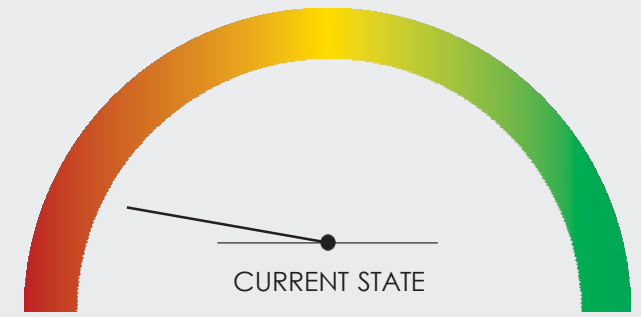
DAILY TRAVELERS AT TSA CHECKPOINTS

YoY Change in Traveler Throughput



Source: TSA, data as of June 7, 2020

MOBILITY INDICATORS



CURRENT STATE

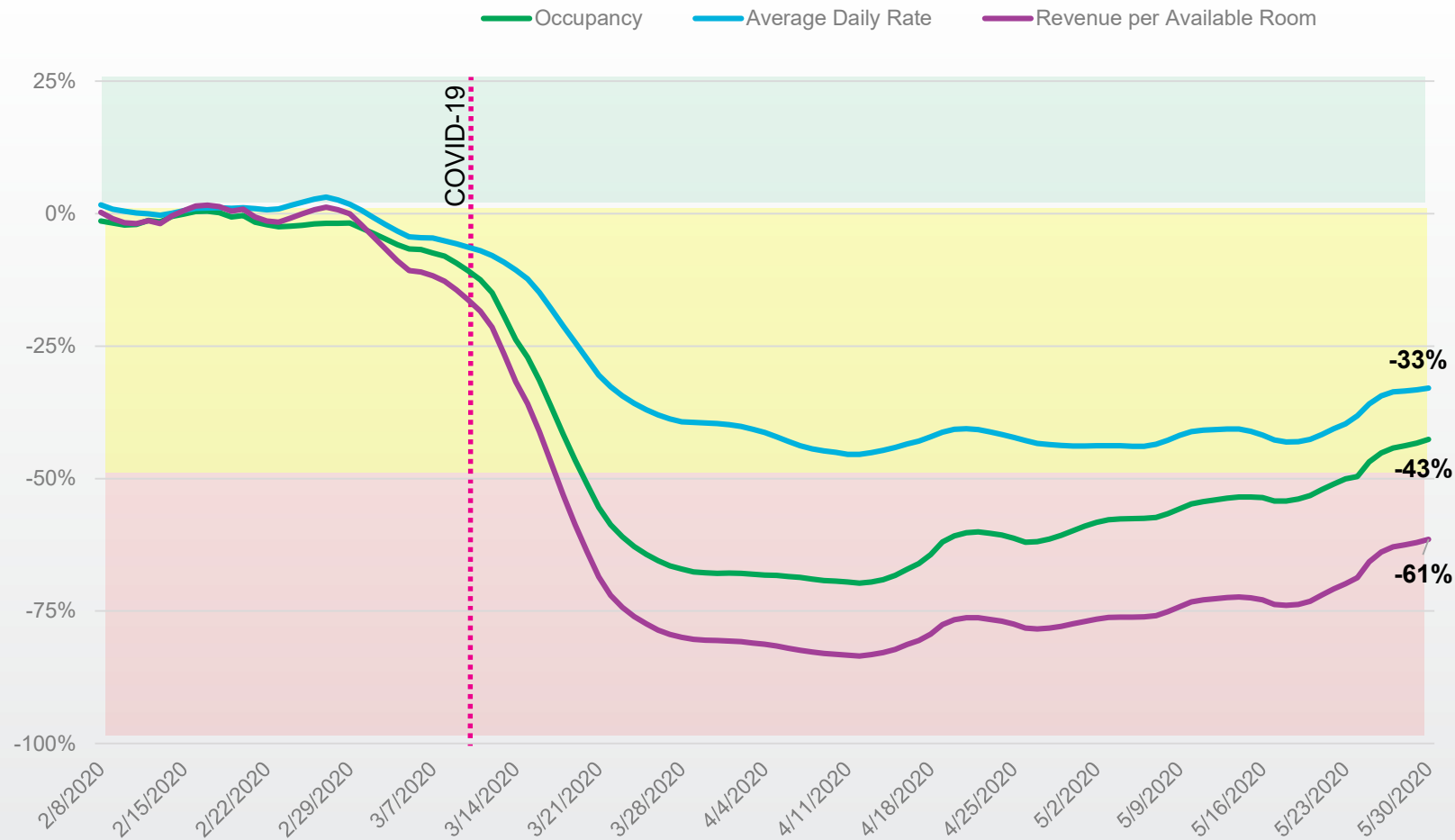
- The number of travelers passing through TSA checkpoints is down 83% compared to 2019.

TREND

- Slight increase in throughput since mid-April.

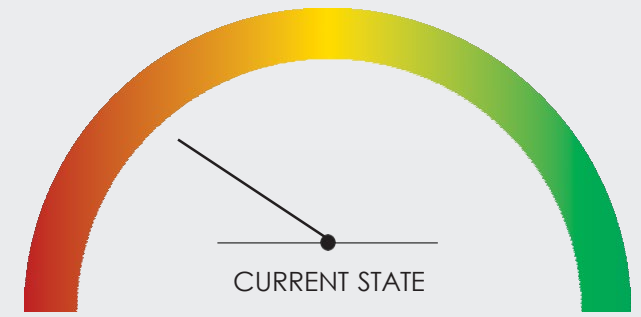
HOTEL DEMAND

YoY Change in Daily U.S. Hotel Performance, 7-day Moving Average



Source: CBRE Econometric Advisors, STR, as of June 3, 2020

MOBILITY INDICATORS



CURRENT STATE

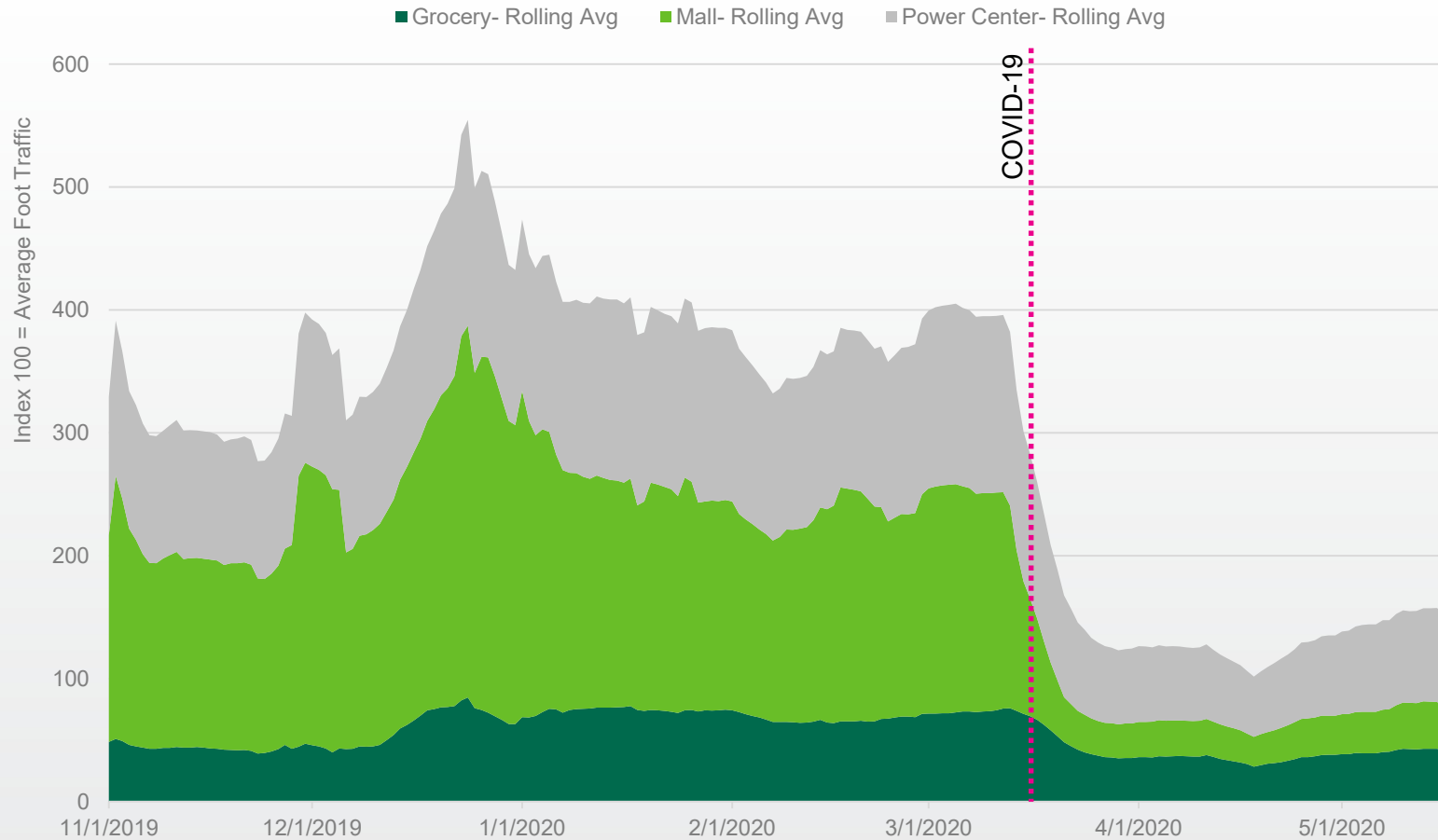
- The U.S. Hotel industry is at a 33% decrease in average daily rate, 43% decrease in occupancy, and 61% decrease in revenue per available room compared to 2019.

TREND

- Steady weekly increases in all 3 metrics since Mid-April.

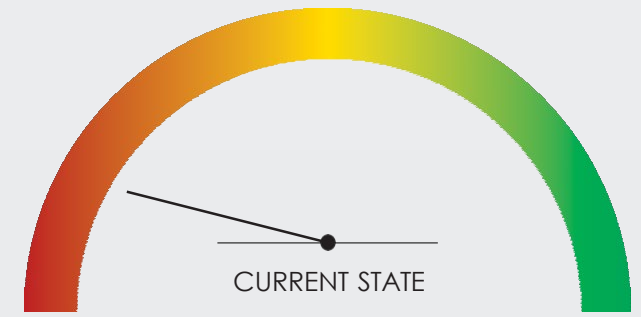
SHOPPING CENTER FOOT TRAFFIC

Foot Traffic by Shopping Center Type, 7-day Moving Average



Source: CBRE Location Intelligence, data as of May 17, 2020

MOBILITY INDICATORS



CURRENT STATE

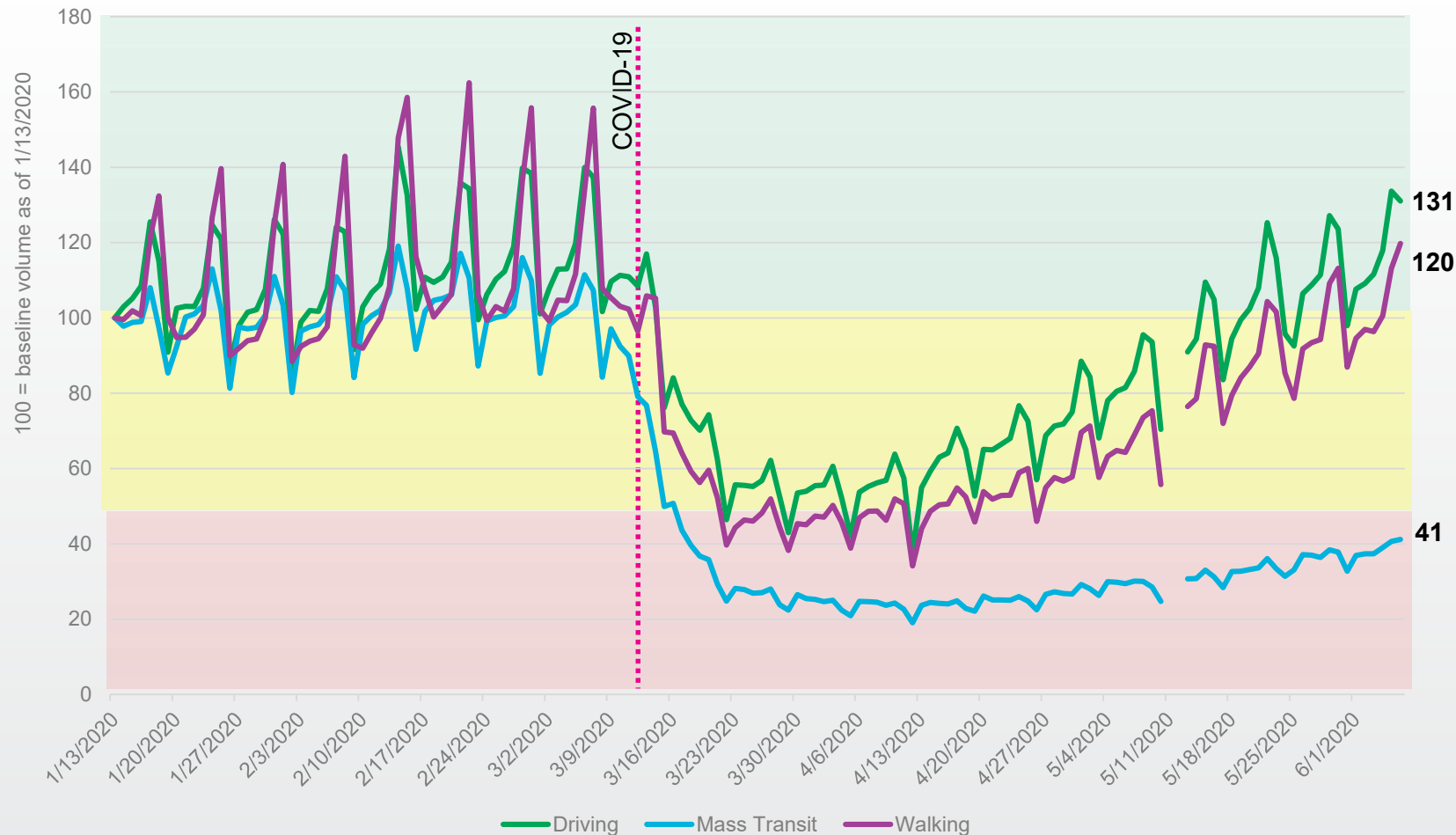
- Foot traffic in Shopping Centers has decreased from early 2020 levels by over 70% across all types – Grocery, Malls and Power Centers.

TREND

- Positive momentum across all types, with Grocery rebounding more quickly than Malls and Power Centers.

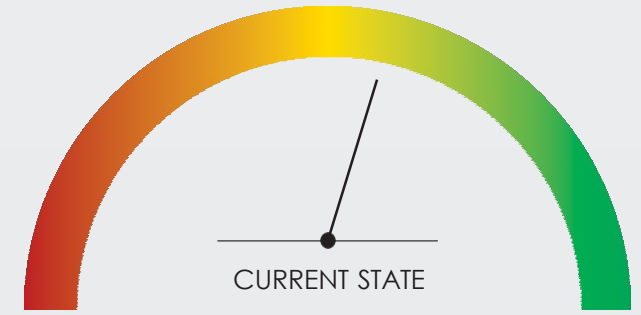
PEOPLE MOBILITY

Number of Requests for Directions in Apple Maps



Source: Apple, as of June 6, 2020

MOBILITY INDICATORS



CURRENT STATE

- Driving and Walking requests for directions in Apple Maps have rebounded to pre COVID-19 levels. Mass Transit requests remain low.

TREND

- Continued positive momentum for Driving and Walking requests. Transit requests remain very low with minimal change.

Data Date	1-Jun-20						
Department	Project Name	May 2020 Estimate at Completion	Impacted City	District	(Dominant) Type of Work	Construction Start	Construction Finish
Construction - PSEP	L225-P1A	\$9,553,322	Castaic	Valencia	Test	1-Mar-21	25-Jun-21
Construction - PSEP	PSEP-V-235-335 West-GRC-Agua Dulce Cyn	\$1,216,227	Agua Dulce	Valencia	Valve	5-Oct-20	4-Mar-21
Construction - PSEP	PSEP-V-235-335 West-GRC-Shannon Valley	\$1,444,378	Acton	Valencia	Valve	15-Mar-21	11-Aug-21
Construction - PSEP	PSEP-V-L225 Forest Service-GRC-Forest Inn Rd	\$3,300,597	Castaic	Valencia	Valve	12-Mar-21	8-Jul-21
Construction - PSEP	PSEP-V-L225 Forest Service-GRC-Old Ridge Route	\$3,201,233	Castaic	Valencia	Valve	12-Mar-21	8-Jul-21
Construction - PSEP	PSEP-V-L765-GRC-Linsley and Atlantic	\$3,584,771	East Compton	Olympic	Valve	17-Aug-20	29-Jan-21
Construction - PSEP	V-SL32-21-GRC-Crosby St	\$1,923,692	Altadena	Pasadena	Valve	16-Sep-19	3-Jun-20
Construction - Facilities	Facilities-PDR Storage-Replacement of Waste Water Transit Line (1)	\$12,735,990	LA County (Flood Control Channel Section)	Playa Del Rey		23-Sep-21	7-Apr-22
Construction - Facilities	Facilities-Aliso Cyn Storage-P30 FF38 Isolation Valves	\$12,360,060	LA County	Aliso Canyon		1-Dec-20	5-Aug-21
Construction - Facilities	K-50 Aliso Canyon Compressor Upgrade	\$4,492,819	LA County	Aliso Canyon		TBD	5-Nov-21
WRPM - DIMP DREAMS	Slauson x Buckler DREAMS Main Replacement	\$1,028,215	Los Angeles	Crenshaw	Dist Main	1-Oct-20	31-Dec-20
WRPM - Plnng & Engnrng	Golden Valley x Plum Pressure Betterment	\$1,611,038	Santa Clarita	Valencia	Dist Main	27-Jul-20	20-Oct-20
Total		\$56,452,341					

(1) A portion of the project goes through unincorporated LA County (along the flood control channel)

LA County Economic Resiliency Task Force (ERTF)

Meeting #4

Healthcare and Biosciences Sector Workgroup

Progress Report

June 16, 2020

Background:

Thank you, Chairperson Barger and Vice-Chairperson Solis and Supervisors Hahn, Kuehl, and Ridley-Thomas for making this Task Force possible and bringing the component Sector Workgroups together for this extraordinary collaborative effort.

I am here on behalf of the Healthcare and BioScience Sector and my colleague, Mr. Tom Priselac, President and CEO of Cedars-Sinai Health System, who graciously volunteered to serve as Co-Lead.

Below is a timeline of our meetings so far and a summary of our Goals and Recommendations to date.

- I. Overview of the Healthcare and Biosciences Sector Workgroup
 - A. Workgroup Meetings: 5/29/20, 6/15/20
 - B. Hospital Focus Group (6/12/20)
- II. Our Sector's Major Components¹
 - A. Academic Medical Centers (AMCs) such as medical schools and research centers like Cedars Sinai Health System
 - B. Hospitals – Public Hospitals and Private Hospitals
 - C. Biosciences – Pharmaceuticals & bio-tech, Laboratory science, medical devices, research & development
 - D. LA County DHS (public) Hospitals and clinics
 - E. LA County Public Health
 - F. LA County Mental Health
 - G. Health Plans – Local Initiative serving Medi-Cal, Covered CA, and low-income seniors (LA CARE); Medicare HMOs (such as Brand New Day, SCAN), Mixed coverage health plans such as Aetna, Anthem, Blue Shield, HealthNet, Kaiser, United Health
 - H. Medical Practices and FQHCs, and FQHC-LA – 30,000 providers including physicians, NP/PA/Certified nurse midwives

¹ Like most industries, healthcare is a complex conglomerate of multiple components. These tend to work in concert within their own trade groups but may operate in silos in relation to each other or with individual components of health care delivery. To mitigate this, we focused on bringing major stakeholders not already on the ERTF into the conversation through our Sector meetings.

- I. Oral Health – private dentists and oral surgeons, and FQHCs offering dental services
- J. Mental Health – private practice and FQHCs offering mental health and substance use disorder
- K. SNF/LTC and Home Health Agencies

III. Progress Report on Recommendations

Context: According to the Kaiser Family Foundation, 25% of the American workforce is high risk because of age and/or medical conditions; 12% of low-risk workers live with a high-risk person at home. This would suggest similar proportions in California that should guide how each sector approaches re-deployment, tele-work, and work environment².

According to the California Hospital Association, hospitals in our state have lost \$14 billion in revenues so far, and the CARES Act resulted in about \$3 billion in relief funds

TIMELINE – now to 90 days

A. Reopen Private Hospitals for all services and support their affiliated medical practices and put healthcare workers back on the job

- i. Hospitals typically are the largest employers in their community
- ii. Most have had to resort to furloughs and lay-offs because of the elimination of elective and “non-essential” surgeries and procedures – occupancy rates as low as 40% and drop-off in cases as much as 70% have been reported March-April-May
- iii. Putting those workers back on the job would be tangible evidence of early economic recovery; it would also put surgeons and proceduralists back to work (and their employees as well)

Estimate: Hospitals – 15,000 HCW back full-time

Physicians – 6-8,000

Multiplier Effect – direct vendors and services 30,000

B. Work with the State to sustain or open Surge Hospitals (LASH, perhaps LB Community, others)

Context: Southern California hospitals and their surgeons and proceduralists report that cases that were deemed “elective” in Mid-March are now becoming urgent or actual emergencies. Similarly, many reports indicate that persons with complex chronic conditions defer necessary care out of fear of infection, resulting in avoidable morbidity.

- i. In response to these urgencies, since mid-May many hospitals are now at 80-85% occupancy and Ambulatory Surgery Centers (ASCs) as high as 70%

² Recently, Salesforce has launched Work.com as a workforce management tool that includes safety, workflow, employee scheduling and return-to-work dashboards, and assistive data for contact tracing

- ii. Need space for non-COVID19 patients as they recuperate post-operatively; so we need surge hospitals as outlet for newly-diagnosed COVID19 patients who need admission
- iii. Surge hospitals will also serve as centers of excellence on Covid19 management
- iv. Uptick in Ventura County and Orange County appears to coincide with their respective Memorial Day weekend reopening of beaches, parks, and hiking trails; similar increases have been noted in South Korea and China
- v. Impact of protests and civil unrest of the last 10 days in Los Angeles County is yet to be seen

C. Adopt a fair and equitable evidence-based priority protocol for testing and support SNF/LTAC, Assisted Living, etc. as a top priority³

- i. In light of limited supply (and until unified procurement) this will require cross-sectoral coordination
- ii. Establish a technical assistance link between DPH infection control efforts with SNF and LTAC and congregate living sites
- iii. Utilize the platform of the ERTF to ensure continued collaboration that recognizes the unique testing needs of each sector

D. Promote testing centers as public utilities and coordinate joint surveillance efforts with DPH and bioscience partners

- i. County- and City-operated Testing sites have been a boon to the communities they serve. They have improved surveillance, have taken the burden of testing away from small practices and small FQHCs; they limit inappropriate use of PPE and testing materials in small practices; they offload the ERs, and improve leverage with commercial labs to get quick turn-around times
- ii. Continuing the testing sites long-term will facilitate population health and diagnostic efficiency during subsequent surges and during the influenza season when co-infections may be common.
- iii. The partnership with FQHCs and community-based providers brings the connection CBOs have with the communities they serve, they speak the threshold languages, and can be a trusted ally in contact tracing. However, they will need ramp-up subsidies until other funding is tapped
- iv. Financing the testing centers is a combination of public funding, insurer obligations and telehealth revenues, employer choice (above insurance premiums); philanthropies, and individual payment. The Healthcare &

³ The Center for Infectious Disease Research and Policy (CIDRAP) at the University of Minnesota recommends a “smart testing” approach through cross-sector collaboration in consultation with public health experts. https://www.healio.com/news/primary-care/20200616/us-taking-wrong-approach-to-covid19-testing-expert-warns?utm_source=selligent&utm_medium=email&utm_campaign=news&m_bt=589452046865

Bioscience sector meetings have begun the discussion about common cause⁴

- v. Coordinate efforts with California Connected, the state's public information and contact tracing strategy⁵

E. Work with health plans and the state to support primary care and FQHC practices, mental health and dental health services

- i. A California Medical Association (CMA) survey of physicians showed that 80% of solo and small-practice physicians have experienced a greater than 50% loss in monthly revenues. In Los Angeles county there is a risk of network disruption as approximately 10% of primary care practices have already closed, reduced number of hours/week, or downsized their practices.
- ii. Limited access to mental health is a chronic challenge, even for individuals with commercial insurance. The COVID19 pandemic exacerbated pre-existing mental health conditions in many individuals and has created a sort of post-traumatic stress disorder (PTSD) across different communities. This is another area where telehealth and the flexibility in regulations can reach a larger segment of the population – including those with limited English proficiency.^{6,7}

F. Initiate County-wide Participation with State-level centralized procurement, stockpile, and distribution

- i. An open convening of stakeholders will enable LA County to have a uniform procurement strategy, a rational distribution strategy, reduce the risk of buying fraudulent product sales, reduces the risk of bidding against each other, and would even facilitate an equipment exchange program
- ii. A public-private partnership would create ample opportunities for public and private sector partnerships and coordination with state agencies

G. Adopt Hospital Association of Southern California (HASC) best practices in Elective Surgery Protocols, medical management, and medical equipment conservation

- i. HASC is led by a combination of academic medical centers (AMCs) at the cutting edge of new knowledge to address the pandemic, and community-based hospitals delivering evidence-based medicine at the local level.

⁴ Although a structural component for pooled funding has not been proposed, we do envision a public-private partnership that may need regulatory relief to achieve synergy across sectors

⁵ California Connected is partnering with Accenture's data management platform to assist with contact tracing

⁶ Robert Graham Center for Policy Studies in Family Medicine and Primary Care, June 22, 2020
<https://www.graham-center.org/content/dam/rgc/documents/publications-reports/reports/Projected-Deaths-Despair-COVID-19.pdf>

⁷ Kaiser Family Foundation, June 2, 2020 <http://www.mcol.com/images/infographoids/graphoid060320b.jpg>

- ii. Much has been learned from the experience in other countries and in New York and New Jersey. The AMCs have played a key role in disseminating up to date practice to local hospitals
- H. Adopt HASC Job Portal, and Regional Roundtables that improve collaboration among public health efforts in Ventura, LA, OC, IE, and SD counties**
 - i. The HASC jobs portal has proven highly effective at the re-deployment of furloughed or laid-off health care workers
 - ii. The Regional Roundtables have contributed to improved inter-county collaboration and standardized approaches to the pandemic
- I. Continue telehealth emergency regulations for all parties⁸**
 - i. FQHC and FQHC-Look Alike need presumptive Medi-Cal eligibility for all tested individuals and flexibility in payments for telehealth
 - ii. Continue emergency regulations at the state and national level for telephone-only telehealth in recognition of the digital divide across underserved communities
 - iii. Facilitate tele-work – especially for individuals at high risk for complications of COVID19; and to improve retention of workers who have young children displaced by school closures and who have long commutes to work
- J. Reopen Universities with health professions training programs**
 - i. Set priority to reopen health professions schools and training programs, especially for professions in critical need such as primary care, mental health, public health, nursing, and allied health⁹
- K. Advocate for equity in state budget and through HEROES Act¹⁰**
 - i. Funding through Families First Corona Virus Response Act and the other stages of the CARES Act was distributed with remarkable speed but the formula used to expedite distribution of funding missed smaller organizations.
 - ii. Advocacy needed at the state level to ensure the budget negotiated by the Governor and the legislature continues to protect the safety net
 - iii. Advocate for a HEROES Act that includes emphasis on testing, contact tracing, and wrap-around services and financial relief for small businesses and non-profits

⁸ Under normal circumstances all payers have specific requirements that include video-assisted consultations and key provisions as to eligible location, conditions, and patient privacy. Under emergency regulations, for example, telephone-only consultations are allowed because of the urgent needs of the patient and in recognition that many patients, especially the elderly, do not have access to secure on-line services.

⁹ The California Future Health Workforce Commission, Final Report, February 2019

¹⁰ https://www.beckershospitalreview.com/finance/which-health-systems-received-the-biggest-cares-act-bailouts.html?origin=BHRE&utm_source=BHRE&utm_medium=email&utm_source=BHRE&utm_medium=email&oly_enc_id=1661D8068434D8F



**County of Los Angeles
Coronavirus (COVID-19)
Economic Resiliency Taskforce
Small Business Sector Recommendation Report**

Summary:

Small businesses form the backbone of Los Angeles County's (County) – and the region's – economy. The County accounts for nearly a quarter of the population of California and deeply impacts the economics of the state. With 88 incorporated cities and over 100 unincorporated areas throughout the County, the diversity of communities and interests provides a unique challenge for policymakers, as they seek to identify policies that are of benefit to all small business owners across the County. Over 93% of all businesses in the County have 20 or fewer employees and the effects of COVID-19 have affected these businesses disproportionately. Since COVID-19's arrival, over one million jobs have been lost in the County alone. Over $\frac{3}{4}$ of the jobs lost have a median income below \$50,000, putting an additional strain on those families who may not have had the ability to grow their savings and, therefore, are more at risk to losing their homes. The hardest hit sectors include: food services, hospitality, entertainment, recreation, retail, construction, manufacturing, personal services, and transportation.

The County is also home to the largest concentration of minority-owned businesses in the United States, representing more than 55% of the 244,000 small businesses owned by minorities in the country. Many of these businesses are in food and retail industry, which have both been hit particularly hard. Many of these business owners have also been unsuccessful in obtaining key emergency funding sources, such as the Paycheck Protection Program or Economic Injury Disaster Loans. Additionally, in light of the current civil unrest, it is particularly telling that these businesses experienced subsequent economic injury and need further assistance to weather the COVID-19 storm. And for long-term growth, the County will need to focus on long-term growth by focusing on policies that address historical inequities in policy and funding for minority-owned businesses.

At the onset of the COVID-19 pandemic the County worked quickly to launch the Disaster Help Center (DHC). The DHC has helped businesses and workers by connecting them to critical resources and information to help them navigate through the pandemic. The DHC has helped businesses understand reopening protocols, gain access to grants and loans, provide counsel on questions of rent assistance, and

connect them with additional resources as needed. To date the DHC has assisted over 12,500 callers in nine different languages, ensuring wider access to minority-owned businesses and minority workers.

This report makes numerous short, medium, and long-term recommendations on how to strengthen the prospects for economic recovery throughout the economy and is a down-payment on a path forward to ensure there is a sharp focus on equity as we bring the economy back to pre-COVID 19 strength.

Recommendations to Strengthen Economic Recovery for Small Businesses:

The Small Business Sector Work Group compiled a list of 17 short, medium, and long-term goals for the Board of Supervisors to consider. Of those 17, there are seven key thematic recommendations that will go a significant way in moving the needle on reinvigorating and strengthening the small business sector in Los Angeles County. These are discussed in detail below. For a more in-depth look at all 17 recommendations please reference the table commencing on page 11 of this document.

It is important to note that our Work Group is in full agreement on the need for equitable and inclusive economic development. Addressing historical inequities in future policy apparatus reflects a fully equitable and inclusive future by breaking down barriers and expanding opportunities for our diverse business community and specifically low-income people and communities of color. As such, each recommendation should be developed and carried out with an “equity and inclusion” lens to ensure that those that have historically been underserved or left out can participate and prosper.

Recommendation #1: Implement strategies to ensure equity for the small business economic recovery.

On a nationwide average, the National Bureau of Economic Research Study determined that between February and April, active businesses declined 22% (from 15 million to 11.7 million). During this period, the hardest hit businesses were:

African American	41%
Latinx	32%
Asian	26%
Immigrant	36%
Female	25%

These segments suffer greater losses. The study used data from the Census Bureau’s Current Population survey from April. William Yu, an economist with the UCLA Anderson Forecast stated that the self-employed which includes sole proprietors and independent contractors were hit harder in LA County than elsewhere. In LA County, he states, “Between April 2019 and April of this year, employment among the self-

employed declined 22% in Los Angeles County while only declining 15% statewide.” Lending special awareness to the County’s hardest hit segments and small businesses will optimize and stimulate economic recovery. The LAEDC reports that the county is 25% of the state’s population but 33% of its employment.

With the current promising pending legislation repeal of Prop 209 – ACA5, the Work Group recommends that the County prepare for the implementation of a MBE/WBE program. With the groundswell of public support, agencies including Metro, individual Supervisors of the Metro Board including Mayor Eric Garcetti, Supervisor Sheila Kuehl and others, the Work Group believes there is a significant probability that this will be passed by voters in November.

Here are recommended steps for the County to integrate an equity lens into small business economic recovery:

- a. LAUNCH A MBE/WBE PROGRAM - Direct the County Procurement Office to develop a MBE/WBE program in anticipation of measure ACA5 being moved forward by voters in November. Considerations should include:
 - i. A task force or focus groups comprised of minority and women owned businesses who can share how to best engage them for higher responses on contracts. (i.e. electronic submissions, reducing or removing bonding requirements for contracts (prime/sub) below \$500,000; reduce sub insurance flow down requirements for contracts below \$500,000.
 - ii. Master agreements for needs that include a certain number of small, medium or large businesses.
 - iii. Developing a disaster purchasing program inclusive of local small and diverse businesses.
 - iv. Removing bonding for contracts (prime/sub) below \$500,000
 - v. Reducing approval process for contracts below a certain threshold.
 - vi. Implementing mentor protégé programs for businesses owned by immigrants.
 - vii. Implementing a workforce development and mentor protégé program for hiring and also for partnerships with minority, women or immigrant owned firms.
- b. CIVIL RIGHTS - Hire a Civil Rights Officer and consider a new department to develop and manage a transparent program for utilizing minority and women-owned firms. This department or body would:
 - i. Ensure compliance of these programs
 - ii. Ensure transparency of the data and utilization

- iii. Report out these data on an annual basis
- iv. Consider tying MBE/DBE goals as key performance indicators to disparity studies every 3-5 years. The disparity studies will provide benchmarks for where the disparities lie within County procurements. If the County is unable to procure such a study now due to legislative processes or funding, Metro's recent disparity may provide some initial insight and guidelines to launch the County program.
- v. Work closely with agencies with diversity departments and/or small business programs to ramp up quickly so the program can be implemented as soon as the new year begins.

c. EQUITABLE HIRING PRACTICES

- i. Hire a Chief Equity Officer who reports to the CEO
- ii. Provide transparent ethnic and gender data by department and then agency
- iii. Tie hiring of qualified personnel to measurable and incentivized goals.
- iv. Conduct an audit by department of race and ethnicity analysis in preparation for Affirmative Action program implementation as early as January should ACA5 pass.
- v. Upon ACA5 passage, develop a transparent and equitable hiring program.

Recommendation #2: Create clear long-term protocols and guidelines for reopening.

The ever-changing landscape for small businesses makes it difficult to know what is going to be required next week, next month, for the next six months, and on into the future. Protocols need to be consistent and in place for the long-term until the threat from Covid-19 is completely eradicated. Constantly shifting goalposts cost small businesses money and resources that they cannot afford. Many small businesses are teetering on the brink of closing altogether and now, more than ever, need a predictable regulatory environment to provide a level of confidence in their operations and balance sheets. The County's Department of Public Health (DPH) must provide dedicated resources for the thousands of small businesses in the County that are looking for certainty and continuity on their evolving health orders.

- a. DPH, the Department of Consumer and Business Affairs (DCBA), and the DHC should provide technical assistance to businesses that need help understanding and applying County Public Health guidelines as they reopen and operate. These entities should partner and collaborate with chambers of commerce and other non-profit organizations to assist with providing the most up-to-date toolkits, posters, guidelines and protocols

for disbursement to small businesses. Examples of potential partners are: The Small Business Administration, Small Business Development Centers (SBDCs), SCORE, Women's Business Centers, Veterans Business Outreach Centers, California EDD, etc.

- b. DPH should inform small business to follow the CDC guidance on the use of cleaning and disinfectants on surfaces during the Covid 19 pandemic.

Recommendation #3: Develop an aggressive and meaningful education program for businesses related to health and safety protocols and requirements.

DPH and DCBA should collaborate with the SBDCs to establish online webinars for various business sectors to explain protocols and guidelines. The business owner would then be required to take online training to ensure clear and concise understanding of materials. A certificate would be provided to the business owner upon successful completion of the online training course. The county will conduct random inspections to ensure compliance and provide a hot line for customers to file complaints.

- c. Additionally, establish refresh programs focused to ensure that businesses are continually educated and updated on guidelines and protocol compliance. This program could be similar to food handler certifications. The goal is to help businesses understand the protocols and standards and ensure they are following them as opposed to penalizing a business if they are not, except in instances where serious violations or disregard are exhibited. The county will consider grading businesses if there is substantial non-compliance.
- d. Establish a 'train-the-trainer' program. DPH is encouraged to use staff to provide mentor/education classes to SBDCs and other governmental/non-profit partners. These mentors/educators will provide guidance on protocols and guidelines to those who will be assisting business owners who have questions and/or concerns.
- e. Include in the training how to handle non-compliance by customers including friendly signage about importance of compliance for the safety of all. Enforcement for customers cannot be up to the store, restaurant, gym or other business. Their staff are not trained to confront customers and will not want to take on that role. Essentially there needs to be a "No shirt, No Shoes, No PPE, no Social Distancing = no Service" policy everywhere. If a customer is not compliant before entering, they can be refused entry.

Recommendation #4: Increase disaster recovery funding available at the local level, establish financial incentives for businesses that are reopening with health and safety protocols and guidelines, and support additional sources of access to capital.

In an effort to bridge businesses into a "new normal" of social distancing, required PPE (masks, sanitizers) use, and operations/capacity at a fraction of what was previously

allowed, the County should support businesses as they move to reestablish themselves in the midst of the ongoing pandemic by:.

- a. Identify all County-administered small business loan programs and outsource to a consortium of non-profit and community leaders that have been approved as vendors. County will serve as a guarantor. Assure these programs provide all flexibility that is necessary and appropriate in a disaster scenario.
- b. Immediately mobilize the County's planned disaster funding programs, including any grant and loan programs.
- c. Assure that the County has apprised itself of and put into place all available disaster waivers from the U.S. Department of Commerce, Economic Development Administration (EDA), in the administration of existing revolving loan fund programs. Such waivers allow for payment deferrals, eased collection requirements, term extensions, and in general significant flexibility in supporting existing County loan clients. Consortium selected by the County will establish user-friendly application for ease of application and funding of loans.
- d. Assure the County has applied for all capital available through the EDA CARES Act Recovery Assistance, made available through a non-competitive application process with the EDA, which received a \$1.5 billion allocation of CARES Act funds. To accommodate long standing EDA grantees, an allocation has been made for additional grant funds to grantees in good standing, and willing to commit to the scope of work associated with the receipt of, and deployment of such funds. That scope of work is solely focused on COVID-19 small business relief.
- e. Active outreach to, and mobilization of the County's small business resource partners, including SBDCs and Community Development Financial Institutions (CDFIs) with capacity for providing advisory and lending services. Work with lending partners to create (if not already established) a streamlined application process for loans. The goal must be ease of funding with reasonable due-diligence to assure loan repayment. Several of these resource partners have received grants through Wells Fargo Bank, to provide needed additional capacity to assist County small business clients. Identify and mobilize these partners early, as they have immediate resources to provide needed aid.
- f. Further, funding must be as patient as reasonably possible including low cost, extended "interest only" or "no payment" periods. In addition, those businesses having complied with all County-required safe reopening requirements shall receive an interest rate discount of one-quarter of one percent. While compliance may take place after the business receives County or other disaster funding, the latter discount can be given at that time. These concessions will provide time for businesses to recapture lost revenues from full or partial closures brought about by "Safer at Home"

requirements. Consideration of no payments for 12 months, interest only until allowed back to 100% capacity, and then an amortization of 5-10 years. The loans should not be punitive. Portion of the loan may be forgiven if health compliance is adhered to by the business.

- g. Funding flexibility must also extend to the use of funds, to include employment or re-employment of staff, purchase of necessary personal protection equipment, installation of any required barriers to protect personnel and customers, or anything necessary for a compliant re-opening. Interest free loans will be made available for PPE and health protection measures.

Recommendation #5: Streamline the permitting process through a “one-stop” concierge service program.

The County should coordinate permitting departments into a “one-stop shop” to enhance the efficiency of the permitting process, thereby reducing the waiting time substantially. This should include prioritizing over-the-counter permitting and as much online permitting as possible. This streamlining effort should extend to health, zoning, and building inspections, as well. To ensure efficacy of these new policies, relevant permitting agencies should implement the following:

- a. Review all regulations that impact businesses and remove obstacles or reduce fees where possible.
- b. Consider a one-year moratorium on permitting fees.
- c. Allow for a minimum one-year use of public sidewalks, parks, alleys, adjacent streets, etc. to increase retail sales during the weekends and spur additional capacity at food establishments.
- d. Suspend parking requirements for all existing and new restaurant applications in the unincorporated areas.

Recommendation #6: Strengthen County procurement and contracting opportunities for small businesses and other certifications.

Simplify the process of doing business with the County, including streamlined certifications, a simplified contracting process, and strengthening of incentives with the County’s preference programs. There are numerous opportunities in this space as enumerated below:

- a. Establish an enhanced prompt payment program. The County has a prompt payment program – 15 days – as well as a liaison and process for escalation. Given the economic recovery needs, enhancements to the program as well as other program initiatives can support the local small business recovery. Specifically, an enhanced prompt payment program would have the following attributes:
 - i. Reduce prompt payment period from 15 days to 7-10 days.

- ii. Pay a significant percentage (80-90% recommended) within 7-10 days of invoice receipt if there is a dispute on the invoice or package of invoices submitted.
 - iii. Implement a virtual pay for approved invoices for those local small business that have opted in. These will go direct to the small business account as opposed to the 3-5 days in the mail. This eliminates any “lost in the mail” checks which would take an additional 10-20 (or longer) days to go back through the processing system to cut another check and then mail it out again.
 - iv. Initiate a 30-day maximum dispute or clarification period before paying remainder of the outstanding invoice if not paid in full.
 - v. Develop transparent reporting on utilization of local small business payments. Metrics include number of local small firms, dates of invoice receipt, and dates of invoice payment, as well as percentages of amounts paid.
- b. Remove Bonding requirements on large capital improvement projects for local small businesses up to \$500,000
 - c. Require the inclusion of local small businesses in order to award a contract
 - d. Develop a local small business set aside program - Procurements up to \$5 million set aside for small local businesses.
 - e. Significantly ramp up promotion efforts to encourage certification of local and small businesses through virtual webinars and social media push.
 - f. Develop mentor protégé programs for significantly large professional service and construction projects. The mentor protégé program would be based on each contract and would provide measurable and actionable goals for small local business growth. This may include technical assistance.
 - g. Enhance DCBA oversight on procurements to ensure compliance on contracts and oversight of the above. DCBA oversight could include staffing of diversity and economic officer roles to manage the above. With the impending potential repeal of Prop 209, these officers would also play critical roles in ensuring the roll out of diverse including local small business spending programs.

Recommendation #7: County should consider leveraging its buying power by requiring its large vendors to give small businesses price breaks if “like businesses” form cooperatives and buy in bulk.

Small business access to PPE seems limited and cost prohibitive. An option for access to limited supplies and for cost considerations is to develop a clearinghouse for personal

safety equipment and related COVID-19 supplies. This could be achieved by taking the following steps:

- a. Coordinate efforts with local, state and federal partners who are currently engaged in similar efforts to ensure non-duplication of efforts. This should include the Governor's Office of Business and Economic Development, Los Angeles Area Chamber of Commerce and Los Angeles SBDC Network, and City of Los Angeles, at a minimum.
- b. Develop a clearinghouse for supplier/searcher led businesses. The clearinghouse is an online platform for businesses to upload their supplies and offerings and eventually their services. This would not require County oversight of the transactions. Companies would be able to upload their products in the key areas related to PPE and safety. Developing a such a clearinghouse will stimulate local small business recovery, encourage local small businesses to certify as a Local Small Business Enterprise with the County which would increase pool of potential suppliers for ongoing County procurements, and incentivizes large businesses to mentor a local small business.
- c.
 - i. The businesses that would be promoted in the clearinghouse would be small businesses.
 - ii. The small business federal guideline is 500 employees. Additional consideration / promotion to micro local small businesses with 10 employees or less.
 - iii. The clearinghouse could provide bulk rate pricing for local small businesses. This also includes local small as well as minority and women owned* businesses. The minority and women owned businesses would be added based on the state laws. (ACA5 may repeal Prop 209 and allow classifications as diverse/disadvantaged businesses that include minorities and women).
 - iv. To post opportunities to provide products through this clearinghouse, large vendors would agree to act as a mentor for a local small business and provide bulk pricing offers to small businesses and encourage certification by the County or any reciprocal agency certifications. Limiting to only allowing local small businesses to post ensures that large businesses (wholesalers, distributors) would negotiate bulk pricing through a small local vendor. Essentially, the large company would act as the wholesaler and the small local business would be the distributor.
- d. Create a county wide education and messaging program for small and diverse businesses to access personal safety equipment through churches, libraries, Community Business Organizations (CBOs), and other local community spots.

Develop communication partnerships with CBOs and churches, libraries especially serving in ethnic and also low-income areas to educate and distribute to these impacted communities.

	Time frame	Workgroup Members	Recommendation	Notes	
1.	Short	*Linda Adam Ivan Joe Renee	Create countywide standards to establish Business Recovery Zones with relaxed regulations to encourage economic recovery.	Relaxed standards can include: <ul style="list-style-type: none"> • Allowing businesses to use the public right of way including but not limited to streets, sidewalks, and parking lots to support public safety/social distancing requirements • Support mass transit & mobility options • Allow use of public space, parking lots and parking spaces dedicated to their location towards the potential use of an expanded retail footprint • Relax requirements for outdoor retail and dining • Uniform and streamlined permitting process for small business owners within identified Business Recovery Zones that requires alignment between all State, County and local agencies to support small business recovery. • No permitting costs associated to permit events or use of public right-of-way that support small business expanding their service footprint that maintain social distancing requirements. 	
2.	Short	*Maria Schenae Heidi Elise Rafael	Develop an outreach plan and strategy to ensure that small businesses have access to timely and accurate information about public health guidelines.	Related recommendations include: <ul style="list-style-type: none"> • Establish clear reopening criteria for each industry • Provide local Chambers of Commerce industry specific documents ahead of time to ensure timely outreach to their membership • Protocol for temperature checks (based on business size or industry type), proper masking, distancing requirements, and ventilation, among others. 	
3.	Short	*Mark Paul Donna Chris	Develop a strategy to provide technical assistance to businesses who need help understanding and applying public health guidelines as they reopen.	Related to short-term goal no. 2. Work group identified a need for small businesses to receive hands-on guidance.	
4.	Short	*Maria Schenae Heidi Elise Rafael	Develop a strategy to allow small businesses to obtain necessary PPE.	[Schenae] Create bulk buying pricing and pass on to local and small businesses. Identify small and local businesses selling/manufacturing the products and buy in bulk.	
5.	Short	*Mark	Create clear policies regarding	This objective addresses the need small businesses	

		Paul Donna Chris	the enforcement of “safe reopening” criteria and ensure small businesses and customers are aware of these policies, how they can remain compliant, and how noncompliance can be reported.	have to understand what the County’s enforcement protocol will look like, and how they can remain compliant. [Schenae] DPH should take an educational stance as opposed to penalties and fines for noncompliance for micro and small businesses. [Ivan] The rights of the business to enforce the health orders need to be clear.. i.e.: Customers who refuse to comply. Enforcement might be an additional cost certain business need to incur.	
6.	Short	N/A	Allow the small business workgroup to consider and advise on the recommendations of all other work groups, including but not limited to the restaurant/hospitality and arts work groups, to ensure small business impacts are appropriately considered.	This objective recognizes the significant crossover between the small business working group and the other sector working groups. [Schenae] It is very important that the small business committee have input in every sector.	
7.	Short	*Mark Paul Donna Chris	Make more disaster recovery funding available at the local level, and establish financial incentives for businesses that are reopening within the “safe reopening” guidelines.	[Heidi] Access to new/other funding programs to help offset the increased expense to businesses to pay for such measures which could delay bringing back employees due to higher operational costs	
8.	Short	*Maria Schenae Heidi Elise Rafael	Develop a strategy for utilizing government procurement as a tool for supporting economic recovery for small businesses.	Increase opportunities for certified small businesses who do not have prior experience working for a public agency.	
9.	Short	*Linda Adam	Establish a County jobs program to hire contact tracers		

		Ivan Joe Renee			
10.	Short	*Linda Adam Ivan Joe Renee	Amend local ordinances and advocate for changes to state and federal law to mitigate COVID-19-related liability for small business owners as they begin to reopen, without limiting the availability of employee benefits.	<p>Address liability in the following areas:</p> <ul style="list-style-type: none"> Workers compensation insurance costs Unemployment costs Public agency costs <p>[Donna]: The State should ensure that businesses who follow industry-specific guidance detailing safety procedures, will not be shut down by litigation for claims of negligence if an employee, consumer or vendor alleges he or she contracted the virus on premises.</p>	
11.	Med.		Adopt a moratorium on taxes, regulatory fees, and other related costs for small businesses, with a reasonable amount of time to repay taxes, fees and costs without penalties or interest.	<p>[Heidi] Moratorium on any new taxes or sales/property tax increases.</p> <p>[Adam] Enact policy that Small Business Owners and employees are protected, and Landlords/ Property owners are acting in good faith to retain Small Businesses.</p> <p>[Ivan]: Some businesses might need the ability to be released from their lease or for lease renegotiation due to financial reasons or the building not being health compliant.</p>	
12.	Med.		Adjust or eliminate regulatory fees and costs for businesses that are unable to operate at capacity due to COVID-19 restrictions.		
13.	Med.		Abate rent for small businesses and establish appropriate processes and protocol.		
14.	Med.		Create and disseminate a clear action plan if the rate of COVID-19 infections spike.	<p>Small businesses need to understand what the regulations will be and what they will be asked to do if a second wave or spike occurs.</p> <p>Small businesses should be educated about County testing protocols, and the metrics the County will use</p>	

				to determine whether to move from one phase to another. [Adam] Communicate a proposed timeline and plan of action should public health and safety be at risk during a potential future COVID spike.	
15.	Med.		Deploy a public messaging campaign regarding return-to-work so that employees have enough information to determine whether it is safe for them to return to the workplace.	This recommendation reflects that many employees are hesitant about returning to work. An honest, fact-based education campaign could help employees understand the true risk of returning to work, workplace modifications and measures that keep them safe, and may be more likely to return.	
16.	Long		Amend local ordinances and advocate for changes to state and federal law and regulations to allow for deferred payment of loans without penalties, and provide resources for lenders to prevent undue impacts from deferrals.	This recommendation reflects the need to assist small businesses with loan payments due during the COVID-19 pandemic, accounts for the need to address federal regulations that prevent regulators from allowing lenders to take certain actions, and considers upstream impacts to lenders who accept deferrals.	
17.	Long		Develop entrepreneurship programs that provide business owners necessary technical assistance to alter their existing businesses substantially or transition to a new business type that is more sustainable during and after COVID-19.	[Schenae] Develop workforce incentives; entrepreneur training in new entities. (ex. A restaurateur may close her restaurant but that skill set could be deployed in another industry. Development of entrepreneur programs and mentoring can help them to quickly rebound. Getty himself took a company that provided war supplies and turned it into a manufacturer of modular homes post – war.	



Economic Resiliency Task Force

Comprehensive Report

Appendix D: Sector Work Group Leads



Los Angeles County Economic Resiliency Task Force Sector Work Group Leads

Last Name	First Name	Organization
Arts and Culture		
Dang	Tim	1st District Arts Commissioner/USC Faculty
Business – Corporate and Manufacturing		
Niemann	Pat	Ernst & Young
Business – Small		
Griego	Linda	Griego Enterprises/MLK Community Health Foundation
Commodities and Goods Movement		
Cordero	Mario	Port of Long Beach
Education		
Corey	Dr. Barry	Biola University
Faith Based Organization		
DuPont-Walker	Jacquelyn	African Methodist Episcopal Church
Film, Entertainment, Leisure and Digital Media		
Shell	Jeff	NBC Universal
Healthcare and Biosciences		
Flores	Dr. Hector	Adventist Health White Memorial
Infrastructure Development and Construction		
Inman	Fran	Majestic Realty
Labor		
Herrera	Ron	LA County Federation of Labor
Philanthropy and Nonprofit		
Birdsell	Regina	Southern California Center for Non-Profit Management
Restaurants and Hospitality		
Greenberg	Jerry	Wolfgang Puck/Sugarfish/Hi Ho Burgers
Sports and Large Venue Entertainment		
Wasserman	Casey	Chairman of LA 2028