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*"To enrich lives through effective and caring service"*

December 31, 2015

To: Supervisor Hilda L. Solis, Chair  
Supervisor Michael D. Antonovich  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Dave Chittenden  
Chief Deputy Director

Gail Farber  
Director of Public Works

Richard Bruckner  
Director of Regional Planning

Subject: **BOARD MOTION OF JUNE 30, 2015, ITEM 23 - DIRECT THE COUNTYWIDE SUSTAINABILITY COUNCIL'S LEADERSHIP COMMITTEE TO DRAFT A COUNTYWIDE SUSTAINABILITY PROGRAM FRAMEWORK**

On June 30, 2015 your Board directed the Countywide Sustainability Council (CSC) to submit a report to the Board in 180 days with a draft, Countywide Sustainability Program Framework, including an inventory of existing and proposed sustainability-related County policies and initiatives, sustainability goals and metrics, and a timeline for implementing and accomplishing all measures.

**Framework Overview**

The CSC's Leadership Committee created the Framework Workgroup to develop the Framework and deliverables under this Board motion. The conceptualized Framework presented in this report was developed to be broad enough to grow and include new initiatives, yet sufficiently specific to track the County's progress towards specific environmental sustainability goals as well as a cohesive environmental sustainability vision. Included with this memorandum are the following Attachments as described below.

**Attachment A** is the Framework Program Report which outlines the following:

- the County's methodology in defining environmental sustainability;
- the foundation for the Framework structure, metrics and goals, and dashboard;
- defined focus areas with targets and indicators that determine the County's progress in meeting its sustainability goals;
- the County's strategy in integrating equity and environmental justice within the Framework;
- the Countywide Sustainability Inventory which catalogs departmental sustainability policies and projects, and the ongoing strategy in improving the framework.

**Attachment B** is the proposed Los Angeles County Dashboard which visually depicts the progress of environmental and sustainability efforts in five categories: water, clean energy, climate action and air quality, waste and recycling, and transportation and mobility. The Dashboard is a selection of key indicators and metrics which help convey progress towards federal, state, and county mandates and policies. This printed version of the Dashboard illustrates a concept of what will be transformed into an online County Sustainability dashboard.

**Attachment C** is the Framework Matrix which illustrates the various environmental focus areas, indicators, metrics, and existing sustainability goals at the federal, state, and county level.

**Attachment D** is the Countywide Sustainability Inventory which is a compilation of sustainability policies and programs reported by 16 County departments.

### **Next Steps**

The Leadership Committee and the Framework Workgroup will next prepare a more complete set of goals, indicators, and metrics that best represent progress towards County environmental sustainability. The Leadership Committee anticipates and will welcome additional input from departments as they continue to collect information relevant to the Framework Dashboard. The Countywide Sustainability Inventory and the Framework Dashboard have been developed both to be flexible for inclusion of new policies and programs information.

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If you have any questions regarding this report, please contact Dave Chittenden, as the current Chair of the CSC, at (323) 267-2103 or have staff contact Howard Choy at (323) 267-2006 or via email [hchoy@isd.lacounty.gov](mailto:hchoy@isd.lacounty.gov).

DC/GF/RB/HWC:sg  
Attachments

c: ISD Board Deputies  
Chief Executive Officer  
Chief Operating Officer  
Department Heads  
Countywide Sustainability Council Leadership Committee

## Attachment A: Countywide Sustainability Council Program Framework

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On June 30, 2015, your Board established the Countywide Sustainability Council (Council) guided by the newly established Countywide Environmental Sustainability Policy and directed the Council to report back on the following:

- A draft Countywide Sustainability Program Framework (Framework) for environmental sustainability as outlined in Board Policy No 3.045.
- An inventory of existing and proposed sustainability-related County policies and initiatives
- Sustainability goals and metrics and an implementation/accomplishment timeline for all measures

The Council convened a workgroup to develop a draft framework and establish metrics, goals, and targets for environmental sustainability efforts as well as create a dashboard template to monitor, track, and present progress and accomplishments of County sustainability efforts and goals. The workgroup worked with departments to compile an inventory of existing and future sustainability-related policies and initiatives reported by each Council participating department.

### **The Framework Foundation**

In developing the framework, we first looked to the recently updated County General Plan (adopted October 2015), which applies to all County departments and establishes a new development plan for the unincorporated communities. The General Plan sets the course for how unincorporated County areas will grow or be preserved. Sustainability is at the forefront of the plan, and is woven throughout all of it.

The following principles emphasize the concept of sustainability throughout the **General Plan**, and were used as guiding principles as the Council developed the Framework:

- Employ smart growth
- Ensure community services and infrastructure are sufficient to accommodate growth
- Provide the foundation for a strong and diverse economy
- Promote excellence in environmental resource management
- Provide healthy, livable and equitable communities.

### **Sustainability Approach for Los Angeles County**

At its core, sustainability means meeting existing needs without causing environmental degradation or compromising the ability of future generations to meet their own needs. Simply put, what is decided today, matters. The long-term impacts of policy and development decisions extend well into future generations.

There are three traditional pillars of sustainability: environmental protection, economic development, and social development. Many overlaps exist between these elements, and in order for something to be considered sustainable within one area it must also account for the impacts to the other two areas.

These considerations are mutually dependent, and must be balanced to establish a prospering, clean, and safe LA County for all residents. Sustainable policy decisions create a resilient environment and just community, and ensure that inequitable burdens are not placed on vulnerable members of the population.

Sustainability requires leadership and vision. The United States Environmental Protection Agency (EPA) states that sustainability is not “*part of our work – it’s the guiding influence for all of our work.*” As demonstrated by its adoption of the General Plan, LA County embraces this approach and aims to be sustainable by protecting environmental resources, increasing economic opportunity, and creating healthy and resilient communities. The County is already actively implementing sustainability policies and initiatives, and many efforts are underway to not only ensure consideration of all elements of sustainability, but to also include multiple perspectives across departments and from community members.



In developing the framework, the Council reviewed sustainability literature as well as examples of sustainability evaluations from other jurisdictions. These documents included the United Nations Urban Environmental Accord, Compact of Mayors resources, the UCLA Environmental Report Card, the Global Reporting Initiative Sustainability Reporting Framework, and documents from cities such as Los Angeles, New York, Santa Monica, Pasadena, and many others. Each jurisdiction approaches sustainability in a unique way. The Council approached this effort with a specific environmental focus (such as water, energy, waste, etc.).

## Framework Metrics, Goals, and Dashboard

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LA County is pursuing department-specific as well as collaborative inter-department efforts to develop policies, programs, strategies and measurements that fit under the broad umbrella of sustainability. Per the recently revised Environmental Sustainability Policy, and in order to not duplicate efforts, the purpose of the Sustainability Council Framework is to provide a comprehensive assessment of the County’s **environmental sustainability** policies and initiatives. The Framework is an organizing structure for countywide collaboration to promote the vision of environmental sustainability while carefully considering the social and economic pillars of sustainability.

The Framework provides a(n):

- **Implementation** of the Countywide environmental sustainability vision
- **Account** of Countywide efforts
- **Pathway** for inter-departmental collaboration and integrated efforts
- **Resource** for best practices and knowledge sharing
- **Evaluation** of the County’s progress

## **Framework Structure**

The Framework is organized by a primary environmental focus (such as water, energy, waste, etc.). The focus areas were developed through an iterative process of assessing the Countywide Sustainability Inventory, reviewing other jurisdictions' sustainability plans and evaluations, and through meetings with the Framework Workgroup, Coordination Committee, and Leadership Committee members of the Sustainability Council. These focus areas represent the areas the County wants to measure progress in achieving environmental sustainability.

### **Framework Focus Areas include:**

- Water Conservation and Regional Water Resources
- Energy Efficiency and Renewable Energy
- Waste and Recycling
- Climate Action & Air Quality
- Transportation & Mobility

Each focus area will include indicators and metrics, which are intended to transform the more general focus areas into a manageable set of quantitative measures that produce data to be used in evaluating progress towards targets.

## **Measurement of Focus Areas**

The Council has begun to develop a set of indicators, metrics, and targets for each focus area of the Framework. There are many ways to measure actions and progress, but a notable challenge has been accessing data that is collected at the appropriate scale and updated on a semi-frequent basis. Based on available data and the County's environmental sustainability initiatives, the Council has identified applicable targets, indicators, and metrics

- *Targets:* When possible, the Sustainability Council used existing County, State, and Federal regulations to serve as targets for the Framework. Departments provided the Sustainability Council with applicable sustainability mandates, and through this process the Council also identified where no targets currently exist.
- *Indicators and Metrics:* The Sustainability Council proposed a specific set that best represents the County's sustainability progress. Important consideration for selection also included information such as: data availability, update/reporting frequency, and whether historic data is available.

### **Dashboard**

The culmination and compilation of this focus area measurements resulted in a Dashboard that will report annual progress towards Framework goals (**Attachment B: Framework Dashboard**). The Dashboard was developed in a manner that allows for incremental changes and additional levels of detail to be displayed. For example, future iterations of the Dashboard may provide data for specific programs or policies that help contribute to the Framework goal area targets.

Many indicators, metrics, and goals were considered for each focus area, and a more extensive list is included as **Attachment C: Framework Matrix**.

### **Integrating Equity and Environmental Justice**

The Council found that equity and environmental justice considerations cut across every action of environmental sustainability. Equity and environmental justice are an integral foundation that should be at the forefront of every policy or initiative, and should be given consideration throughout implementation. Several concurrent efforts within LA County are working to develop measures of equity and environmental justice. As these resources are released, the Framework Programs will consider them as appropriate.

Additionally, the Framework provides a countywide evaluation of progress towards environmental goals. It is important to note that evaluating equity and environmental justice with one score for the entire county may be an inappropriate metric for measurement. For example, one composite score for prevalence of childhood asthma is useful information to evaluate overall air quality and public health. However, a more detailed analysis of childhood asthma prevalence by zip code may reveal specific areas that have unique challenges or may need additional services. The Sustainability Council looked to the State for examples of measurement and application, and found that the State has approached environmental justice in a similar manner, as evidenced by the development of CalEnviroScreen and the most recent legislative session. The Sustainability Council will continue to research and incorporate best practices and will keep equity, education and civic engagement, and environmental justice as a foundation that permeates the entire Framework.

### **Collaboration and Data Tracking**

As the Countywide Environmental Sustainability Policy indicated, the proposed Framework will facilitate inter-departmental collaboration Countywide sustainability programs and efforts; develop synergies between departmental programs; encourage channels for exchanging information and technology, and coordinate communications to the Board as well as to regional, state, and other sustainability stakeholders. The Framework will provide information about cap-and-trade funds as well as sustainability resources available (such as data tracking or guidance documents). These efforts will be reported by the Council as a list of ongoing efforts that support the Environmental Sustainability Policy and Framework Goals. An October 5, 2015 report back to the board by ISD outlined the strategic plan for drawing down cap-and-trade funds.

## Countywide Sustainability Inventory

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The Inventory of Existing and Proposed Sustainability-related County Policies and Initiatives (Countywide Sustainability Inventory) is included as **Attachment D: Countywide Sustainability Inventory**. Sixteen departments are included in the Countywide Sustainability Inventory, totaling more than 300 unique existing or proposed policies or initiatives. Since the Countywide Inventory spans almost 2 dozen pages when printed on tabloid paper, the Sustainability Council has found that viewing the document electronically is optimal, and allows the user to review the entire inventory, a specific department's programs or policies, or by a specific category.

Each department was responsible for submitting their own sustainability programs and policies to the Sustainability Council for compilation into the Countywide Sustainability Inventory.

The following departments submitted inventories for inclusion:

1. Agricultural Commissioner/ Weights and Measures
2. Alternate Public Defender
3. Beaches and Harbors
4. Community and Senior Services
5. Community Development Commission/Housing Authority
6. Fire
7. Internal Services
8. Mental Health
9. Parks and Recreation
10. Public Health
11. Public Library
12. Public Social Services
13. Public Works
14. Regional Planning
15. Registrar-Recorder/County Clerk
16. Sheriff

The Countywide Sustainability Inventory is organized by department, and each policy or program is categorized by one or more environmental focuses. The Council identified the environmental focuses through an iterative process of reviewing the collected inventories and developing the Framework Matrix. Notably, water and energy policies/programs were well-reported. Each environmental theme also has sub-categories (for example, Water Conservation and Regional Water Resources has four sub-categories: water use, recycled water and greywater, stormwater management, and water supply).

Once the inventories were collected, the Framework Workgroup categorized actions based on environmental themes that emerged.

Environmental Focus	Number of Existing or Proposed Policies and Initiatives
Water Conservation and Regional Water Resources	133
Energy Efficiency and Renewable Energy	97
Waste and Recycling	83
Climate Action (GHG) and Air Quality	96
Transportation and Mobility	39
Equity and Environmental Justice	23
Other Sustainability Efforts	33
Collaboration and Data Tracking	
Outreach and Collaboration	44
Funding (Including Cap-and-Trade)	15
Guidance Documents and Resources	38
Data Tracking	11

*Note: Some programs/policies applied to several environmental themes and were counted multiple times in the table. Therefore, the total counts in the table will sum to more than 300.*

The Framework includes many measurements of sustainability policies and initiatives that occur throughout the County. The Countywide Sustainability Inventory provides further detail about department-specific actions as well as actions that are pursued by multiple departments.

## Framework Program Next Steps

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The Framework Program presented is the conceptualized structure, and is developed to be broad enough to include new initiatives, yet is specific enough to track progress towards a cohesive Countywide Sustainability vision. Development of the Framework is reliant on department involvement and feedback as well as the direction of the Board. Next steps would include further improving the goals, indicators, and metrics that best represent progress towards environmental sustainability. The Sustainability Council anticipates and welcomes additional input from departments as it continues to collect data pertaining to the Framework Dashboard. The Council anticipates improvements to the Countywide Sustainability Inventory and the Framework Dashboard in the future, and has developed both to be flexible for adaptation.

# Los Angeles County Dashboard



## Environmental Commitments

- Reduce GHG Emissions 80% by 2050
- Reduce per capita water use 20% by 2020
- Divert 95% of waste from landfills by 2045
- Increase building energy efficiency 50% by 2030

## Water

Progress:

**103,000** acre-feet of stormwater capture/storage capacity

**240** gallons Daily per capita water use (in County Waterworks Districts)

Goal:

Increase stormwater capture/storage capacity by 2,000 acre-feet by 2020

Reduce daily per capita water use 20% by 2020

## Green Building & Energy

Progress:

**38** County facilities are LEED Certified Green Buildings

Low Impact Development Standards

**3.5** MW of Solar Energy Generation Capacity in County Owned Facilities.

Launched PACE financing program

Goal:

Increase building energy efficiency 50% by 2030

Community Choice Aggregation

## Climate Action & Air Quality

Progress:

Adopted Community Climate Action Plan  
Countywide, **52%** of children who currently have asthma missed school due to their condition (approximately 96,000)

Goal:

Reduce GHG emissions 50% below 1990 levels by 2020  
Adopt Municipal Climate Action Plan  
Reduce loss of activity due to asthma

## Waste & Recycling

Progress:

**72%** diversion from landfills from County unincorporated areas

Created Roadmap to a Sustainable Waste Management Future

Goal:

80% diversion by 2025  
90% by 2035  
95% by 2045

Facilitate organic materials collection  
Recycling Ordinance

## Transportation & Mobility

Progress:

Installed **130** EV chargers at County facilities

**55%** of residents within 1 mile of bikeway

**73%** of residents within ¼ mile of transit access

Goal:

Transition to sustainable fleet (10% per year)

Continue to Implement Community Active Transportation Program

## ATTACHMENT C: Framework Matrix

Environmental Focus Area	Indicator	Metric	Existing Goals (Federal, State, and County)
 <p><b>Water Conservation &amp; Regional Water Resources</b></p>	Water Use	Gallons of potable water used in County facilities	25% Countywide water conservation goal Source: May 12, 2015 Board of Supervisors Motion
	Stormwater Management	Acre-ft of storage capacity at stormwater capture and water conservation facilities	2,000 acre-feet increase in stormwater capture/storage capacity by 2020
	Water Supply	Acre-feet of groundwater banked	Bank at least 31,500 acre-feet of available imported water in the groundwater basin of the Antelope Valley by 2020 Source: DPW
 <p><b>Energy Conservation &amp; Renewable Energy</b></p>	Built Environment & Building Energy Use	Total Energy Use (BTU) for County Facilities	None Available
		County Facilities Energy Intensity (includes electricity and natural gas) (kBTU/sq foot)	50% increase in building energy efficiency by 2050 Source: State Law, SB 350
		Total Energy Savings for Private Buildings in the County	None Available
	Green Building Standards	Number of County-owned buildings with green building certifications	None Available
	Renewable Energy	MWH of County Clean Energy Generated (Solar and Hydro)	Implement Phase 1 of the Solar Pilot Project. Develop a list of 60 to 100 solar sites and have a total of 60 solar projects completed by December 2016. Source: July 21, 2015 Board of Supervisors Motion, Item #10
 <p><b>Climate Action (GHG) &amp; Air Quality</b></p>	County (Municipal) Operations	GHG Emissions	Reduce energy consumption in county operations by 20 percent by 2015 Source: Policy AQ 3.2., I Plan Update, Pg 121
	Community	GHG Emissions	GHG emissions 50% below 1990 levels by 2050 Source: State Law (AB 32) & Executive Orders
	Air Quality	Activity loss (missed school/daycare) due to Asthma	None Available
		ER or urgent care visits due to asthma	None Available

*Note: Depending on availability, data may be collected at the scale of County facilities, unincorporated County areas, or countywide*

## ATTACHMENT C: Framework Matrix

Environmental Focus Area	Indicator	Metric	Existing Goals (Federal, State, and County)
 <p><b>Waste &amp; Recycling</b></p>	Landfill Diversion	% waste diversion from landfills in Uninc. County Areas	80% Diversion from landfills by 2025 90% Diversion from landfills by 2035 95%+ Diversion from landfills by 2045 Source: County Roadmap to a Sustainable Waste Management Future and State Law
	Waste Reduction	Pounds of waste disposal (lbs/capita/day) in Uninc. County Areas	Maximum disposal of 7.4 pounds/capita/day Source: State Laws (AB 939 and SB 1016) and County Roadmap to a Sustainable Waste Management Future
	Waste-to-Energy	Amount (MW) of renewable energy or fuel generated from projects in Uninc County areas	Continous increase Source: Countywide Conversion Technology Program
 <p><b>Transportation &amp; Mobility</b></p>	Clean Fleet	Number of EV charging stations at County facilities	None Available
		% of County fleet that is clean fleet (excluding emergency vehicles)	10% of fleet replacements are to be T-ZEV or ZEV Source: Clean Fuel Program Policy (Board Policy 3.020)
	Commute To Work	Countywide Commute to Work Mode Split	None Available
		County Employee Average Vehicle Ridership (AVR)	Employee Commute Reduction Program (ECRP) Average Vehicle Ridership (AVR) for County Employees: Zone 1: 1.75 Zone 2: 1.5 Zone 3: 1.3 Source: SCAQMD, Rule 2202
	Bikes	% of residents within 1 mile of bike lane	Continuous Increase
	Pedestrian	% of residents with paved pedestrian paths on at least one side of street	Continuous Increase
	Roadway Network & Safety	Number of fatal collisions on County maintained roadways	Continuous Decrease

*Note: Depending on availability, data may be collected at the scale of County facilities, unincorporated County areas, or countywide*











































Attachment D: Countywide Sustainability Inventory

Department	Date	Policy or Program Name	Description	Efforts with Multiple Depts.	Water Conservation & Regional Water Resources				Energy Efficiency & Renewable Energy			Waste & Recycling			Climate Action (GHG) & Air Quality			Transportation & Mobility		Equity	Misc.	Outreach	Funding	Guidance Documents & Resources				Data	
					Water Use & Conservation	Recycled Water & Greywater	Stormwater Management	Water Supply	Building Energy Use & Conservation	Green Building Standards	Renewable Energy	Landfill Diversion	Waste Reduction	Waste-to-Energy	County (Municipal) Operations	Community	Air Quality	Clean Fleet/ Transportation Options	Public Transit & Active Transportation	Equity and Env. Justice	Other Sustainability Efforts	Outreach and Collaboration	Cap-and-Trade & Other Sources	Water Policies & Guidance Docs	Energy Policies & Guidance Docs	Waste Policies & Guidance Docs	Staff Trainings and Development	Data Tracking	
Regional Planning	2015	Technical Update to Title 22	Technical Update to Title 22: The Technical Update to Title 22 is a project to comprehensively update Title 22 in order to improve the administration and implementation of Title 22. The Technical Update is scheduled for a public hearing at the Board of Supervisors in September 2015 and has an estimated adoption date of 2016. The Technical Update will support the Board of Supervisor's environmental impact policy by improving the Department of Regional Planning's provision of services to the public and the administration of internal operations, thereby reducing the consumption of energy, water, and other natural resources.																										
Regional Planning	2015	General Plan Update	General Plan Update: The County is comprehensively updating the General Plan. The Los Angeles County 2035 General Plan provides the policy framework for how and where the unincorporated County will grow through the year 2035, while recognizing and celebrating the County's wide diversity of cultures, abundant natural resources, and status as an international economic center. The Los Angeles County 2035 General Plan accommodates new housing and jobs within the unincorporated areas in anticipation of population growth in the County and the region. The General Plan Update effort includes goals, policies, implementation programs, and ordinances.												X	X													
Regional Planning	2015	Community Climate Action Plan	Community Climate Action Plan: The CCAP identifies emissions related to community activities, establishes a greenhouse gas (GHG) reduction target consistent with AB 32 and provide a roadmap for successfully implementing GHG reduction measures selected by the County. Importantly, the CCAP will recognize the County's leadership and role in contributing to statewide GHG emissions reductions. Actions undertaken as part of the CCAP will also result in important community co-benefits including improved air quality, energy savings, and increased mobility, as well as will enhance the resiliency of the community in the face of changing climatic conditions. The CCAP is a component of the General Plan Update and is included in the Air Quality Element.													X													
Regional Planning	2015-Ongoing	Recycling Ordinance	Recycling Ordinance: The DRP is creating a recycling ordinance to establish a permitting pathway and define permitted recycling land uses within LA County. The Recycling Ordinance will amend Title 22. The DRP will work closely with other County departments (including DPW) to ensure consistency and alignment with State legislation as well as existing Countywide policies.										X	X	X													X	
Regional Planning	Ongoing	The Environmental Review Board (ERB)	The Environmental Review Board (ERB): The ERB is an expert advisory committee established by the Santa Monica Mountains Local Coastal Program to assist the County in assessing impacts on biological resources within or in proximity to sensitive environmental resource areas in the Santa Monica Mountains coastal zone.																										
Regional Planning	Ongoing	The Significant Ecological Areas (SEA) Program	The Significant Ecological Areas (SEA) Program: SEAs are officially designated land areas within the County identified for their biological value. These areas warrant special management because they contain biotic resources that are considered to be rare or unique; are critical to the maintenance of wildlife; represent relatively undisturbed areas of County habitat types; or serve as linkages. The SEA program includes the implementation of General Plan goals and policies and zoning regulations as well as the maps the County uses to guide development with the SEAs. The SEA program helps to balance preservation of the County's natural biodiversity within the development rights of property owners located within the SEAs.																									X	
Regional Planning	Ongoing	One-Stop Services	One-Stop Services: The Department of Regional Planning has been pushing more comprehensive land use counseling services out to the field offices. DRP has enhanced one-stop services provided at the existing field offices allow. DRP also allows remote testimony from a satellite office at the downtown public hearings. All of these reduce vehicles mile travelled by the public significantly.																										



