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MARK PESTRELLA, Director

# COUNTY OF LOS ANGELES

## DEPARTMENT OF PUBLIC WORKS

*"To Enrich Lives Through Effective and Caring Service"*

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October 21, 2020

IN REPLY PLEASE

REFER TO FILE:

SPSO-0  
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TO: Each Supervisor

FROM: Mark Pestrella  
Director of Public Works

### **BOARD MOTION OF JULY 21, 2020, AGENDA ITEM 51-D PAVING THE ROAD TOWARDS ECONOMIC RECOVERY IN LOS ANGELES COUNTY**

On July 21, 2020, the Board directed Public Works to collaborate through *Infrastructure LA* and report back on implementation planning and strategies for eight recommendations outlined in the Comprehensive Report, prepared by the Los Angeles County Economic Resiliency Task Force on June 30, 2020.

Public Works collaborated with partner departments and agencies to evaluate and initiate the Board's instructions. Some of the tasks can be implemented immediately, while others require further regional coordination to develop strategies. Key findings for each task are summarized below, with additional details and timelines presented in the attachments.

#### **1. Develop a plan with a list of shovel-ready infrastructure projects to keep people employed and sustain high-road jobs that lift workers out of poverty.**

For this reporting purpose, shovel-ready projects are defined as the ones where environmental review has been performed and will be ready to start construction within one year. A list of shovel-ready Public Works projects is included under Attachment 1A. This list identifies 188 projects, totaling \$1.14 billion, which have the potential to create close to 6,000 jobs and over \$675 million in labor income. Additional economic outcome measures from an economic analysis of the listed projects are provided below:

Overall industry production value	\$2 billion
Labor income	\$675 million
No. of jobs created lasting average 2-year construction period	5,950 jobs
Tax revenue (local, State, Federal)	\$237 million

Public Works intends to accelerate contract processing for these projects; however, some projects may be delayed due to current hiring restrictions.

Public Works has been coordinating through *Infrastructure LA* to compile a list of regionally significant projects by partner agencies that can be used to maximize job creation and pathways for high-road employment. The expanded list is expected to be developed by February 2021.

More detailed actions for this task are included in Attachment 1.

**2. Identify funding partnerships with local, State, and Federal government to accelerate job growth and serve as a pipeline to new jobs as trade and infrastructure investment grows.**

Public Works has identified the following governmental agencies for potential funding partnerships: Los Angeles County Metropolitan Transportation Authority (Metro), California Department of Transportation (Caltrans), Southern California Association of Governments, Housing & Community Development, Council of Governments Subregions, Federal Highway Administration, Federal Emergency Management Agency, US Army Corps of Engineers, Metropolitan Water District of Southern California, and California Department of Water Resources. Opportunities to leverage funding will be evaluated through programs, such as Integrated Regional Water Management; Safe Clean Water Program; and Measures W, H, A, and M. Future plans, such as the County Water Plan, should be developed with funding, partners, and workforce development in mind.

Public Works will continue to evaluate opportunities to increase infrastructure project funding and partnerships across all levels of government to develop and deliver projects for both public- and private-sector employment needs.

Public Works will continue to coordinate through *Infrastructure LA* to solicit information from internal and external sources for additional funding and grant opportunities. Coordination with local agencies and stakeholders will promote integrated investment and will serve as a resource for workforce development. Existing coordination and partnerships with governmental agencies will be evaluated to identify additional opportunities to increase funding partnerships.

Public Works initiated development of a master list of funding opportunities to engage potential sources and partners to identify additional opportunities, secure funding, and new partnerships. Public Works will coordinate with the Chief Executive Office to advocate for legislation or policies that support innovative funding through public-private partnerships, for Federal and State stimulus funds in infrastructure with direct local investment as a priority.

A master list of funding opportunities and partners will be completed by December 2020.

More detailed actions for this task are included in Attachment 2.

**3. Identify opportunities for Public-Private Partnerships on infrastructure projects to reinvigorate the County economy with a focus on clean energy, technology, and manufacturing.**

Based on evaluation of previous applications in the Los Angeles region and case examples in other areas in the United States, the following infrastructure sectors and types of projects have been identified for public-private partnership opportunities:

- Public building construction and renovation projects (e.g., Vermont Corridor, Long Beach Civic Center and Courthouse, Los Angeles International Airport renovation, and University of California Merced Campus renovation projects)
- Clean and renewable energy projects with utility partners, such as Clean Power Alliance, Southern California Edison, and SoCal Gas (e.g., Public Works Renewable Energy Master Plan and solar carport and charging stations, waste conversion technology projects, and micro-grid community in Pena Station Transit Oriented Development [TOD] in Denver, CO)
- Stormwater infrastructure projects (e.g., Clean Water Partnership in Prince George County, VA)
- Emerging technology enhancements within transportation corridors, such as streetlight, traffic signal, and sidewalk improvement
- Community development projects, often with Enhance Infrastructure Financing Districts (EIFD) and Community Revitalization and Investment Authorities (e.g., EIFDs in West Carson, La Verne, and Redondo Beach, CA)
- Telecommunication and bandwidth infrastructure projects (e.g., citywide broadband network expansion in Inglewood, CA and Gilbert, AZ)

It should be noted; however, that new County policies and processes and State legislations may be needed to enable various public-private partnership arrangements at different phases of infrastructure delivery.

Collaboration through *Infrastructure LA* will support the efforts to identify appropriate partners in the public and private sectors who share common objectives in public-private partnership.



More detailed actions for this task are included in Attachment 3 along with select fact sheets for public-private partnership case examples involving renewable energy master plan, Innovation Districts, and economic development opportunities in Attachment 3A.

**4. Develop a plan with the CEO's Legislative Affairs and Intergovernmental Relations Branch to advocate for Federal stimulus funds in infrastructure with direct local investment as a priority, to create good local jobs.**

The CEO's Legislative Affairs and Intergovernmental Relations (LAIR) branch will continue its ongoing efforts to advocate for and pursue legislation that provides Federal stimulus funds for infrastructure investments in the next COVID-relief bill or in a stand-alone bill with direct local investment as a priority for local job creation.

Public Works will continue to work closely with the LAIR to identify, analyze, and make recommendations on Federal legislation that provides Federal stimulus funds in infrastructure with direct local investment as a priority to create good local jobs. Specific legislation or funding proposals will be analyzed, as applicable, to provide advocacy recommendations which are consistent with the County's legislative policy.

More detailed actions for this task are included in Attachment 4.

**5. Develop a plan to restart and expand successful apprenticeship programs that have been put on hold; build out and coordinate existing workforce development plans and develop partnerships with schools and colleges to offer practical and sector-related programs that will provide students with internships, apprenticeships, job placement, and related industry job skills and experience.**

The Department of Workforce Development, Aging and Community Services (WDACS) reported that it would continue leading various efforts in the County's apprenticeship and workforce development programs with the following plans:

- Continue the public sector apprenticeship program, in partnership with Worker Education and Resource Center (WERC)
- Work with women in non-traditional employment roles to build out programs focused on hiring justice-involved women for Los Angeles/Orange Counties Building and Construction Trade roles and positions
- Build partnerships with local community colleges and employers for programs focused on manufacturing in the green energy sector

- Develop a plan of action to increase apprenticeship and pre-apprenticeship opportunities in response to an existing Board Motion "High Road Training Partnerships (H RTP): Develop a Network of Pre-apprenticeship and Apprenticeship Models in Los Angeles County"
- Build knowledge and capabilities of the County's America's Job Centers of California (AJCC) staff with focus on apprenticeships and building employer relationships

WDACS intends to facilitate this task through several proposed steps:

- Coordinate with WERC, CEO, and various departments, including the Departments of Public Works, Internal Services, Parks and Recreation, and Beaches and Harbors, to identify impacts based on the hiring freeze and identify how and when to restart County-focused apprenticeship programs to hire and fill vacant County roles. Collaboration began in September 2020.
- Collaborate with Citrus College and Proterra (electric bus manufacturing company) to launch electric technician manufacturing program. The first cohort under this program was launched in October 2020.
- Complete H RTP Board Motion. Report back including assessment and plans to increase apprenticeship programs, dependent on industry demand. WDACS anticipates submittal by November 2020.
- Conduct ongoing training series for AJCC staff. Training series began in July 2020 and will cover topics such as Introduction to Workforce Innovation and Opportunity Act, Identifying High Road Training Opportunities, 21st Century Apprenticeships, and Understanding Industry Recognized Entities.
- Continue collaboration with Antelope Valley College and Northrop Grumman to continue Aircraft Fabrication and Assembly program based in Antelope Valley (currently on hold due to COVID-19 related college operational concerns).
- Develop insights and identify a plan to develop additional apprenticeship programs. Assessment of County and other jurisdictions current apprenticeship programs began in September 2020.

Ms. Caroline Torosis, Program Manager at WDACS, may be contacted at [CTorosis@wdacs.lacounty.gov](mailto:CTorosis@wdacs.lacounty.gov) for additional information.

More detailed actions for this task are included in Attachment 5.

**6. Identify opportunities to leverage technology and communication platforms to support streamlined online transaction of government services, such as permitting, while ensuring inclusive services to underserved communities, small businesses, and communities with limited access.**

Public Works has been leading efforts to identify opportunities to leverage technology and communications platforms to shorten the time to obtain quality services, expand availability of online services, and improve speed and usability of County websites and applications.

Public Works has identified several opportunities to support easier access and expand availability of online government services, especially to underserved communities. These opportunities may take several years to complete.

- Develop low bandwidth websites/applications to improve speed and user experience on mobile devices, thus reducing costs for customers that pay for mobile data access
- Develop websites using plain text to display the most commonly accessed services, instructions, and information, which will improve usability of language translation tools and multi-lingual browser features
- Budget for and absorb online fees (e.g., payment processing) charged by third-party service providers, where allowed by County Code
- Evaluate partnerships with private telecommunications carriers and explore the use of County infrastructure, such as light posts, to deploy reduced cost internet services for local residents
- Expand use of voice and video communication platforms (e.g., Zoom and WebEx) to coordinate permitting services and host community meetings

Building on the opportunities already identified, Public Works will evaluate strategies and identify further opportunities that will support streamlined, inclusive access to online government services. Identification of additional opportunities will include evaluation of existing services, bottlenecks and accessibility issues, and technology solutions.

A prioritized list of opportunities to streamline government services will be developed by March 2021.

More detailed actions for this task are included in Attachment 6.

**7. Develop implementable strategies in coordination with Departments of Public Health, Regional Planning, and Consumer and Business Affairs to address urban freight delivery challenges in the dense unincorporated commercial corridors and need for curbside access for small businesses and residences that rely heavily on curbside deliveries.**

In order to address these complex issues, Public Works will coordinate with the aforementioned departments and initiate a pilot study that evaluates curbside delivery options to facilitate deliveries along commercial corridors or residential areas experiencing delivery challenges. Implementation of the pilot study will occur in phases:

- Phase I: Identify affected commercial corridors or residential areas. Procure a consultant to conduct a comprehensive study that will include a needs assessment for freight delivery curbside access along commercial corridors and areas serving small businesses and residences. The study will also include development of short- and long-term action plans to address freight delivery curbside access challenges. The action plans may include designated curbside parking for commercial vehicles, time limited parking zones, priced/regulated parking zones, and off-site parking for patrons to free up curbside parking for commercial vehicles. Phase I is expected to be completed by August 2021.
- Phase II: Implement the action plans by December 2021. It should be noted additional funding may be needed to implement some of the action items.

In addition, Public Works is currently leading involvement in several regional projects and programs that support efforts to address urban delivery issues, and to facilitate expeditious travel to local destinations with minimal delays. Examples include Traffic Signal Synchronization Program and Intelligent Transportation Systems, East Los Angeles Parking Enforcement District and Parking Benefit District Study, and Integrated Corridor Management.

More detailed actions for this task are included in Attachment 7.

**8. Develop a plan to implement the Short-Term Goals and address the Major Issues and Challenges outlined in the Commodities and Goods Movement Sector of the Economic Resiliency Task Force Comprehensive Report.**

The County is a member of the Metro Freight Working Group, which brings together representatives across public, private, and community agencies and jurisdictions to discuss a multitude of goods-movement-related issues. Metro's Goods Movement Strategic Plan, developed in partnership with these stakeholders, also calls for advancing economic competitiveness, equity, and sustainability as key principles.

Public Works will continue coordination with Metro to convene a formal FWG meeting to bring regional stakeholders and key freight partners together to discuss the challenges outlined in the Economic Resiliency Task Force Comprehensive Report and to provide input and identify strategies.

Public Works will also collaborate with Metro to discuss issues identified, including deploying zero-emissions freight vehicles and equipment, pursuit of funding opportunities, workforce development, and skills/training/education partnerships with local education institutions. Through development and implementation of these tasks, special emphasis will be placed on equity, sustainability, resiliency, and innovative problem solving. These tasks will support local economic recovery through infrastructure investment, workforce development, and addressing urban freight challenges.

More detailed actions for this task are included in Attachment 8.

*Infrastructure LA* has and will continue to facilitate the coordination of these eight tasks through regional collaboration with the County and industry leaders. *Infrastructure LA* is a regional forum, currently managed by Public Works, that promotes collaborative engagement and identifies policies and initiatives that improve public and private sector infrastructure investment and can serve as a vehicle to advance infrastructure development in the region.

If you have any questions, please contact me or your staff may contact Phil Doudar, Assistant Director, at (626) 458-4014 or [pdoudar@pw.lacounty.gov](mailto:pdoudar@pw.lacounty.gov).

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Attach.

cc: Chief Executive Office  
County Counsel  
Executive Office  
Department of Beaches and Harbors  
Department of Consumer and Business Affairs  
Internal Services Department  
Department of Parks and Recreation  
Department of Public Health  
Department of Regional Planning  
Department of Workforce Development, Aging and Community Services

# **ATTACHMENT 1**

Sustained Employment through  
Infrastructure Investment

# Sustained Employment through Infrastructure Investment

## **Board Instruction**

Develop a plan with a list of shovel-ready infrastructure projects to keep people employed and sustain high-road jobs that lift workers out of poverty.

## **Goals**

Support job creation and high road employment through infrastructure investment and development of a list of shovel-ready projects.

## **Key Findings**

The Economic Resiliency Task Force Comprehensive Report included a list of over 700 multi-sector infrastructure projects with construction costs totaling over \$100 billion over the next several years. Based on this list of projects, an economic analysis revealed that these projects have the potential to create over 500,000 jobs and \$59 billion in labor income. However extensive, the list did not indicate projects that were available for construction in the very near term.

Public Works developed a list of shovel-ready Public Works projects (Attachment 1A). For this reporting purpose, shovel-ready projects are defined as the ones where environmental review has been performed and will be ready to start construction within the next one year. This list identifies 188 projects, totaling \$1.14 billion, which have the potential to create close to 6,000 jobs and over \$675 million in labor income. Additional economic outcome measures from an economic analysis of the listed projects are provided below:

Overall industry production value	\$2 billion
Labor income	\$675 million
No. of jobs created lasting average 2-year construction period	5,950 jobs
Tax revenue (local, State, Federal)	\$237 million

Publics Works intends to accelerate contract processing for these projects; however, some projects may be delayed due to current hiring restrictions.

Public Works has been coordinating through *Infrastructure LA* to compile of a list of regionally significant shovel-ready projects by partner agencies that can be used to maximize job creation and pathways for high-road employment.

**Next Steps**

- Continue collaboration through *Infrastructure LA* to solicit partner agencies and participating entities to include their regional projects on the Regional Project Map.
- Expand the project list to provide an accurate and consistent list of regionally significant projects.



# **ATTACHMENT 1A**

## **Public Works Project List**



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
1	Farnsworth Park General Improvements	Altadena	5	Cap Project - Buildings	1,950,000	9/1/2020
2	Rosewood - Stanford Avenue, et al.	Rosewood	2	Road Construction	2,550,000	9/2/2020
3	Cogen Landfill Gas Mitigation	Los Angeles	1	Cap Project - Buildings	2,760,000	9/22/2020
4	The Old Road - 950' S/O Henry Mayo Drive to 1500' S/O Rye Canyon Road	Castaic	5	Road Maintenance	200,000	9/28/2020
5	East Los Angeles - Michigan Avenue, et al.	East Los Angeles	1	Road Maintenance	6,440,000	9/30/2020
6	Florence-Firestone - Compton Av at Nadeau St	Firestone, Florence	2	Traffic Design	380,000	10/1/2020
7	Hacienda Heights Community - Hacienda Boulevard at Shadybend Drive	Hacienda Heights	4	Traffic Design	200,000	10/1/2020
8	Hacienda Heights-Garo St- Stimson Av/Fieldgate Av	Hacienda Heights	4	Traffic Design	40,000	10/1/2020
9	Willowbrook - Wadsworth Av at E 126th St	Willowbrook	2	Traffic Design	10,000	10/1/2020
10	Redondo Beach Yard	Redondo Beach	2	Cap Project - Buildings	620,000	10/5/2020
11	Altadena - Glenrose Ave, et al.	Altadena	5	Road Maintenance	3,180,000	10/5/2020
12	Rowland Heights - Otterbein Avenue, et al.	Rowland Heights	4	Road Maintenance	2,450,000	10/5/2020
13	RB Maint Yard and Restroom DM Repair	Redondo Beach	4	Cap Project - Buildings	2,590,000	10/6/2020
14	Hansen Yard	Sun Valley	3	Cap Project - Buildings	130,000	10/9/2020
15	Littlerock - 95th Street East - Avenue R to Palmdale Boulevard	Littlerock	5	Road Maintenance	210,000	10/12/2020
16	Imperial Yard 2	South Gate	1	Cap Project - Buildings	270,000	10/13/2020
17	South Whittier - Gunn and Du Page Avenue, et al.	South Whittier	4	Road Maintenance	820,000	10/15/2020
18	Bouquet Canyon - Bouquet Canyon Road - Spunky Canyon Road to Elizabeth Lake Road	Bouquet Canyon	5	Road Maintenance	2,050,000	10/19/2020
19	LAC USC Parking Lot 12 Structure ADA	Los Angeles	1	Cap Project - Buildings	1,860,000	10/20/2020
20	East Yard	Irwindale	1	Cap Project - Buildings	430,000	10/23/2020
21	Rio Hondo Spreading Grounds	Montebello	1	Cap Project - Buildings	330,000	10/24/2020
22	Central Upper Yard	Los Angeles	1	Cap Project - Buildings	2,630,000	10/31/2020
23	RB Avenue C Restroom DM Repairs	Redondo Beach	4	Cap Project - Buildings	1,340,000	11/1/2020
24	Point Dume Restrooms DM Repairs	Malibu	4	Cap Project - Buildings	1,750,000	11/1/2020
25	Altadena Community - Lake Avenue at Mendocino Street	Altadena	5	Traffic Design	280,000	11/1/2020



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
26	Covina Islands - Enid Av at Newburgh St	Covina Islands	1	Traffic Design	20,000	11/1/2020
27	Del Sur - Sierra Highway at W Avenue E	Lancaster	5	Traffic Design	20,000	11/1/2020
28	East Los Angeles - Atlantic Blvd and 6th St, et al.	Walnut Park	1	Traffic Design	50,000	11/1/2020
29	Wiseburn - La Cienega Blvd at 133rd St and La Cienega Blvd at 137th St	Wiseburn	2	Traffic Design	220,000	11/1/2020
30	MLK Hawkins Anti-Ligature Fixtures	Los Angeles	2	Cap Project - Buildings	600,000	11/2/2020
31	La Crescenta-Montrose - Mayfield Avenue: Rosemont Ave to Briggs Avenue Concrete Repair	Altadena	5	Road Maintenance	40,000	11/2/2020
32	West Carson - Torrance Blvd at Conradi Av	West Carson	2	Traffic Design	10,000	11/2/2020
33	Central Yard 2	Santa Fe Springs	4	Cap Project - Buildings	450,000	11/5/2020
34	Alamitos Yard	Long Beach	4	Cap Project - Buildings	370,000	11/6/2020
35	Imperial Yard 1	South Gate	1	Cap Project - Buildings	150,000	11/8/2020
36	OVMC Wireless Access Points	Sylmar	3,5	Cap Project - Buildings	250,000	11/9/2020
37	LAC-USC WC Hospital Demolition	Los Angeles	1	Cap Project - Buildings	8,170,000	11/9/2020
38	HOR Temple St Plaza DM	Los Angeles	1	Cap Project - Buildings	1,950,000	11/19/2020
39	LAC-USC Child Care Center	Los Angeles	1	Cap Project - Buildings	7,940,000	11/20/2020
40	West Valinda- Amar Rd at Vineland Av	Valinda, West Puente Valley	1	Traffic Design	200,000	11/30/2020
41	LAC USC Cath Lab	Los Angeles	1	Cap Project - Buildings	1,910,000	12/1/2020
42	FS 58 Improvements and ADA Upgrade	Los Angeles	2	Cap Project - Buildings	300,000	12/1/2020
43	MB Marine Avenue Restroom DM Repairs	Manhattan Beach	4	Cap Project - Buildings	1,310,000	12/6/2020
44	USP 800 Pharmacy Upgrade - LAC-USC	Los Angeles	1	Cap Project - Buildings	1,260,000	12/7/2020
45	Saticoy Yard	North Hollywood	3	Cap Project - Buildings	730,000	12/7/2020
46	George C Page Museum DM Repairs	Los Angeles	3	Cap Project - Buildings	3,420,000	12/19/2020
47	H-UCLA PCDC Cath Lab	Torrance	2	Cap Project - Buildings	1,800,000	12/23/2020
48	HUCLA IPT Angio Renovation	Torrance	2	Cap Project - Buildings	650,000	12/24/2020
49	South Yard 2	Los Angeles	2	Cap Project - Buildings	220,000	12/27/2020
50	Palmdale Boulevard at 90th Street East, Traffic Signal, Et Al	Little Rock, Quartz Hill	5	Traffic Design	700,000	12/31/2020
51	HUCLA MPIP - Outpatient Support Bldg	Torrance	2	Cap Project - Buildings	460,000,000	1/1/2021



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
52	LACUSC Courtyard Elevator	Los Angeles	1	Cap Project - Buildings	1,500,000	1/1/2021
53	Dockweiler RV Park Office Expansion	Playa del Rey	4	Cap Project - Buildings	1,470,000	1/1/2021
54	El Segundo Yard	El Segundo	4	Cap Project - Buildings	1,050,000	1/1/2021
55	HOR Window Washing System DM Repairs	Los Angeles	1	Cap Project - Buildings	2,590,000	1/1/2021
56	Public Works Headquarters	Alhambra	5	Cap Project - Buildings	4,740,000	1/1/2021
57	Westmont - 99th Street, et al.	Athens-Westmont	2	Road Maintenance	3,000,000	1/6/2021
58	East Los Angeles - 1st Street - Concrete Repair	East Los Angeles	1	Road Maintenance	100,000	1/10/2021
59	Florence-Firestone - 58th Place, et al. - Concrete Repair	Florence-Firestone	2	Road Maintenance	480,000	1/10/2021
60	East Los Angeles - Montebello Parkway, et al. - Saybrook - Concrete Repair	East Los Angeles	1	Road Maintenance	350,000	1/10/2021
61	Rowland Heights - Saleroso Drive, et al.	Rowland Heights	4	Road Maintenance	4,230,000	1/13/2021
62	HUCLA MPIP - Central Plant	Torrance	2	Cap Project - Buildings	140,000,000	1/21/2021
63	Olive View Cath Lab	Sylmar	3, 5	Cap Project - Buildings	950,000	1/21/2021
64	Fire Camp11 Life Safety Improvements	Acton	5	Cap Project - Buildings	2,000,000	1/26/2021
65	East Los Angeles - Cesar E Chavez Av at Alma Av	East Los Angeles	1	Traffic Design	180,000	1/31/2021
66	Florence-Firestone - Gage Avenue at Hooper Avenue	Florence-Firestone	2	Traffic Design	350,000	1/31/2021
67	Ruth Temple PHC DM Repairs	Los Angeles	2	Cap Project - Buildings	2,700,000	2/1/2021
68	East Los Angeles - 1st Street at Marianna Avenue	East Los Angeles	1	Traffic Design	360,000	2/1/2021
69	East Valinda/San Jose Hills - Gemini St at Azusa Av	Valinda	1	Traffic Design	200,000	2/1/2021
70	West Carson - Milton Street, et al.	West Carson	2	Road Maintenance	3,520,000	2/11/2021
71	West Coast Basin Barrier Project Unit 13	Hermosa Beach, Manhattan Beach	4	Flood Construction	9,930,000	2/16/2021
72	Royal Palms Beach New Septic System	San Pedro	4	Cap Project - Buildings	940,000	2/17/2021
73	West Whittier-Los Nietos - Norwalk Bl at Reichling Ln	Los Nietos, West Whittier/Los Nietos	4	Traffic Design	100,000	2/28/2021



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
74	Agua Dulce - Sierra Hwy at Vasquez Canyon Rd	Agua Dulce	5	Traffic Design	280,000	2/28/2021
75	South Whittier - Mulberry Dr at Calmada Av	South Whittier	4	Traffic Design	200,000	2/28/2021
76	Agua Dulce - Bouquet Canyon Rd at Vasquez Canyon Rd	Agua Dulce	5	Traffic Design	500,000	3/1/2021
77	East Los Angeles - 1st Street at Eastman Avenue and 1st Street at Townsend Avenue	East Los Angeles	1	Traffic Design	100,000	3/1/2021
78	East Los Angeles - Eastern Av at City Terrace Dr	East Los Angeles	1	Traffic Design	200,000	3/1/2021
79	Quartz Hill - Elizabeth Lake Rd at Mesquite Rd	Quartz Hill	5	Traffic Design	200,000	3/1/2021
80	Florence-Firestone - Firestone Boulevard Vision Zero Project	Florence-Firestone	2	Traffic Design	500,000	3/1/2021
81	West Rancho Dominguez - 139th Street, et al. Phase I	Rosewood/West Rancho Dominguez	2	Road Maintenance	1,480,000	3/1/2021
82	Ave K Transmission Main, Phase IIIA	Lancaster	5	Waterworks Construction	3,500,000	3/2/2021
83	JA Ford Amphitheatre Trail	Hollywood	3	Cap Project - Buildings	2,520,000	3/9/2021
84	Central PHC DM Repairs	Los Angeles	1	Cap Project - Buildings	11,840,000	3/16/2021
85	Camp Scott Lights and Guardrails	Santa Clarita	5	Cap Project - Buildings	500,000	3/17/2021
86	Low Flow Diversion System Wide Update	El Segundo, Hermosa Beach, Los Angeles	2, 3, 4	Flood Construction	2,330,000	3/24/2021
87	Kenter Canyon Drain Connector Pipe Replacement Redesign	Santa Monica	3	Flood Construction	210,000	3/30/2021
88	MLK Clinical Lab and Red-bag Storage	Los Angeles	2	Cap Project - Buildings	13,000,000	4/1/2021
89	Lancaster ACC Pavement Replacement	Lancaster	5	Cap Project - Buildings	1,130,000	4/1/2021
90	Castaic - Hillcrest Parkway at Beryl Pl	Castaic	5	Traffic Design	230,000	4/1/2021
91	Covina Islands - Arrow Hwy at Lark Ellen Av	Covina Islands	1, 5	Traffic Design	300,000	4/1/2021
92	Whittier Narrows - Rosemead Bl at Gallatin Rd	Whittier Narrows	1	Traffic Design	50,000	4/1/2021
93	South Whittier-Leffingwell Road at Stamy Road	South Whittier	4	Traffic Design	660,000	4/1/2021
94	Stevenson Ranch - Pico Cyn Rd at Stevenson Ranch Parkway - TS Upgrade	Stevenson Ranch	5	Traffic Design	350,000	4/1/2021



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
95	Altadena - Marengo Avenue, et al. - Concrete Repair	Altadena	5	Road Maintenance	680,000	4/1/2021
96	West Puente Valley - Duff Avenue, et al. - Concrete Repair	West Puente Valley	5	Road Maintenance	3,840,000	4/1/2021
97	PDC Landfill Closure	Saugus	5	Cap Project - Buildings	2,000,000	4/6/2021
98	Whittier PHC DM Repairs	Whittier	4	Cap Project - Buildings	5,690,000	4/6/2021
99	Castaic - Hasley Hills South Concrete Repair	Castaic	5	Road Maintenance	820,000	4/10/2021
100	H-UCLA Inpatient Pharmacy Expansion	Torrance	2	Cap Project - Buildings	1,300,000	4/14/2021
101	Hacienda Channel - Leander Drain Storm Drain Project	Hacienda Heights	4	Flood Construction	500,000	4/16/2021
102	Zuma Beach Restrooms DM Repairs	Malibu	4	Cap Project - Buildings	8,240,000	4/17/2021
103	Westfield - Crenshaw Blvd	Westfield/Academy Hills	4	Road Maintenance	790,000	4/19/2021
104	Huntington Dr - San Gabriel Bl/132' W/o Michillinda Av	East Pasadena, East San Gabriel	5	Road Construction	6,850,000	4/19/2021
105	Marvin Braude Beach Trail Gap Closure	Los Angeles	3	Road Construction	3,050,000	4/20/2021
106	Sun Valley Watershed Upper Storm Drain System Phase 1	Los Angeles	4	Flood Construction	6,800,000	4/23/2021
107	Angeles National Forest - Big Tujunga Canyon Road	Angeles National Forest	5	Road Maintenance	4,990,000	4/26/2021
108	Canyon Country - Sierra Highway - Vasquez Cyn Rd to City Boundary	Canyon Country	5	Road Maintenance	2,030,000	4/28/2021
109	NE Antelope Valley - 240th Street East - Palmdale Boulevard to Avenue J	Palmdale	5	Road Maintenance	2,190,000	4/30/2021
110	Florence Firestone - Hooper Av at 84th Pl	Florence	2	Traffic Design	150,000	4/30/2021
111	La Crescenta-Montrose - Ocean View Blvd at Montrose Av	La Crescenta-Montrose	5	Traffic Design	500,000	4/30/2021
112	Walnut Park - Pacific Bl at Broadway	Walnut Park	1	Traffic Design	500,000	4/30/2021
113	Monrovia PHC DM Repairs	Monrovia	5	Cap Project - Buildings	4,200,000	5/1/2021
114	La Crescenta - Foothill Blvd at Cloud Av	La Crescenta-Montrose	5	Traffic Design	500,000	5/1/2021
115	Altadena - Marengo Avenue, et al.	Altadena	5	Road Maintenance	1,320,000	5/3/2021



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
116	Los Angeles River Segment B LRS	Vernon	1	Cap Project - Buildings	1,300,000	5/14/2021
117	Rubio Wash Channel Improvements	San Gabriel	6	Flood Construction	1,180,000	5/14/2021
118	ACWM Building B Refurbishment	South Gate	1	Cap Project - Buildings	6,970,000	5/21/2021
119	Crescenta Valley Station-DM	La Crescenta	5	Cap Project - Buildings	1,070,000	5/27/2021
120	Adventure Park Stormwater Capture	Whittier	4	Cap Project - Buildings	19,370,000	5/30/2021
121	South San Gabriel- Del Mar Av at Potrero Grande Dr	South San Gabriel	1	Traffic Design	280,000	5/31/2021
122	Pomona PHC DM Repairs	Los Angeles	1	Cap Project - Buildings	6,860,000	6/1/2021
123	Leona Valley - Godde Hill Road	Leona Valley	5	Road Maintenance	1,150,000	6/1/2021
124	Firestone Metro Blue Line Station Intersection and Bikeway Improvements Project	Firestone, Florence	2	Road Construction	1,420,000	6/1/2021
125	Avenue N - 50th St East to 90th St East	Palmdale	5	Road Maintenance	1,170,000	6/1/2021
126	Altadena - Windsor Av at Figueroa Dr	Altadena	5	Traffic Design	400,000	6/1/2021
127	H-UCLA Adult PES Upgrade	Torrance	2	Cap Project - Buildings	2,100,000	6/4/2021
128	Public Equestrian Rest Area (PERA)	Long Beach	4	Flood Construction	1,500,000	6/9/2021
129	LAC USC Parking Lot 9 Structure	Los Angeles	1	Cap Project - Buildings	1,500,000	6/11/2021
130	Del Sur - 90th Street West - Avenue A to Avenue D	South Antelope Valley	5	Road Maintenance	880,000	6/15/2021
131	Bridge Preventive Maintenance Program - Group 6 Cities	Diamond Bar, Industry, La Puente, Vernon, Avocado Heights, Valinda	1, 4	Road Construction	2,970,000	6/17/2021
132	East Los Angeles - Montebello Parkway, et al. - Saybrook	East Los Angeles	1	Road Maintenance	850,000	6/20/2021
133	Mesmer Avenue Community Garden Improvement Project	Los Angeles	2	Flood Construction	340,000	6/21/2021
134	Prairie Avenue TSSP - 118th Street to Redondo Beach Boulevard	Lawndale, Torrance, El Camino Village	2	Traffic System Management	1,690,000	6/28/2021
135	ME Coroner DM Repairs	Los Angeles	1	Cap Project - Buildings	15,970,000	6/30/2021
136	Littlerock - 102nd Street, et al.	Littlerock	5	Road Maintenance	1,860,000	6/30/2021
137	Walnut Park Community - Various locations in Walnut Park	Walnut Park	1	Traffic Design	1,400,000	6/30/2021





**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
138	MDR Public Safety Dock Replacement	Marina del Rey	4	Cap Project - Buildings	5,350,000	7/1/2021
139	Castaic Road at Ridge Route Road and The Old Road at Parker Rd	Castaic	5	Traffic Design	900,000	7/1/2021
140	Covina Islands - Cypress st at Irwindale Av	Covina Islands	1	Traffic Design	40,000	7/1/2021
141	Unincorporated Covina - Sunflower Av at Cypress St	Covina	5	Traffic Design	400,000	7/1/2021
142	Walnut-Diamond Bar Reg Station DM	Walnut	1	Cap Project - Buildings	2,620,000	7/3/2021
143	Wilshire Boulevard, Et Al.	Los Angeles	3	Road Construction	4,760,000	7/13/2021
144	Leona Valley - San Francisquito Canyon Road - Elizabeth Lake Road to MM 4.6	Leona Valley	5	Road Maintenance	2,070,000	7/15/2021
145	Sun Village - 101st Street East - Avenue S to Avenue T	Sun Village	5	Road Maintenance	130,000	7/15/2021
146	Slauson, Florence and Firestone Blue Line Stations Wayfinding Signage Improvements	Firestone, Florence-Firestone	2	Road Construction	160,000	7/22/2021
147	Vermont Avenue Pedestrian Improvements	Athens, West Athens, Westmont	2	Road Construction	2,440,000	7/22/2021
148	Bridge Preventive Maintenance Program - Group 9 Cities	Cerritos (Orange County), Compton, Downey, Lakewood, Paramount	4	Road Construction	1,520,000	7/26/2021
149	Laguna Regulating Basin Slope Repair and Access Road Improvement	Alhambra	5	Flood Construction	2,300,000	7/28/2021
150	Harrison Elementary School Soundwall	City Terrace	1	Road Construction	1,200,000	8/2/2021
151	Venice Beach DBH Yard	Venice	3	Cap Project - Buildings	470,000	8/4/2021
152	Bridge Preventive Maintenance Program - Groups 7 & 8	Long Beach, Palos Verdes Estates, Port Of Long Beach	4	Road Construction	6,940,000	8/16/2021
153	HOR Regional Planning TI	Los Angeles	1	Cap Project - Buildings	8,560,000	8/17/2021
154	Natural History Museum DM Repairs	Los Angeles	2	Cap Project - Buildings	6,360,000	8/18/2021
155	San Pedro Courthouse Redevelopment	San Pedro	4	Cap Project - Buildings	110,000,000	8/21/2021
156	Curtis Tucker PHC DM Repairs	Inglewood	2	Cap Project - Buildings	5,030,000	8/23/2021
157	Lower Busch Tank Improvement	Malibu	3	Waterworks Construction	1,960,000	8/24/2021





**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
158	Viewridge Rd Stormwater Improvements	Los Angeles	3	Cap Project - Buildings	5,000,000	8/27/2021
159	West Puente Valley - Temple Avenue, et al.	West Puente Valley	1	Road Maintenance	4,970,000	8/27/2021
160	OVMC FA and NC Systems - DHS/DM	Sylmar	3, 5	Cap Project - Buildings	31,000,000	9/1/2021
161	NHM Warehouse DM Repairs	Los Angeles	1	Cap Project - Buildings	6,100,000	9/1/2021
162	Agua Dulce - Bouquet Canyon Rd - Santa Clarita BL to 640' n/o MM 16.43 & 1145' n/o MM 3.52 to 950' n/o MM 0.18	Agua Dulce, Leona Valley	5	Traffic Design	180,000	9/1/2021
163	Sun Village/Lake Los Angeles - Palmdale Boulevard (Phase III) - 90th Street East to 140th Street East	Palmdale	5	Road Maintenance	2,280,000	9/1/2021
164	BIG TUJUNGA DAM ROCKFALL MITIGATION PROJECT	Angeles National Forest	5	Flood Construction	2,000,000	9/1/2021
165	South San Gabriel - Del Mar Av at Redding Av	South San Gabriel	1	Traffic Design	500,000	9/1/2021
166	San Dimas Station Annex DM	San Dimas	5	Cap Project - Buildings	1,040,000	9/4/2021
167	East LA Station and COPS Bldg-DM	Los Angeles	1	Cap Project - Buildings	1,610,000	9/4/2021
168	West Hollywood Station DM	West Hollywood	3	Cap Project - Buildings	1,050,000	9/4/2021
169	Desert View Highlands - Mesquite Road, et al.	Desert	5	Road Construction	6,280,000	9/5/2021
170	Alameda Street TSSP - Nadeau Street to Auto Drive South	Various locations	1, 2	Traffic System Management	1,500,000	9/13/2021
171	Owen Tank Replacement	Topanga	3	Waterworks Construction	2,700,000	9/14/2021
172	South Antelope Valley - Barrel Springs Road from City Boundary to Cheseboro Road	South Antelope Valley	5	Road Maintenance	1,000,000	9/15/2021
173	Beverly Boulevard TSSP - Pomona Boulevard to Pickering Avenue	Montebello, Pico Rivera, Whittier, East Los Angeles	1, 4	Traffic System Management	2,400,000	9/20/2021
174	MdR Boat Launch Facility Renovation	Marina del Rey	4	Cap Project - Buildings	7,560,000	9/21/2021
175	Magic Johnson Park Improvement (ABO) (CDC)	Willowbrook	2	Road Construction	40,000	9/22/2021
176	San Francisquito Canyon Road	Lake Hughes	5	Traffic Design	750,000	9/30/2021
177	Lake Hughes Road	Lake Hughes	5	Traffic Design	140,000	9/30/2021
178	San Francisquito Canyon Road and Lake Hughes Road Signage Project	Lake Hughes	5	Traffic Design	80,000	9/30/2021



**Los Angeles County Public Works**  
**expected construction in next 12 months (September 2020 to October 2021)**

No.	Project Name	Location	SD	Project Type	Estimated Construction Cost	Construction Began/Expected to Begin
179	East Los Angeles - Eastern Av at Ramona Bl	East Los Angeles	1	Traffic Design	200,000	10/1/2021
180	Viewridge Super Green Streets Regional Enhanced Watershed Management Programs Project	Santa Monica Mountains	3	Stormwater Quality	5,810,000	10/1/2021
181	La Crescenta-Montrose - Prospect Avenue, et al. (Phase I) - Concrete Repair	Various locations within the Unincorporated Community of La Crescenta-Montrose	5	Road Maintenance	900,000	10/4/2021
182	Rosemead Boulevard Interim Complete Streets	Whittier Narrows Recreation Area	1	Road Construction	980,000	10/8/2021
183	Woodruff Avenue TSSP - Firestone Boulevard to Willow Street	Bellflower, Downey, Lakewood, Long Beach, Long Beach	4	Traffic System Management	2,500,000	10/18/2021
184	Olympic Boulevard TSSP - Indiana Street to Montebello Boulevard	Commerce, Montebello, East Los Angeles	1	Traffic System Management	1,200,000	10/18/2021
185	Puente Avenue Landscaping and Community Monument	Bassett	1	Road Construction	2,700,000	10/20/2021
186	White Point Sewer Force Main	San Pedro	4	Cap Project - Buildings	1,220,000	10/27/2021
187	Florence Library Refurbishment	Los Angeles	2	Cap Project - Buildings	3,750,000	10/27/2021
188	South Whittier Sunshine Acres - Leland Avenue, et al.	South Whittier, Sunshine Acres	4	Road Maintenance	5,800,000	10/28/2021
<b>TOTAL CONSTRUCTION COST</b>					<b>1,144,650,000</b>	

## **Attachment 2**

### **Funding Partnerships to Accelerate Job Growth**

# Funding Partnerships to Accelerate Job Growth

## **Board Instruction**

Identify funding partnerships with Local, State, and Federal government to accelerate job growth and serve as a pipeline to new jobs as trade and infrastructure investment grows.

## **Goals**

- Develop a master list representing all existing, in-progress, and potential funding opportunities and partners to engage potential sources and partners to identify additional opportunities and secure funding and new partnerships.
- Identify multi-benefit projects and additional partnerships to leverage new and existing funding sources to increase infrastructure project funding and partnerships across all levels of government.

## **Key Findings**

- Potential funding partnerships:
  - a. Los Angeles County Metropolitan Transportation Authority (Metro)
  - b. Council of Governments (COGs)
  - c. California Department of Transportation (Caltrans)
  - d. Federal Highway Administration (FHWA)
  - e. Federal Emergency Management Agency (FEMA)
  - f. US Army Corps of Engineers (USACE)
  - g. Metropolitan Water District of Southern California (MWDSC)
  - h. California Department of Water Resources (DWR)
  - i. Southern California Associations of Governments (SCAG)
  - j. Housing & Community Development
- Additional opportunities through programs, such as:
  - a. Integrated Regional Water Management (IRWM)
  - b. Safe Clean Water Program (SCW)
  - c. Measures W, H, A, and M

## **Next Steps**

- Public Works will continue to evaluate opportunities to increase infrastructure project funding and partnerships across all levels of government, to develop and deliver projects for both public and private-sector employment needs.
- Develop a living master list, representing all existing, in-progress, and potential funding opportunities and partners.

- Utilize the master list of funding opportunities to engage potential sources and partners to identify additional opportunities and secure funding and new partnerships.
- Coordinate with the Chief Executive Office (CEO) to advocate for legislation or policies that support innovative funding through public-private partnerships, for federal and state stimulus funds in infrastructure with direct local investment as a priority.
- Future plans, such as the County Water Plan, should be developed with funding, partners, and workforce development in mind.

### **Key Partners**

Local agencies and stakeholders will be utilized to share (and advance) project, funding, and partnership ideas that will serve as a resource for workforce development throughout the region.

Regional, State, and Federal agencies identified as current and potential future partners include:

- Metro
- COG Subregions
- Caltrans
- FHWA
- FEMA
- USACE
- MWD
- DWR

### **Facilitation through *Infrastructure LA***

Collaboration through *Infrastructure LA* will support efforts to secure funding and create partnerships across governmental agencies. It will also be crucial to advocate for legislation or policies for innovative funding through public-private partnerships and support and advocate for federal and state stimulus funds in infrastructure with direct local investment as a priority.

Public Works, with coordination through *Infrastructure LA*, will solicit information from internal and external sources to develop the master list. Coordination with local agencies and stakeholders will promote integrated investment and will serve as a resource for workforce development. Existing coordination and partnerships with governmental agencies will be evaluated to identify additional opportunities to increase funding partnerships.

### **Additional Findings**

*December 2020:* Develop a master list of funding opportunities and partners, which will be continuously updated and used to secure funding and partnerships.

## **Attachment 3**

Reinvigorate the Economy through  
Public-Private Partnerships

# **Reinvigorate the Economy through Public-Private Partnerships**

## **Board Instruction**

Identify opportunities for Public-Private Partnerships on infrastructure projects to reinvigorate the County economy with a focus on clean energy, technology, and manufacturing.

## **Goals**

- Increase partnership with the private industry in various public and private infrastructure development to create economic development opportunities, to achieve the following benefits:
  - Cost efficiency in infrastructure delivery
  - Expedited infrastructure delivery
  - Innovative project financing strategies
  - Incentive for innovation with emerging technologies in urban infrastructure for clean energy, mobility, environment (e.g., air quality and stormwater), public safety, parking, trash collection, and lighting, etc.
  - Adding and monetizing new functions to traditional infrastructure
  - Stimulating local jobs in disadvantaged and underserved communities

## **Key Findings**

Based on evaluation of previous applications in LA region and case examples in other areas in US, the following infrastructure sectors and types of projects have been identified for public-private partnership opportunities:

- Public building construction and renovation projects (e.g., Vermont Corridor, Long Beach Civic Center and Courthouse, Los Angeles International Airport renovation, and University of California Merced renovation projects)
- Clean and renewable energy projects with utility partners such as Clean Power Alliance, Southern California Edison, and SoCal Gas (e.g., Public Works Renewable Energy Master Plan, Solar Carport and charging stations, and waste conversion technology projects; and Micro-grid community in Pena Station Transit Oriented Development (TOD) in Denver, CO)
- Stormwater infrastructure projects (e.g., Clean Water Partnership in Prince George County, VA)
- Emerging technology enhancements within transportation corridors such as streetlight, traffic signal, and sidewalk improvement (e.g., Smart City and Innovation District projects in Las Vegas, NV, Washington DC, San Diego, CA,

Spokane, WA, Columbus, OH, Kansas City, MO; LinkNYC in NY, InLinkUK in London; and Dugout Loop and Dodger Gondola projects in Los Angeles, CA)

- Community development projects, often with Enhance Infrastructure Financing Districts (EIFD) and Community Revitalization and Investment Authorities (e.g., Union Station community development and Pena Station TOD in Denver, CO; and EIFDs in West Carson, La Verne, and Redondo Beach)
- Telecommunication and bandwidth infrastructure projects (e.g., citywide broadband network expansion in Inglewood, CA and Gilbert, AZ)

Fact sheets for public-private partnership case examples involving renewable energy master plan, Innovation Districts, and economic development opportunities are included in **Attachment 3A**.

### **Next Steps**

The following actions will be needed to enable various public-private partnership arrangements at all phases of infrastructure delivery.

- Identify infrastructure priorities and projects in the aforementioned sectors that are appropriate for Public-Private Partnerships
- Explore sector specific, potential partners to determine the objectives and benefits of the partnership.

### **Key Partners**

Collaboration through *Infrastructure LA* will support efforts to identify appropriate partners in the public and private sectors who share common objectives and work together to procure public-private partnership services.

Public-Private Partnership collaborators include:

- Association for the Improvement of American Infrastructure (AIAl) – support with various public-private partnership models
- West Coast Infrastructure Exchange (WCX) – support with various public-private partnership models
- LA Cleantech Incubator (LACI) – introduce various clean technologies
- Technology developers – provide various innovative emerging technologies for infrastructure application
- Members of Infrastructure LA in water, transportation, energy, telecom, buildings, waste, and business associations

### **Facilitation through *Infrastructure LA***

*Infrastructure LA* provides an open platform to jointly explore opportunities and benefits of public-private partnership to advance new initiatives and remove barriers to public-



## ATTACHMENT 3

private partnerships. Industry-specific subcommittees (e.g., SWARM - Sustainable Waste and Recycling Management) can help focus discussion and establish collaboration to develop, implement, and advance current strategies and new initiatives. *Infrastructure LA* also provides convenient access to key infrastructure players, which can be evolved to a formal partnership through a contract.

## **Attachment 3A**

### **Fact Sheets for Public-Private Partnership Case Examples**

# Innovation District

## Description

Innovation District can be designated within urban areas as a platform to pilot and implement various smart city technologies including, but not limited to:

- Closed loop autonomous car
- Connected vehicle (V2V, V2I, or V2X) technologies
- Networked street lights/traffic signals
- Smart trash bins
- Smart parking
- Smart buildings
- Smart water and sewer systems

## Benefits

Innovation District has showcased various emerging technologies that directly enhance urban infrastructure for mobility, environment (e.g., air quality and stormwater), public safety, parking, trash collection, and lighting, etc. This has attracted state and federal grants and investments from technology companies, academia, utilities, and other entities to generate economic and research opportunities.

## Funding

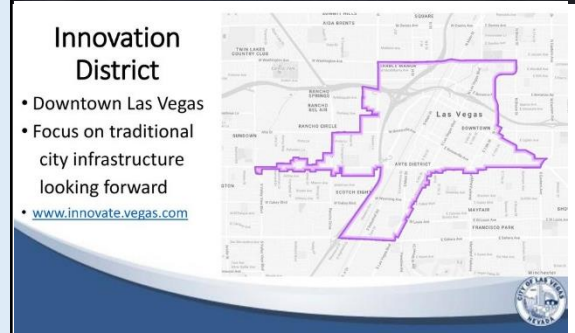
- No cost to County
- Private Investment and financing, or EIFD
- Grants

## Location(s)

- Newly developing communities (e.g., Newhall Ranch)
- East LA or Florence-Firestone communities

## Examples

- Las Vegas, NV: Innovation District (4 sq-mi)
- Las Vegas, NV: 0.6 mile loop autonomous shuttle
- Denver, CO: CityNow (0.6 sq-mi smart city) partnered w/ Panasonic
- San Diego, CA and Spokane, WA: Network of sensors on street lights
- Chicago, IL: Array of Things (network of 30 interactive sensor boxes around the city)



# Infrastructure as Economic Engine

## Description

Besides its role in sustaining regional economy, urban infrastructure, when improved with innovative technologies, can stimulate local economic opportunities, especially in disadvantaged communities. Improvements can include:

- Smart Kiosks
- A range of smart mobility technologies

## Benefits

Smart Kiosks along streets have provided free access to mobile/internet services and other public information to residents, while providing advertisement opportunities to business communities, and generating revenue to cities. Larger scale smart mobility technologies such as streetcars have attracted new business investments into surrounding areas resulting in overall economic revitalization in jobs, output, supply chains, and tax base.

## Funding

- No cost to the County
- Advertisement revenue
- Private investment and financing
- Tax increment financing

## Location(s)

- East LA (2.4 Mile Whittier Blvd)
- Florence-Firestone (2 Mile Florence Ave)

## Examples

- LinkNYC Smart Kiosks (\$500M/12yr advertisement & sponsor revenue greatly exceeded entire cost)
- InLink UK Smart Kiosks
- Columbus, OH: Smart City Mobility (\$500M raised)
- Kansas City: 2-mile corridor street car/smart mobility
- Tukwila, WA and Arkansas: free wireless broadband to disadvantaged or rural areas
- Sidewalk Lab (e.g., Sidewalk Toronto)





# Renewable Energy Master Plan

## Description

The Renewable Energy Master Plan will identify emerging renewable and alternative energy generation technologies and explore opportunities to implement at Public Works facilities throughout the County areas.

## Benefits

- Reduces Public Works' carbon footprint by offsetting fossil fuel based energy use
- Reduces energy costs by purchasing less electricity from the grid
- Develops potential revenue source by selling green energy to utility (e.g., Clean Power Alliance)
- Improves resiliency during emergencies through onsite energy storage capability
- Provides key strategies to achieve the goal of Net Zero Energy at Public Works by 2030

## Funding

- Plan development: SPSO FY 2018-19 budget
- Plan implementation: partnership with technology industries and utilities through:
  - Power Purchase Agreements (PPA)
  - Lease Agreements
  - Dedicated green energy supplier contract
  - Green bonds

## Location(s)

All Public Works owned or supported facilities (e.g., buildings, vacant land, and infrastructure)

## Examples

- Antelope Valley solar farm at Waterworks
- Micro turbine hydroelectric at Waterworks
- Public Works HQ campus solar carport
- San Gabriel Dam hydroelectric



## **Attachment 4**

### Advocacy for Infrastructure Investment Funding

# Advocacy for Infrastructure Investment Funding

## **Board Instruction**

Develop a plan with the CEO's Legislative Affairs and Intergovernmental Relations (LAIR) Branch to advocate for federal stimulus funds in infrastructure with direct local investment as a priority, to create good local jobs.

## **Goal**

Collaborate with the CEO-LAIR to advocate and pursue legislation that provides Federal stimulus infrastructure funding in the next COVID relief bill or in a stand-alone bill.

## **Key Findings**

CEO-LAIR has been continuing ongoing advocacy efforts to include federal funding for infrastructure investment in the next COVID relief bill.

## **Next Steps**

- Should funding for infrastructure not be included in the next COVID relief bill, advocate for an infrastructure package in the next Congressional session.
- Continue coordination with the CEO-LAIR to identify, analyze, and make recommendations on federal legislation that provides federal stimulus funds in infrastructure.
- Analyze specific legislation or funding proposals, as applicable, to provide advocacy recommendations which are consistent with the County's legislative policy.

## **Key Partners**

- CEO-LAIR – works with Departments and other County stakeholders to identify, analyze, and take advocacy positions on State and Federal legislation
- CEO's Sacramento and Washington, D.C. Offices – handle County's day-to-day advocacy
- National Association of Counties (NACo) – key partner in advocating for federal infrastructure funding
- California State Association of Counties (CSAC)
- Metro - key partner in advocating for federal infrastructure funding

## **Facilitation through Infrastructure LA**

*Infrastructure LA* will provide a platform for public and private collaboration and discussion on the legislation related to infrastructure needs of the LA Region.

## **Attachment 5**

Effective Job Skills Training through  
Apprenticeships and Educational  
Partnerships



# **Effective Job Skills Training through Apprenticeships and Educational Partnerships**

## **Board Instruction**

Develop a plan to re-start and expand successful apprenticeship programs that have been put on hold; build out and coordinate existing workforce development plans and develop partnerships with schools and colleges to offer practical and sector related programs that will provide students with internships, apprenticeships, job placement, and related industry job skills and experience.

## **Goals**

The Department of Workforce Development Aging and Community Services (WDACS) will continue leading various efforts in the County's apprenticeship and workforce development programs develop and expand educational partnerships to provide internships, apprenticeships, job placement, and related industry job skills and experience.

## **Key Findings**

In achieving the above goals, WDACS has the following plans:

- Continue the public sector apprenticeship program, in partnership with Worker Education and Resource Center (WERC)
- Work with Women in Non-Traditional Employment Roles (WINTER) to build out program focused on hiring justice involved women for Los Angeles/Orange Counties Building and Construction Trade roles and positions
- Build partnerships with local community colleges and employers for programs focused on manufacturing in green energy sector
- Develop plan of action to increase apprenticeship and pre-apprenticeship opportunities in response to an existing Board Motion "High Road Training Partnerships (H RTP): Develop a Network of Pre-apprenticeship and Apprenticeship Models in Los Angeles County"
- Build knowledge and capabilities of the County's America's Job Centers of California (AJCC) staff with focus on apprenticeships and building employer relationships

**Next Steps**

WDACS intends to facilitate this task through:

- Coordinate with WERC, CEO, and various departments, including Public Works, Internal Services, Parks and Recreation, and Beaches and Harbor, to identify impacts based on the hiring freeze and identify how and when to restart County focused apprenticeship programs to hire and fill vacant County roles. Collaboration began in September 2020.
- Collaborate with Citrus College and Proterra (electric bus manufacturing company) to launch electric technician manufacturing program. The first cohort under this program was launched in October 2020.
- Complete H RTP Board Motion. Report back including assessment and plans to increase apprenticeship programs, dependent on industry demand.
- Conduct ongoing training series for AJCC staff. Training series began in July 2020 and will cover topics, such as Introduction to Workforce Innovation and Opportunity Act, Identifying High Road Training Opportunities, 21<sup>st</sup> Century Apprenticeships, and Understanding Industry Recognized Entities.
- Continue collaboration with Antelope Valley College and Northrop Grumman to continue Aircraft Fabrication and Assembly program based in Antelope Valley (currently on hold due to COVID-19 related college operational concerns).
- Develop insights and identify a plan to develop additional apprenticeship programs. Assess current apprenticeship programs led by County and other jurisdictions, such as State. The assessment began in September 2020.

**Key Partners**

- Antelope Valley College – partner to continue Aircraft Fabrication and Assembly program
- AJCC – WDACS provide training to upskill staff to support services that connect employers with qualified job seekers
- Citrus College – partner to develop curriculum and training participants for electric technician manufacturing program
- Northrop Grumman – partner to continue Aircraft Fabrication and Assembly program
- Proterra – electric bus manufacturing company, partner for electric technician manufacturing program
- WERC – partner to re-start programs and support H RTP Board Motion efforts
- WINTER – partner to build out program to connect women with trade positions

**Facilitation through *Infrastructure LA***

Collaboration through Infrastructure LA can facilitate the following:

- Identify employers that have a demand for roles that will benefit from apprenticeship programs.
- Forecast workforce needs and recruit additional industry partners to build robust apprenticeship programs.
- Connect employers with diverse local talent, including youth and other priority populations.
- Guide employers through the various workforce training programs, educational community college and university programs, and myriad HR resources to find diverse individuals locally.

**Additional Findings**

November 2020: Submit H RTP Board Motion report back to increase apprenticeship programs, dependent on industry demand.

## **Attachment 6**

Leverage Technology to Support  
On-line Services

# **Leverage Technology to Support On-line Services**

## **Board Instruction**

Identify opportunities to leverage technology and communication platforms to support streamlined on-line transaction of government services, such as permitting, while ensuring inclusive services to underserved communities, small businesses, and communities with limited access.

## **Goal**

Identify opportunities to leverage technology and communication platforms to shorten the time to obtain quality services, expand availability of online services, especially in underserved communities, and improve speed and usability of County websites/applications.

## **Key Findings**

Public Works has identified several opportunities to support easier access and expand availability of online government services, especially to underserved communities:

- Develop low bandwidth websites/applications to improve speed and user experience on mobile devices, thus reducing costs for customers that pay for mobile data access
- Develop websites using plain text to display the most commonly accessed services, instructions, and information, which will improve usability of language translation tools and multi-lingual browser features
- Budget for and absorb online fees (e.g., payment processing) charged by third-party service providers, where allowed by County Code
- Evaluate partnerships with private telecommunications carriers and explore the use of County infrastructure, such as light posts, to deploy reduced cost internet services for local residents
- Expand use of voice and video communication platforms (e.g., Zoom, Webex) to coordinate permitting services and host community meetings

## **Next Steps**

Building on the opportunities already identified, Public Works will evaluate strategies and identify further opportunities that will support streamlined, inclusive access to online government services. Identification of additional opportunities will include evaluation of existing services, process bottlenecks and accessibility issues, and technology solutions.

**Key Partners**

- Government Service Providers and Regulators
- Regional Planning
- County Fire Department
- Public Health
- Constituents and users of eServices
- Developers and builders
- Telecommunication Companies
- Utility Companies (also essential service providers)

**Facilitation through *Infrastructure LA***

Collaboration through *Infrastructure LA* will provide feedback on improvements to existing service delivery, internet access, and increased bandwidth, including expansion of internet services through use of County infrastructure.

**Additional Findings**

End of November 2020: Complete assessment of existing services, process bottlenecks, and accessibility issues

December 2020: Coordinate with stakeholders to identify solutions

March 2020: Finalize list of opportunities to streamline government services

## **Attachment 7**

Addressing Urban Freight Delivery  
Access in Unincorporated Commercial  
Corridors

# **Addressing Urban Freight Delivery Access in Unincorporated Commercial Corridors**

## **Board Instruction**

Develop implementable strategies in coordination with Departments of Public Health, Regional Planning, and Consumer and Business Affairs to address urban freight delivery challenges in the dense unincorporated commercial corridors and need for curbside access for small businesses and residences that rely heavily on curbside deliveries.

## **Goals**

Identify curbside delivery options to facilitate deliveries along commercial corridors or residential areas experiencing delivery challenges. Initiate pilot study that evaluates curbside delivery options to facilitate deliveries along commercial corridors or residential areas experiencing delivery challenges.

## **Key Findings**

Public Works is currently involved in several projects and programs that support efforts to address urban delivery issues at a regional scale and to facilitate expeditious travel to local destinations with minimal delays:

- Continue regional collaboration to implement Traffic Signal Synchronization Program (TSSP) and Intelligent Transportation System (ITS) projects to enhance goods movement and deliveries through unincorporated commercial corridors.
  - ITS projects include the installation of traffic control systems, communication infrastructure, performance measurement devices, closed circuit television cameras, changeable message signs, and Connected Vehicle infrastructure and systems.
  - TSSP projects include the upgrade of traffic signal equipment and implements traffic signal timing that improves traffic signal operation and overall progression of traffic. Public Works currently has one TSSP project under construction, 23 projects in design, and 12 projects in the planning phase.
- Support for CEO's efforts to conduct the East Los Angeles Parking Enforcement District and Parking Benefit District study, which will assess the existing parking needs and enforcement challenges in East Los Angeles and develop action plans.
- Public Works maintains the County's Traffic Management Center (TMC), where traffic conditions and signal operations are monitored for over 800 traffic signals in the unincorporated areas and participating cities. The traffic control system also provides immediate notification of any malfunctions at the signals that are connected to the TMC, which facilitates faster and more efficient maintenance



responses, thus supports efficient goods movement through connected commercial corridors.

### **Next Steps**

Public Works will continue to coordinate with local partners, including Metro, Public Health, Regional Planning, and Consumer and Business Affairs, to develop strategies and encourage new policies to address urban freight delivery challenges.

- Public Works will initiate a pilot study that evaluates curbside delivery options to facilitate deliveries along commercial corridors or residential areas experiencing delivery challenges. Implementation of these pilot studies will occur in phases:
  - *Phase I:* Identify affected commercial corridors or residential areas. Procure a consultant to conduct a comprehensive study that will include a needs assessment for freight delivery curbside access along commercial corridors and areas serving small businesses and residences. The study will also include development of short- and long-term action plans to address freight delivery curbside access challenges. The action plans may include designated curbside parking for commercial vehicles, time limited parking zones, priced/regulated parking zones, and off-site parking for patrons to free up curbside parking for commercial vehicles. Phase I is expected to be completed by August 2021.
  - *Phase II:* Implement the action plans by December 2021. It should be noted additional funding may be needed to implement some of the action items.
- Leverage a strategic relationship with Metro and their Goods Movement Planning team to identify common delivery challenges and best practices for efficient urban freight delivery.
- Continue implementing TSSP and ITS projects to deploy state-of-the-art transportation technologies.
- Evaluate opportunities to deploy applications like Eco-Drive that utilizes real-time traffic data to optimize truck speeds, reduces truck travel times, intersection delays, emissions, and operating costs. This will in turn improve the health and quality of life of communities disproportionately burdened by environmental pollution and dense commercial corridors in unincorporated communities.
- Continue regional collaboration with stakeholders to provide support to implement Integrated Corridor Management (ICM) along Interstate Corridors.
  - Design for Interstate 710 ICM, led by Metro, is expected to begin in Fall 2020.
  - Interstate 210 Connected Corridor project is a Caltrans-led initiative to increase and manage the capacity of congested corridors and support smooth progression of traffic on adjacent arterials. Completion of Interstate 210 Connected Corridor project is expected by Fall 2021.

- Collaborative effort to research, develop, test, and deploy a framework for corridor transportation systems management to move people and goods in an efficient and safe manner.
- These types of projects look at the entire transportation system, including freeways, arterials, transit, parking, travel demand strategies, agency collaboration and more to achieve the greatest potential gains in operational performance.

### **Key Partners**

- Caltrans
- Metro
- Southern California Associations of Governments (SCAG)
- Department of Public Health
- Department of Regional Planning
- Department of Consumer and Business Affairs

### **Facilitation through Infrastructure LA**

*Infrastructure LA* will support collaboration across infrastructure agencies to promote a collaborative framework based on challenges across multiple jurisdictions to address urban freight delivery challenges and provide support for strategy implementation.

### **Additional Findings**

*December 2020:* Completion of East Los Angeles Parking Enforcement District and Parking Benefit District study

*August 2021:* Complete pilot study Phase I

*Fall 2021:* Completion of ICM implementation efforts along Interstate 210

*December 2021:* Complete pilot study Phase II

## **Attachment 8**

### Commodities and Goods Movement

# Commodities and Goods Movement

## **Board Instruction**

Develop a plan to implement the Short-Term Goals and address the Major Issues and Challenges outlined in the Commodities and Goods Movement Sector of the Economic Resiliency Task Force Comprehensive Report.

## **Goals**

Develop a plan to address issues and challenges and implement six Short-term Goals established in the Commodities & Goods Movement section of the June 30, 2020, Economic Resiliency Task Force Comprehensive Report.

## **Key Findings**

In order to adequately address the Short-Term Goals and Major Issues and Challenges outlined in the Commodities and Goods Movement Sector of the Comprehensive Report, it will be necessary to initiate a regional discussion with regional stakeholders and the freight industry. These efforts will require significant regional collaboration that can be facilitated through *Infrastructure LA* and Metro's Freight Working Group (FWG).

The County is a member of the FWG, which brings together representatives across public, private and community agencies, and jurisdictions to discuss a multitude of goods movement related issues. Metro's Goods Movement Strategic Plan, developed in partnership with these stakeholders, also calls for advancing economic competitiveness, equity, and sustainability as key principles of the plan.

## **Next Steps**

Public Works will continue coordination with Metro and participate in FWG meetings to bring regional stakeholders and key freight partners together to address the challenges outlined in the Economic Resiliency Task Force Comprehensive Report.

Public Works will also collaborate with Metro to address issues identified, including deploying zero-emissions freight vehicles, funding opportunities, workforce development, and skills/training/education partnerships.

## **Key Partners**

- Metro
  - FWG – includes Ports of Long Beach and Los Angeles, Regional COGs, freight stakeholders, utilities and railroads, trucking industry, LA Economic Development Corporation, Chambers of Commerce, warehousing/distribution representatives, and labor and community-based organizations.

**Key Partners** (continued)

- Countywide Clean Truck Initiative
- Goods Movement Workforce Development Working Group

**Facilitation through *Infrastructure LA***

*Infrastructure LA* will support collaboration across infrastructure agencies to promote integrated management and investment, by connecting existing programs including FWG (and other smaller working groups already formed through Metro) to host a regional collaboration forum to discuss the Economic Resiliency Task Force Comprehensive Report and find the best manner in which to address and implement the goals and strategies within the report.

MOTION BY SUPERVISORS JANICE HAHN AND  
HILDA L. SOLIS

July 21, 2020

**Paving the Road Towards Economic Recovery in Los Angeles County**

COVID–19 has had a profound economic impact on Los Angeles County. According to the Los Angeles Economic Development Corporation (LAEDC), roughly 45.9% of jobs across multiple sectors that have strong roots in Los Angeles County are at high risk of loss due to COVID–19.

Throughout our nation’s history, investment in infrastructure during economic downturns has reaped both immediate and long-term benefits. In the face of this crisis, the Board saw an opportunity and convened a group of private and public sector industry leaders to form the Los Angeles County Economic Resiliency Task Force.

The Task Force developed recommendations that leverage public and private investments to revive and reopen our economy with good paying jobs, while modernizing the region’s infrastructure to be more sustainable and resilient.

The Task Force also identified Infrastructure LA, a regional forum managed by Public Works that engages collaboratively with all 88 cities and private sector partners, as the appropriate vehicle to advance active and anticipated infrastructure projects valued at \$105.3 billion.

**MOTION**

SOLIS	_____
RIDLEY-THOMAS	_____
KUEHL	_____
HAHN	_____
BARGER	_____

The County has a unique opportunity to build upon the work of the Task Force and strengthen its commitment to sustainability, equity, and resilience while creating a pathway for investment in a safe, healthy, and inclusive post COVID-19 future. And with the potential repeal of Proposition 209, it also has the time to develop more inclusive contracting practices.

**WE, THEREFORE MOVE** that the Board of Supervisors:

- 1) Direct the Department of Public Works to collaborate through Infrastructure LA and to report back in 45 days on the following:
  - a) Develop a plan with a list of shovel-ready infrastructure projects to keep people employed and sustain high-road jobs that lift workers out of poverty;
  - b) Identify funding partnerships with Local, State, and Federal government to accelerate job growth and serve as a pipeline to new jobs as trade and infrastructure investment grows;
  - c) Identify opportunities for Public-Private Partnerships on infrastructure projects to reinvigorate the County economy with a focus on clean energy, technology and manufacturing;
  - d) Develop a plan with the CEO's Legislative Affairs and Intergovernmental Relations Branch to advocate for federal stimulus funds in infrastructure with direct local investment as a priority, to create good local jobs;
  - e) Develop a plan to re-start and expand successful apprenticeship programs that have been put on hold; build out and coordinate existing workforce development plans (for instance, the WHAM Workforce Development Workplan, the Department of Workforce Development, Aging, and Community Services (WDACS) LA County Works Initiative, the Youth

Bridges Program, and the OurCounty workforce development strategies and actions); and develop partnerships with schools and colleges to offer practical and sector related programs that will provide students with internships, apprenticeships, job placement, and related industry job skills and experience;

- f) Identify opportunities to leverage technology and communication platforms to support streamlined on-line transaction of government services, such as permitting, while ensuring inclusive services to underserved communities, small businesses, and communities with limited access;
- 2) Direct the Department of Public Works to report back in 60 days on the following:
- a) Develop implementable strategies in coordination with Departments of Public Health, Regional Planning, and Consumer and Business Affairs to address urban freight delivery challenges in the dense unincorporated commercial corridors and need for curbside access for small businesses and residences that rely heavily on curbside deliveries
  - b) Develop a plan to implement the Short-Term Goals and address the Major Issues and Challenges outlined in the *Commodities and Goods Movement* Sector of the Economic Resiliency Task Force Comprehensive Report

**WE, FURTHER MOVE** that the Board of Supervisors:

Direct the CEO, in conjunction with the Departments of Human Resources, Consumer and Business Affairs, Internal Services, Public Works, the Women and Girls Initiative, and the Small Business Taskforce, to prepare and report back in 60 days a Race and Gender Action plan related to the prospective repeal of Proposition 209. The plan should consider:



1. Conducting a disparity study, as applicable;
2. Applying race-conscious and gender-conscious goals;
3. Establishing a progressive Minority Business Enterprise and Women Business Enterprise program;
4. Reviewing and updating the Community Business Enterprise program;
5. Strengthening race and gender-based hiring and advancement;
6. Implementing targeted community engagement and empowerment

# # #

JH:jro



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT  
Acting Chief Executive Officer

December 31, 2020

To: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Acting Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

HOLLY J. MITCHELL  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## REPORT BACK ON PAVING THE ROAD TOWARDS ECONOMIC RECOVERY IN LOS ANGELES COUNTY (ITEM NO. 51-D, AGENDA OF JULY 21, 2020)

On July 21, 2020, the Board of Supervisors (Board) adopted a motion (motion) by Supervisors Hahn and Solis that, in part, directed the Chief Executive Officer, in conjunction with the departments of Human Resources (DHR), Consumer and Business Affairs (DCBA), Internal Services (ISD), Public Works (DPW), CEO - Women and Girls Initiative (WGI), and the Small Business Subcommittee of the Los Angeles County (County) Economic Resiliency Taskforce to prepare and report back on a Race and Gender Action Plan (Action Plan) to develop more inclusive contracting practices with the prospective repeal of Proposition 209.

In response, and as directed by the Board, the Chief Executive Office (CEO) convened a working group comprised of the relevant departments to begin formulating a plan that would include the following:

1. Conducting a disparity study, as applicable;
2. Applying race-conscious and gender-conscious goals;
3. Establishing a progressive Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) program;
4. Reviewing and updating the Community Business Enterprise program;
5. Strengthening race- and gender-based hiring and advancement; and
6. Implementing targeted community engagement and empowerment.

## EXECUTIVE SUMMARY

The November 3, 2020 ballot measure to repeal Proposition 209 was unsuccessful. However, the attached report provides a summary of the current state of contracting and

hiring as it relates to applying race and gender goals in the County. The report also identifies strategies and opportunities to increase women and minority participation in County contracting and employment.

Relative to conducting a disparity study, the CEO obtained input from County Counsel as to the legal requirements associated with the development and implementation of an Action Plan designed to address race and gender inequities in County contracting. These legal considerations are included in the attached report.

## **BACKGROUND**

Since 2018, the Board has taken measures to improve access to contracting opportunities for diverse populations via two board motions:

- **“Improving the County’s Community Business Enterprise Contracting Program” (October 16, 2018)** - Directed DCBA to, among other directives, provide assessments of the County’s current Community Business Enterprise (CBE) registration processes, certification reciprocity, and utilization tracking and reporting practices both at the departmental and Countywide level including recommendations for streamlining registration, enhancing reporting and tracking options, and a mechanism for developing, implementing, and tracking corrective actions by each Department that will help advance increased CBE utilization efforts.
- **“Implementing a Plan to Achieve the County of Los Angeles’ 25 Percent Procurement Attainment Goal for Local Small Business Enterprises” (April 30, 2019)** - This motion authorized DCBA in consultation with ISD, DPW, and WGI, to engage a consultant to conduct outreach to CBEs to identify business support needs and barriers to soliciting work with the County; directed DCBA, in consultation with relevant departments, to develop a “Contracting with Certified Businesses” training for County departments; directed the Director of ISD, in consultation with relevant departments, to ensure coordination within the various County’s purchasing and contracting policies, procedures, practices and technology with Local Small Business Enterprise (LSBE) utilization efforts; and authorized the Director of DCBA to enter into a memorandum with other cities and agencies and use existing eligible grant resources to establish and launch a regional procurement initiative. This motion also included a directive to assess efforts to increase data capture related to the County’s utilization goals, progress toward creating automated reports and scorecards to benchmark Countywide and department-specific utilization, and any necessary resources to implement enhanced data gathering and reporting processes.

In response to these mandates, County departments have implemented, and continue to develop, programs and practices that seek to address disparities and promote race and gender inclusivity. Although Proposition 209 was not successfully repealed, current

programs, as well as the County's hiring and advancement practices and policies, can be expanded as permissible, and in accordance with applicable Federal and State regulations.

## **FISCAL IMPACT**

Although the November 3, 2020 ballot measure to repeal Proposition 209 failed, a disparity study may still be conducted, at the discretion of the Board, to identify gaps in contracting opportunities for women- and minority-owned businesses in Los Angeles County. Initial research conducted on disparity studies in other jurisdictions indicate that such a study would cost approximately \$500,000 to \$1 million. The CEO recommends that the Board revisit the matter when funding becomes available and/or another proposition aimed at repealing Proposition 209 is placed on the ballot, thereby enabling the County to take full advantage of a disparity study's benefits. In addition, DCBA will provide the Board with funding requirements for the development and implementation of targeted outreach and marketing to increase awareness of efforts to utilize MBEs and WBEs in County contracting.

## **NEXT STEPS**

The CEO will continue its coordination with WGI and the relevant County departments, as well as the Antiracist Leadership Committee as it develops the County's Anti-Racism Strategic Plan, to ensure that opportunities for increasing employment and contracting opportunities for women- and minority-owned businesses are addressed on a systemic level.

Should you have any questions concerning this matter, please contact me or Allison Clark, Senior Manager, at (213) 974-8355 or [allison.clark@ceo.lacounty.gov](mailto:allison.clark@ceo.lacounty.gov).

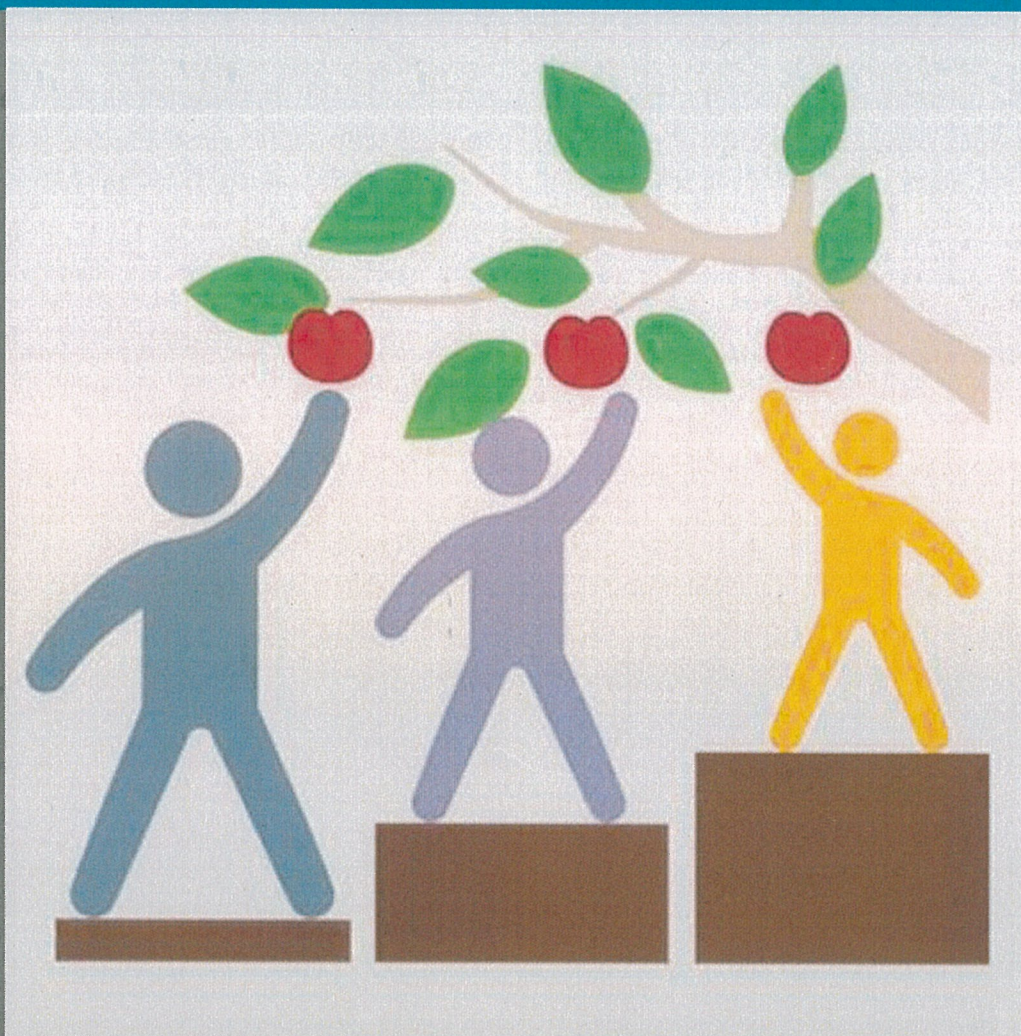
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JO:AG:acn

Attachment

c:     Executive Office, Board of Supervisors  
        County Counsel  
        Consumer and Business Affairs  
        Human Resources  
        Internal Services  
        Public Works  
        Workforce Development, Aging and Community Services



2020 | CHIEF EXECUTIVE OFFICE



**CHIEF EXECUTIVE OFFICE REPORT BACK ON PAVING THE  
ROAD TO ECONOMIC RECOVERY IN LOS ANGELES COUNTY**

**DECEMBER 28, 2020**



# CHIEF EXECUTIVE OFFICE REPORT BACK ON PAVING THE ROAD TO ECONOMIC RECOVERY IN LOS ANGELES COUNTY

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## Contents

EXECUTIVE SUMMARY .....	1
BACKGROUND.....	2
I.RACE AND GENDER EQUITY IN COUNTY CONTRACTING .....	3
CURRENT STATE .....	3
OPPORTUNITIES.....	6
LEGAL CONSIDERATIONS .....	7
II. RACE AND GENDER EQUITY IN COUNTY HIRING AND ADVANCEMENT .....	10
CURRENT STATE .....	10
OPPORTUNITIES.....	11
LEGAL CONSIDERATIONS .....	11
III.CREATING A RACE AND GENDER ACTION PLAN .....	12
COUNTY CONTRACTING STRATEGIES .....	12
COUNTY HIRING AND ADVANCEMENT STRATEGIES.....	13

# EXECUTIVE SUMMARY

On July 21, 2020, the Board of Supervisors (Board) adopted a motion (motion) by Supervisors Hahn and Solis that called for the County to build upon the work of the Los Angeles County (County) Economic Resiliency Task Force and strengthen the County's commitment to sustainability, equity, and resilience, while creating a pathway for investment in a safe, healthy, and inclusive post COVID-19 future, and with the potential repeal of Proposition 209, to develop more inclusive contracting practices.

Since 2018, the Board has taken measures to improve access to contracting opportunities for diverse populations in the County, including the adoption of motions related to improving the County's Community Business Enterprise (CBE) Program, which encourages business owners who are minorities, women, disabled veterans, or disadvantaged to capitalize on opportunities in government and private-sector procurement programs, and implementing a plan to achieve the County of Los Angeles' 25 percent Procurement Attainment Goal for Local Small Business Enterprises.

The California Constitution, after the passage of Proposition 209 in 1996, currently prohibits providing incentives, in the form of preference programs, on the basis of race or gender that would likely lead to increased participation in these programs. A ballot measure to repeal Proposition 209, Proposition 16, was scheduled for the November 3, 2020 General Election and subsequently failed to pass. The repeal of Proposition 209 would have presented the County with the opportunity to review and seek to enhance its existing CBE Program by including preferences that could potentially increase program participation, award contracts to targeted groups, and assist the County in strengthening its race- and gender-based hiring and advancement policies and practices.

This report provides the following: 1) a summary of the current programs and practices designed to increase diversity in County contracting and ensure that the County's hiring and promotion practices result in a diverse workforce; 2) an overview of the legal considerations related to race and gender goals; and 3) an outline of the contracting and hiring strategies needed to address the Board's directive for the Chief Executive Officer, in conjunction with the departments of Human Resources (DHR), Consumer and Business Affairs (DCBA), Internal Services (ISD), Public Works (DPW), CEO - Women and Girls Initiative (WGI), and the Small Business Subcommittee of the Los Angeles County Resiliency Taskforce, to prepare and report back on a Race and Gender Action Plan (Action Plan). The strategies outlined are organized by category as programmatic, technological and outreach/engagement, and only include those which could be implemented irrespective of the failure of Proposition 16.

# BACKGROUND

In 1996, California voters approved Proposition 209, adding a new section to the State Constitution. This new section generally banned the consideration of race, sex/gender, color, ethnicity, or national origin in public employment, public education, and public contracting in California. This limited the ability of public entities, like the County, to formulate race- and gender-conscious remedies to rectify the underutilization of women and people of color in public employment, public contracting, and public education.

Based on the January 2015 study of Proposition 209 commissioned by the Equal Justice Society, it was found that the major impact of Proposition 209 was in the public procurement processes of the State of California and local governments. Minority and Women Business Enterprises (MWBs), which had been erasing the disparity between their availability and their utilization, were heavily impacted. Some never recovered.<sup>1</sup> This study attempted to quantify the impact by measuring the loss in contract dollars to those businesses. According to the study, Proposition 209 caused the State and local governments to end their race-conscious contracting programs, resulting in a loss of \$1 billion to \$1.1 billion annually for MWBs.

Proposition 16, the “Repeal Proposition 209 Affirmative Action Amendment,” is a proposed constitutional amendment that would have, if approved by the voters, repealed Proposition 209 and removed it from the California Constitution. This ballot measure was scheduled for the November 3, 2020 General Election. The measure would have eliminated the ban on the consideration of race, sex/gender, color, ethnicity, or national origin in public education, public employment, and public contracting. As a result, State and local public entities would have been provided the opportunity to establish a wider range of policies and programs to increase race and gender equity in contracting and hiring, as long as they were consistent with applicable Federal and State law, particularly equal protection guarantees.

Although the repeal of Proposition 209 would have presented the County with a unique opportunity to implement programs and policies that would have resulted in greater equity in County contracting and hiring practices, there continue to be opportunities to promote diversity in County employment and increase participation in County contracting opportunities by targeted demographics groups.

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<sup>1</sup> Tim Lohrentz, Equal Justice Society (2015). *The Impact of Proposition 209 on California's MWBs - One Billion in Contract Dollars Lost Annually by Businesses Owned by Women and People of Color Due to Proposition 209*



# I. RACE AND GENDER EQUITY IN COUNTY CONTRACTING

## CURRENT STATE

### **Applying Race-Conscious and Gender-Conscious Goals**

The County currently has a 25 percent overall annual aspirational participation goal for Community Business Enterprises (CBEs). The County's CBE participation percentage rate is determined by the total dollars awarded to certified CBEs against total contract dollars paid to prime-contractors. Although race- and gender-conscious preference programs could potentially increase participation in the program and contract awards to CBEs, these preference programs are not currently allowable under Proposition 209.

As indicated in an August 24, 2020 memorandum to the Board, in which the CEO provided an overview of the November 3, 2020 General Election Ballot, the elimination of Proposition 209 restrictions would have allowed the County, through the amendment of existing County ordinances, to consider extending existing preference programs, such as the 15 percent bid reduction preference for certified local small business enterprises (LSBEs), to CBEs<sup>2</sup>, subject to the constitutional issues discussed in the "Legal Considerations" section of this report.

### **Establishing a Progressive Minority Business Enterprise and Women Business Enterprise Program**

Over the past several years, the Board has emphasized increasing utilization of local small business enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBE), and Social Enterprises (SE) in County contracting. In addition, the Board has championed inclusivity and diversity through the CBE program. The CBE is the umbrella certification administered by the County which includes DVBEs, Women Business Enterprises (WBE), Minority Business Enterprises (MBE), and Disadvantaged Business Enterprises (DBE). DBEs are for-profit small businesses where the ownership is socially and economically disadvantaged, as defined by applicable law and regulations. To qualify for the CBE program, a business must be 51 percent owned and controlled by the qualifying individual or individuals.

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<sup>2</sup> While CBE preferences are not currently allowable because that designation also includes MBEs and WBEs, California Public Contract §2003 does currently allow a 7 percent preference (up to \$150,000) in construction contracts for DVBEs, LSBEs, and SEs. This statute also allows a firm to claim a preference in two of these categories for a total of 15 percent (up to \$200,000).

The Board first adopted Board Policy 5.130 ("Contracting with Community Business Enterprises") in April 1991, effective May 14, 1991. The policy requires each department submitting a contract for Board approval to:

- Describe the process used to identify minority-, women-, disadvantaged-, and disabled veteran-owned businesses;
- For each firm bidding on the contract to provide the percentage of staff and ownership who are minority, women, disadvantaged, or disabled veterans;
- Compare the CBE participation among the competing vendors; and
- Stipulate that on final analysis and consideration of award, the vendor was selected without regard to race, creed or color.

In 1994, the Board strengthened the County's commitment to CBEs by adopting Board Policy 5.010 ("CBE Utilization Goal for County Contracts,") which became effective November 15, 1994. Among other things, the policy established a 25 percent overall annual participation goal, determined by total dollars awarded, countywide and for departmental and other County contracting authorities.

More recently, on October 16, 2018, the Board authorized a motion, "Improving the County's Community Business Enterprise Contracting Program," which directed DCBA to use the County's data systems to assess CBE utilization, assess the CBE certification process for streamlining opportunities, and work with departments to identify activities undertaken to attract and contract with CBEs, amongst other directives.

Further, on April 30, 2019, the Board authorized a motion, "Implementing a Plan to Achieve the County of Los Angeles' 25 percent Procurement Attainment Goal for Local Small Business Enterprises." This motion included a directive authorizing the Director of DCBA, in collaboration with the Directors of ISD, DPW, the WGI, the Center for Health Equity, and other related County departments, initiatives, and agencies to engage a consultant to conduct outreach to the CBEs, business trade organizations, and other groups that represent and work with CBEs, in order to identify business support needs and barriers to soliciting work with the County that is unique to CBEs, and develop modified technical assistance programs to address the unique needs of and barriers experienced by CBEs. DCBA initially secured a contractor to carry out this work. However, the agreement fell through due to unforeseen circumstances with the contractor. DCBA recently identified a qualified consultant to supplement this work through a partnership with a local Community Development Financial Institution.

This program is focused on identifying County contracting opportunities for minority- and women-owned businesses coupled with capacity-building training.

## **Enhancing the Utilization of Minority- and Women-Owned Business Enterprises**

DCBA and ISD have been working with the Initiative for a Competitive Inner City (ICIC) to support research and programming on a cluster analysis of minority-owned businesses in the County. A cluster is a group of closely related and interconnected industries. Strong clusters are those that have a high share of employment relative to the national average, increase the productivity of businesses within the cluster, and drive competition and innovation. Through this effort, ICIC identified eight opportunity clusters in the County. The clusters were cross-referenced with Dun & Bradstreet, a market-leading business analytics tool, to identify 11 individual industries within these clusters that have a 7 percent or greater of minority business ownership. Those industries include:

1. Cut and sew apparel contractors
2. Other cut and sew apparel manufacturing
3. Commodity contracts brokerage
4. Commodity contracts dealing
5. Advertising material distribution services
6. Internet publishing and broadcasting and web search portals
7. Outdoor advertising
8. Promoters of performing arts, sports, and similar events without facilities
9. Doll, toy, and game manufacturing
10. Fastener, button, needle, and pin manufacturing
11. Office supplies (except paper) manufacturing

These industries could potentially represent areas where departments can focus their outreach and develop specialized technical assistance to reduce barriers faced by MBEs. In the next phase, DCBA will work to cross-reference the opportunity clusters with current and historical procurement opportunities available with the County and identify industries with high potential to be utilized by County departments most likely to have a need for vendors in these industries. DCBA anticipates completing the next phase by the second quarter of the 2021 calendar year.

## Review of the County's CBE Program

As part of ongoing efforts to streamline the certification process, DCBA successfully engaged Avisare, a local minority- and woman-owned small business to develop a new certification platform and implement a phased integration into the County's Electronic Countywide Accounting and Purchasing System (eCAPS) and WebVen (the County's online vendor registration system). Phase 1 of the project was successfully completed in September 2019 when the new certification platform was launched. It is anticipated that Phase 2 will be completed at the end of the current calendar year.

### *Capturing CBE Data*

The information required for departments to comply with Board Policy 5.130 is currently captured through forms included in County solicitation documents and a listing of actively certified CBE vendors. However, the data captured in these forms is not meaningfully aggregated at a department or Countywide level. Accounting for utilization of minority-owned businesses and women-owned businesses is further constrained because eCAPS does not currently capture the data regarding CBE certified vendors; thus, awards to certified CBEs remain unaccounted for (eCAPS has existing capability to count awards to DVBES).

Despite this limitation, DCBA recently used Dun & Bradstreet to quantify the total contracts awarded by the County to minority- and women-owned businesses. DCBA conducted analyses of the County's award data by matching all County vendors against Dun & Bradstreet data. DCBA found that in Fiscal Year (FY) 2019-20, the County awarded approximately \$201 million and \$210 million to vendors that would appear to qualify for the County's women-owned and minority-owned business certification programs, respectively. However, this method of analyzing the County's utilization of minority- and women-owned businesses is not feasible on an ongoing basis due to the costs associated with maintaining an active Dun & Bradstreet subscription, and the time it takes to conduct such an analysis.

## OPPORTUNITIES

### Collaboration with WGI

In 2018, the WGI Governing Council adopted a multi-year strategic framework to guide the work of the WGI. One of the strategies included in this framework is to ensure economic mobility for women and girls in the County by increasing their assets and income throughout their lifespan. The WGI has related goals of increasing the number of



women-owned businesses applying for County contracts and encouraging women's entrepreneurship to advance gender equity. The WGI is working in collaboration with DCBA, ISD, and DPW to achieve these goals.

## **Partnership with OneLA Regional Procurement Collaborative**

OneLA is a regional procurement marketplace where businesses can access local contract opportunities and apply for certifications in a single location. DCBA, DPW, and ISD are among the County departments working with the Los Angeles Area Chamber of Commerce's many regional partners to transform the procurement opportunities for local, small, and diverse businesses. OneLA also provides services such as one-on-one advising, specialized trainings, matchmaking, and relationship-building.

## **Expanding Certifications**

DCBA has conducted research and developed a proposed framework to include a County LGBTQQ certification. A report on the proposed framework was submitted to the Board on October 15, 2020. This proposal included language referencing the County's opportunity to explore additional incentives had Proposition 209 been successfully repealed. However, despite the unsuccessful proposal to repeal Proposition 209, creating an LGBTQQ-owned business designation under the umbrella of the CBE program and increasing contracting and subcontracting opportunities to this historically disadvantaged population remains feasible if no bid preference or other similar type of incentive is given.

## **LEGAL CONSIDERATIONS**

Had Proposition 209 been successfully repealed, the County would still have been required to address legal hurdles pertaining to its goals of implementing policies promoting race- and sex-based preferences in the award of contracts. For example, under controlling United States Supreme Court case law authority, efforts by local governments to apply race-based preferences to the award of public contracts are subject to a "strict scrutiny" standard of legal review<sup>3</sup>—that is, such racial preferences/classifications are generally deemed invalid unless they are "narrowly tailored" to achieve a "compelling government interest" (under the Equal Protection of the U.S. Constitution), (See *Adarand Constructors, Inc. v. Peña* (1995)). Although this is a stringent legal standard and requires strong evidence of particularized facts, the courts have acknowledged that local agencies may have a "compelling interest" in remedying the effects of past, proven discrimination.

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<sup>3</sup> 515 U.S. 200, 227

With respect to gender-based preferences/classifications, the courts will apply either “strict scrutiny” or an “intermediate” standard of review in evaluating the permissibility of such preferences. In the case of *Mississippi University for Women v. Hogan* (1982), the court applied the intermediate level of scrutiny to sex-based classifications and held that such classifications are invalid unless the government can show an “exceedingly persuasive justification” for the classification<sup>4</sup>. This means that a justification exists if the government can show the classification “serves important governmental objectives and that the discriminatory means those employed are substantially related to the achievement of those objectives.”

## Conducting a Disparity Study

Although the passage of Proposition 16 would have been very helpful in eliminating the categorical bar (currently embodied in Proposition 209) to the County’s ability to directly achieve race- and gender-based diversity goals in contracting, any forthcoming County policies, if challenged, would still be required to pass constitutional muster. In this regard, the County, while developing its policies, would have to undertake a careful, strategic approach, including the initiation of a properly designed disparity study, as discussed below.

Pursuant to Federal case law, State and local governments may create affirmative action programs to guide their purchases of goods and services “...where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service, and the number of such contractors actually engaged by the locality or the locality's prime contractors (see *Richmond v. J.A. Croson Co.* (1989) (“*Croson*”). *Croson* further states that the appropriate remedy for such an inference is likely not a “rigid numerical quota,”<sup>5</sup> but could be a program that offers “some form of narrowly tailored racial preference.”<sup>6</sup>

As indicated above, to be effective, enforceable, and legally defensible, a race-based (and potentially also a gender-based) preference program for public sector contracts must meet the judicial test of constitutional “strict scrutiny.”

Strict scrutiny analysis has two elements:

1. The government must establish that it possesses a “compelling interest” in remediating race and/or gender discrimination by current “strong evidence” of the

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<sup>4</sup> 458 U.S. 718, 724

<sup>5</sup> 488 U.S. 508

<sup>6</sup> 488 U.S. 509

persistence of discrimination. Such evidence may consist of the entity's "passive participation" in a system of racial and/or gender exclusion, including:

2. Statistical evidence of the underutilization of minority- or women-owned firms by the County and/or throughout the County's geographic and industry market area compared to their availability in the market area. This is a "disparity analysis."
3. Anecdotal evidence of race or gender barriers, to the full and fair participation of minority- and women-owned firms in the market area, and in seeking contracts with the County. Anecdotal data can consist of interviews, surveys, public hearings, academic literature, judicial decisions, legislative reports, and other information.
4. Any remedies adopted must be "narrowly tailored" to that discrimination; the program must be directed at the types and depth of discrimination, consistent with the following:
  - The necessity of relief;
  - The efficacy of race-neutral remedies at overcoming identified discrimination;
  - The flexibility and duration of the relief, including the availability of waiver provisions;
  - The relationship of numerical goals to the relevant market; and
  - The impact of the relief on the rights of third parties.

Despite the failure of Proposition 16, the Board may still elect to conduct a disparity study for the purpose of gathering data to analyze County procurement trends, evaluate the efficacy of its CBE Program, provide evidence to support the development of targeted outreach to increase program utilization, and better inform future program development for implementation of future propositions designed to repeal Proposition 209.



## II. RACE AND GENDER EQUITY IN COUNTY HIRING AND ADVANCEMENT

### CURRENT STATE

The repeal of Proposition 209 would have supported DHR in its efforts to analyze and identify where equity issues exist in the County's workforce, and put in place measurable action plans to remedy those issues, consistent with applicable law. However, DHR has already deployed numerous strategies to: 1) ensure that the County's hiring and promotion practices result in a diverse workforce; 2) ensure compliance with current local, State, and Federal laws; and 3) facilitate awareness of race- and gender-related issues. These strategies cover both Equal Employment Opportunity (EEO)-related initiatives, as well as recruitment and assessment efforts, including:

1. *Departmental EEO Plan*-DHR implements EEO Plans to practice and support EEO in the County's workforce. These plans encompass Workforce Utilization Analyses to evaluate the composition of the County's departmental workforce relative to the relevant labor force, practical steps designed to address the areas of underutilization, and measurement of progress toward achieving the workforce that would be expected in the absence of discrimination.
2. *EEO Training* - DHR conducts EEO-related training programs for County workers to foster a non-discriminatory environment and prevent or reduce occurrences of illegal discriminatory conduct and/or inappropriate conduct toward others (ICTO). Moreover, DHR requires exam interview raters to complete training that includes mitigation of implicit bias and other biases. DHR also offers informational and training sessions to all employees on test-taking strategies to facilitate broad representation of EEO-protected groups on banded eligibility lists.
3. *Longitudinal Study and Demographic Survey* - DHR has conducted a Longitudinal Study analyzing 10 years of data relative to the race/ethnicity and gender of County MAPP managers and Department Heads. The report facilitates DHR's ability to identify patterns in how managers are being recruited/promoted to increase diversity and inclusiveness in management-level positions. DHR also conducts a Countywide annual survey to collect aggregate information to better understand the diversity of the County workforce, develop more accurate workforce benchmarks, and support policy recommendations that would help advance the Board's Diversity Strategic Plan and create a more inclusive work environment.



4. *Pre-Employment and Post-Employment Activities* - DHR has introduced software for all County departments to analyze its job announcements to reduce gender bias in its job postings, resulting in a substantial increase in the gender-neutrality of these announcements. In addition, DHR routinely conducts adverse impact modeling of its assessment and examination programs to mitigate any potential imbalances in how various demographic groups perform on DHR-administered examinations.

## OPPORTUNITIES

### **Collaboration with WGI: Use of a Gender Impact Assessment Tool**

As part of its strategic framework, the WGI is collaborating with various County departments, including DHR, DCBA, and ISD, to develop a Gender Impact Assessment (GIA) tool which would assist County departments with highlighting successful outcomes and strategies for effectively engaging and serving diverse populations of the County's residents. The purpose of a GIA is to help determine if a policy or program reduces, maintains, or increases gender inequalities. At this time, the GIA toolkit components have not been finalized, but consideration is being given to conducting GIAs on the following:

1. Gender composition of the workforce
2. Workplace gender equity training
3. Applying a gender lens to casual, contract, short-term, and task-based employment

## LEGAL CONSIDERATIONS

Proposition 209 expressly prohibits gender and race-conscious affirmative action programs that increase hiring and promotion opportunities for County jobs. The repeal of Proposition 209 would have been of significant value to the County in its continuing pursuit of providing equitable employment opportunities to groups that have been historically disadvantaged. Despite the failure of this repeal, DHR continues to do much of the work it has historically conducted to ensure that equal opportunities exist for all County applicants, regardless of race, gender, or other characteristics. DHR has extensive expertise and experience in the analysis of demographic data, including race- and gender-specific studies related to employment. The County can continue to conduct such analyses to evaluate its current state with respect to historically disadvantaged groups. This will result in ongoing recommendations related to the recruitment, assessment, hiring, and promotion of County employees to ensure that the County underscores and

advances its status as a champion of equity within the parameters of applicable laws governing contracting and hiring practices.

## III. CREATING A RACE AND GENDER ACTION PLAN

### COUNTY CONTRACTING-STRATEGIES

#### **Primary Strategy: Conduct a Disparity Study to Obtain Relevant Data to Conduct Targeted Outreach to Under-Served Groups**

Initial research on disparity studies conducted in other jurisdictions indicate that the estimated cost for a disparity study related to County contracting would range between \$500,000 to \$1,000,000. In addition, the data and anecdotal analysis associated with such a study would likely require 12-24 months to complete.

Upon direction from the Board and the identification of the staffing and funding resources required to conduct a disparity study, the CEO will coordinate with DCBA and ISD to develop a proposed scope for the project. Due to current budget uncertainties, funding has not been identified for this project.

#### ***Programmatic***

In response to the Board's directive, the following strategies should be implemented to increase the utilization of MBEs and WBEs in County contracting. DCBA anticipates implementing these strategies in the second quarter of the 2021 calendar year. DCBA will require additional funding to develop and implement targeted outreach and marketing to raise awareness of these efforts.

1. Conduct a cluster analysis of women-owned businesses in the County, similar to the one conducted by the ICIC, to identify industries within these clusters that have a high share of women entrepreneurs and high demand from anchor institutions<sup>7</sup> and local government.
2. Identify the departments with the most procurement opportunities in the relevant industries identified in the cluster analysis.

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<sup>7</sup> **Anchor institutions** are large, usually nonprofit organizations, such as universities and nonprofit hospitals, that once established tend not to relocate and play a vital role in their local communities and economies.

3. Develop targeted outreach and tailored technical assistance strategies that the identified departments can deploy to encourage MBE and WBE participation..
4. Ensure targeted vendors become certified for relevant preference programs to ensure they are competing effectively.

### ***Technological***

1. Work with ISD to assess the capability of eCAPS to recognize MBE, WBE, and DBE-certified vendors to facilitate reporting on awards to vendors certified in these programs.
2. DCBA recommends that the County develop a technological solution to track minority- and women-owned business utilization by enhancing the County's financial system, eCAPS.

## **COUNTY HIRING AND ADVANCEMENT STRATEGIES**

### ***Programmatic***

#### ***Improve Race-and Gender-Consciousness Among County Employees***

DHR has several plans to expand its efforts to improve race- and gender-consciousness among County employees and ensure a diverse workforce under the existing legal parameters. This includes the following proposed strategies:

1. *Revising County Policies Related to EEO* – DHR will continue to evaluate all EEO-related policies to assess the potential for adverse impacts.
2. *Deploying Targeted Pre-Employment Activities: Recruitment, Job Announcements, Targeted Employment Opportunities* - Review existing policies to ensure equal employment opportunities exist for all County job applicants through broad, inclusive outreach, recruitment efforts, and other measures as allowed by law. The County can continue to forge partnerships with institutions and community-based organizations, conduct trainings, workshops, and seminars to targeted populations to increase awareness of employment opportunities among under-represented demographic groups. Such trainings will include preparation for job examinations for anyone interested in County employment and would target under-represented groups.

3. *Deploying Targeted Post-Employment Activities: Expansion of Demographic Analyses* – DHR will expand current adverse impact studies beyond examinations and assessments to also include hiring, promotion, and training development. Such analyses would be used to identify whether any group has been adversely impacted by HR processes. Based upon the information gathered, action can be taken to ensure that all County employment practices are equitable and fair to all job applicants. DHR can also analyze test results by demographic group to identify how various scoring practices may result in banding or hiring imbalances between groups. Such practices can be used to determine how pass points are set in the future to ensure equity for all groups. Further, DHR will expand its internal analyses of existing data to determine how each demographic group performs at the question-level on each of its tests. This will provide diagnostic information for how each question/item on each test can be optimized to ensure fairness among all groups.
4. *Implementing Equal Employment Opportunity MAPP Goals* - In collaboration with CEO, DHR will include an additional Major Countywide Initiative to Department Head MAPP Goals for FY 2020-2021 related to the Anti-Racist Board motion adopted on July 21, 2020. Each Department Head will identify a minimum of one MAPP goal each year that strengthens organizational capacity for cultural competency and vigilance to reduce racial stigma, inequality, and implicit bias within their respective departments.

#### *Collaboration with WGI*

In partnership with the WGI, a “Guide to Promoting Gender Equity in Recruitment and Hiring” was developed in 2019. This guide provides information on how to adopt gender neutral recruitment practices as a way of reducing implicit bias and attracting the best talent. DHR provided the guide to departmental human resources managers and the WGI created a complementary training. This year, the guide won the “2020 Achievement Award” from the National Association of Counties.

#### ***Outreach/Engagement***

##### *Implementation of Targeted Community Engagement and Empowerment*

Although targeted community engagement is employed as a strategy in several of the Board’s existing initiatives to increase access and diversity in its programming, Proposition 209 prohibits the adoption of more aggressive strategies that would likely increase the participation of qualified vendors in County contracting opportunities. However, should the Board elect to proceed with a disparity study, and upon its completion, the CEO will coordinate with the relevant departments to engage existing networks, such as the Los Angeles County Economic Resiliency Task Force, the

Human Relations Commission, and others, as appropriate, to obtain feedback on proposed strategies for implementation of a legally permissible Race and Gender Action Plan that takes into account the elements outlined in the Board motion.

*Coordination with Other Race- and Gender- Based Policy Directives*

The CEO will coordinate any future actions related to the development of a Race and Gender Action plan to ensure that they are aligned with the goals set forth in the "Los Angeles County Initiative on Women and Girls" and the "County Equity Initiative." With respect to the Board's directive to establish an "Anti-Racist Los Angeles County Policy Agenda," the development and implementation of a Race and Gender Action Plan would also be coordinated with the Anti-Racism Leadership Committee as they move forward on the development of the County's Anti-Racism Strategic Plan, as delineated in the "Anti-Racism Strategic Plan Framework" submitted to the Board on September 22, 2020.