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June 8, 2020

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From: Sachi A. Hamai
           Chief Executive Officer

LEVERAGING AND COORDINATING GREEN INFRASTRUCTURE FUNDING: CREATING THE WHAM COMMITTEE (ITEM NO. 4, AGENDA OF DECEMBER 03, 2019)

On December 3, 2019, the Board of Supervisors (Board) directed the Chief Executive Office (CEO) to convene leaders of departments and agencies leading implementation of measures W, H, A, and M, as well as the Chief Sustainability Officer (CSO) and the Director of the Department of Public Health (DPH), or her designee, as the WHAM Committee (Taskforce). The goals of this committee include creating efficiencies across the measures through coordinated planning and multi-benefit projects, increasing inter-agency and community collaboration, and leveraging these funding sources with other local, state, and federal funding opportunities. An amending motion further directed the CEO to convene a WHAM Subcommittee (Subcommittee) focused on workforce development with the goal of creating equitable career opportunities within the infrastructure fields and improving and aligning both municipal and private-sector career pathways and retention efforts.

The Board directed the CEO to report back within 180 days (including a 60-day extension period) with a two-year workplan for the WHAM Committee and Subcommittee. This report focuses on the following areas:

- Process
- WHAM Taskforce Workplan
- Communications and Outreach Strategy
- Metrics for Evaluating Effectiveness of WHAM Activities
- Workforce Development Subcommittee
- Staffing and Resources
- Conclusion and Next Steps

"To Enrich Lives Through Effective And Caring Service"

Process
Beginning in January 2020, the CSO convened separate meetings for the Taskforce and the Subcommittee. Both groups include representatives from the following departments/agencies: Public Works, Parks and Recreation, CEO Homeless Initiative, and the Los Angeles County Metropolitan Transportation Authority (Metro). Additionally, the Taskforce includes a representative from DPH, and the Subcommittee includes representatives from Workforce Development, Aging and Community Services; Department of Human Resources; and the Worker Education & Resource Center.

In February 2020, the CSO contracted with Estolano Advisors to support convenings of the Taskforce and Subcommittee, which have each met four times, to draft workplans for each group (see attached). The development of the workplans was informed by detailed interviews with representatives from implementing agencies and interviews with relevant personnel in County departments and Metro.

WHAM Taskforce Workplan
The WHAM Taskforce Workplan outlines nine programmatic and policy areas where WHAM implementing agencies can coordinate or leverage resources. They are:

1. Tracking Common Data Metrics;
2. Developing and Implementing an Evaluation Framework across Agencies and Measures;
3. Coordinating Technical Assistance (TA);
4. Centralizing Mapping Resources;
5. Facilitating Community-Led Project Development;
6. Supporting Ongoing Stakeholder Engagement and Education;
7. Developing and Implementing Countywide Anti-Displacement Policies;
8. Creating a Climate Resilient Workforce; and
9. Coordinating Project Planning and Project Area Planning.

Each area outlines the goal of the collaboration, the desired outcome, assumptions, and tasks for each implementing agency.

Communications and Outreach Strategy
The Taskforce Workplan further outlines a process for developing a stakeholder engagement plan informed by stakeholders' interests and capacity to engage in WHAM implementation, with a goal of ensuring inclusive and sustained participation across the development and implementation of infrastructure projects for historically underinvested communities.

The plan also describes the development of a communication plan for the WHAM Taskforce. The plan would include the creation of messaging materials that explain the mission, values, and objectives of the Taskforce.

Metrics for Evaluating Effectiveness of WHAM Activities

The Taskforce Workplan (Attachment I) outlines a process for creating a regularly updated, publicly accessible data portal to track data related to WHAM-funded project performance, project locations, workforce outcomes, and other relevant information. Examples of potential metrics include:

- Local workers on WHAM projects
- Number of workers trained through WHAM-funded workforce development efforts
- Contract dollars awarded to Local Small Business Enterprises (LSBEs)
- Contract dollars awarded to Community Business Enterprises (CBEs)
- Projects located in disadvantaged, high need, or historically underinvested communities
- Project benefits to historically underinvested communities (square footage of increased open space, miles of active transportation added, number of trees planted, decreased heat island effect, etc.)

Section II of the Taskforce Workplan further outlines a process for developing and implementing an evaluation framework. A key action in this section is engaging an independent third-party evaluator to assess performance.

Workforce Development Subcommittee Workplan (Attachment II)

The Subcommittee created a detailed workplan that outlines tasks to foster a skilled workforce prepared to support the development of a climate resilient future. Climate resilient jobs are those that support the creation and maintenance of things such as green infrastructure; parks and open space; and clean and efficient energy and water systems. Climate resilient jobs contribute to the creation of sustainable and resilient communities by prioritizing the hiring and training of individuals with barriers to employment. This includes individuals from vulnerable communities and historically minoritized communities such as: formerly incarcerated individuals, individuals experiencing homelessness, youth, veterans, etc.

Staffing and Resources

The development of both the WHAM Taskforce and the Subcommittee workplans were set in place before the current novel coronavirus (COVID-19) pandemic. The sales tax revenues that fund Measures H and M are in decline due to decreased spending by consumers throughout Los Angeles County, which will impact future resources for WHAM agencies, including hiring of additional personnel. Any future investments in our local infrastructure must be thoughtfully coordinated with investments in our local workforce to

ensure communities most impacted by the crisis have access to economic stability and prosperity. The staffing and resources section of the workplans outline potential lead staff members within each agency with considerations on the outlook for acquiring additional funding to support WHAM efforts.

Conclusion and Next Steps

While the Workplan notes that the COVID-19 crisis will have significant impacts on the timeline for the Taskforce to carry out some of its goals, it also recognizes that there is progress that can be made even in the face of the crisis. The strategic alignment and coordination of the resources generated by Measures W, H, A, and M, and the agencies in charge of shepherding those resources, present an amazing opportunity to lead Los Angeles into a future of equitable, community-led, climate-resilient development.

Please feel free to contact me, or your staff may contact Gary Gero, Chief Sustainability Officer, at (213) 974-1160 or ggero@ceo.lacounty.gov if you have any questions or require further information.

SAH:TJM:GG
RK:jg

Attachments

c: Executive Office, Board of Supervisors
        County Counsel
        Human Resources
        Parks and Recreation
        Public Health
        Public Works
        Workforce Development, Aging and Community Services

INTRODUCTION

The strategic alignment and coordination of the resources generated by Measures W, H, A, and M (WHAM) and the agencies in charge of shepherding those resources presents an unprecedented opportunity to lead Los Angeles County into a future of equitable, community-led, climate resilient infrastructure.[1] This Workplan builds a strong foundation for the County to first maximize our own local resources, and then to leverage that investment into securing additional state and federal infrastructure funds.

The WHAM Taskforce envisions a regional approach to synchronize water, housing, parks, and transit infrastructure investments in a manner that creates efficiencies across programs; fulfills the goals of the WHAM measures and the *OurCounty Sustainability Plan*; facilitates policy and systems change to equitably distribute resources countywide; ensures equitable implementation through the provision of technical assistance in high need areas; promotes robust evaluation of funding programs and projects; and coordinates programmatic, project, and project area planning across funding programs.[2][3]

The WHAM Task Force will aim to achieve the following high-level goals:

- Identify need for new and revised policies, processes, procedures and systems that can be implemented across agencies to promote equitable, multi-sector projects, using 10X10 as a proof of concept, for broad application to funded projects countywide.

- Develop a holistic and integrated evaluation framework across measures that can help daylight best practices, successes and challenges, and support agencies in identifying course corrections needed.

- Increase equitable investment in infrastructure development countywide by developing grant making processes and funding mechanisms that prioritize historically underinvested communities in funding decisions.

- Increase capacity of community and agency stakeholders to conceive, develop and implement equitable multi-benefit projects through the effective provision of cross-measure, coordinated technical assistance to historically underinvested communities.

- Strengthen the capacity of agency staff and community stakeholders to implement equitable infrastructure investments by increasing understanding of present-day inequities and best practices for reversing them, including technical assistance, community engagement and systematic evaluation.

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[1] Motion by Supervisors Sheila Kuehl and Hilda L. Solis, "Leveraging and Coordinating Green Infrastructure Funding: Creating the WHAM Committee," Los Angeles County Board of Supervisors, December 3, 2019, http://file.lacounty.gov/SDSInter/bos/supdocs/142249.pdf.

[2] WHAM implementing agencies include: LA County Public Works (PW), LA County Regional Parks and Open Space District (RPOSD), LA County Department of Parks and Recreation (LA DPR), LA County Department of Public Health (DPH), LA County Chief Executive Office Homeless Initiative (CEO Homeless Initiative), LA County Flood Control District (FCD), LA and Los Angeles County Metropolitan Transportation Authority (Metro).

[3] Though DPH is not an implementing agency, they were brought into the process to provide a health lens to project planning.

- Assess existing policies and procedures in each agency that may reinforce historic underinvestment in high need communities – and how to address staff capacity to support more equitable project development.

This Workplan will chart a course for county agencies to:

- **Evaluate effectiveness of the measures in meeting their goals by tracking key indicators and sharing data** via open source portals related to revenue allocations, geographic distribution of projects, public participation, project performance, workforce goals, and other relevant information across agencies and with the public;

- **Identify overlapping goals** (i.e. climate resilience, community engagement, capacity building, investment in historically underinvested communities) **and resources** (stakeholders, technical assistance, maps) to streamline processes and reduce redundancy;

- **Identify and incorporate comprehensive anti-displacement and workforce development policies** into WHAM investments as part of a broad county strategy; and

- Position the County to be more competitive for various **state and federal infrastructure funding opportunities**.

The creation of the WHAM Taskforce and development of both the Taskforce and the Workforce Development Workplans were set in place before the current novel coronavirus / COVID-19 pandemic. The sales tax revenues that fund Measures H and M are in decline due to decreased spending by consumers throughout LA County. Similarly, the parcel tax revenues that fund Measure W and A are also anticipated to be lower than projected. However, public agencies across the U.S. expect the creation of a potential infrastructure stimulus bill from the federal government to supplement budget shortfalls.

Although progress on some aspects of the workplan may be slowed due to the economic impacts of the current crisis, this workplan sets up County agencies to move full speed ahead on coordinated, equitable implementation of WHAM projects and programs once more resources become available.

HOW TO READ THIS DOCUMENT

The WHAM Workplan is organized by:

1. **Areas of Collaboration:** Broad sections (in **CAPS**) that describe programmatic or policy areas where WHAM departments can coordinate or leverage resources.

2. **Goal:** Broad statement about what the Area of Collaboration sets out to achieve, e.g. the desired result of WHAM coordination.

3. **Outcome:** Defines the specific, measurable product or action created through WHAM coordination.

4. **Interactions:** Identifies relationships and path dependencies between other Workplan Areas of Collaboration.

5. **Assumptions:** General statements about the area of collaboration that inform the subsequent tasks.

6. **Tasks:** Describes sequential activities that WHAM agencies must undertake to produce Outcomes and achieve Goals described above.

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I. TRACK COMMON DATA METRICS

Goal: Improve systems for tracking and sharing data related to WHAM-funded project performance, project locations, workforce outcomes, and other relevant information across agencies and with the public.

Outcome: Identify or build a regularly updated, publicly accessible data portal (or other accessible format) to track project progress and expenditures.

Interactions: Ongoing WHAM Program Evaluation, Project Design and Planning, Evaluation Framework.

Assumptions:

1. Each funding measure is responsible for tracking their own individual metrics in accordance with their program goals – **this section does not preclude individual measure tracking.**

2. Implementing agencies should select common metrics that demonstrate the return on public investment.

3. Some metrics may need to be aggregated or disaggregated from their original format.

Tasks:

A. Identify existing County data management frameworks

1. Evaluate existing frameworks for collecting and sharing data.

    a. The final data portal should integrate, or build on existing data frameworks if possible, to avoid duplication of effort.

B. Identify central coordinating entity

1. Identify processes within each agency to upload data.

C. Identify an internal agency lead

1. The agency lead would be responsible for overseeing the tasks outlined in this section within their own agency and collaborating across agencies.

D. Select tracking metrics that demonstrate the value of WHAM investments

1. Each agency proposes relevant metrics to demonstrate how WHAM infrastructure builds resilience to climate change and results in equitable outcomes for historically underinvested communities.

2. Potential metrics already tracked across measures could include (this is not an exhaustive list):

a. **Workforce Development:** WHAM agencies should work with the Chief Executive Office (CEO) and/or Department of Workforce Development Aging and Community Services (WDACS) to understand which, if any, of these metrics are already tracked.

    i.   Targeted workers on WHAM projects: Total Hours Worked, Wages Earned;

    ii.   Local workers on WHAM projects: Total Hours Worked, Wages Earned;

    iii.   Number of workers trained through WHAM-funded workforce development efforts (see Section VIII: Create a Climate Resilient Workforce);

    iv.   Number of workers placed through WHAM-funded workforce development efforts into permanent position;

    v.   Number of workers retained 6, 12, months after program completion;

    vi.   Wages upon program completion (once employed); and

    vii.   Wages 6, 12 months after program completion.

b. **Small Business Participation**: WHAM agencies should work with the Department of Consumer and Business Affairs (DCBA) to understand which, if any, of these metrics are already tracked.

    i.   Contract dollars awarded to Local Small Business Enterprises (LSBEs);

    ii.   Contract dollars awarded to Community Business Enterprises (CBEs);

    iii.   Contract dollars awarded to Social Enterprises (SEs); and

    iv.   Contract dollars awarded to Disabled Veteran Business Enterprises (DVBEs).

c. **Benefits to Disadvantaged and High/Very High Need Communities**

    i.   Projects located in disadvantaged, high need, or historically underinvested communities.

    ii.   Level of community outreach and engagement.
        1. Examples: Number of meetings held; number of community members in attendance; funds allocated to outreach and engagement; CBO partnerships; etc.

      iii.   Local and/or targeted workers hired on projects (construction and operations and maintenance).

      iv.   Contract dollars spent in Disadvantaged and High/Very High Need Communities (over a certain set amount).

      v.   Project benefits to historically underinvested communities (square footage of increased open space, miles of active transportation added, number of trees planted, decreased heat island effect, etc.).

   d. **Co-benefits** specific to WHAM

      i.   Funds leveraged (state/federal investment secured).

      ii.   Open space created through transportation and water infrastructure; water captured through transportation and parks infrastructure; etc.

   e. **Accumulation of the benefits** of individual measures

      i.   When there is overlap between metrics individually tracked under each measure/program, WHAM should aggregate (e.g. total increase in tree canopy achieved through all projects funded by each measure).

E. Vet metrics with stakeholders

1. Creating consensus on metrics is likely to require a complex stakeholder engagement process.
   a. Refer to Section VI: Support Stakeholder Engagement and Education for process recommendations.

F. Select data collection and upload frequency

1. Analyze each measure's timeline and develop a set of reasonable frequency updates.

   a. Some metrics will only be available once projects are completed, while other data measurements need to be collected in real time to course-correct for desired outcomes.

         i.   Example: Information about the locations where projects will be built is available immediately upon funding allocation.

         ii.   Example: Measure W requires annual Watershed Area Regional Program Progress (WARRP) Reports from the Flood Control District and annual funding plans from the Watershed Area Steering Committees. [4]

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[4] Safe Clean Water LA, "Definitions," https://safecleanwaterla.org/about/definitions/.

b. Recommended Approach:

    i. Identify a set of metrics that can be reported in the short term (every 6 months – 1 year), mid term (every other year), and long-term (every five years).

    ii. Post a simple "data portal" or other publicly accessible format (e.g. a report) for annual metrics.

    iii. Provide a long form report with longer-term metrics as available (e.g. every five or ten years) in addition to posting data on portal.

G. Report on metrics to Board of Supervisors

1. Present to Board of Supervisors as part of regular WHAM updates.

H. Launch beta data portal or other format

I. Identify need for policy and systems change (ongoing)

1. The data collection process should allow WHAM agencies to identify ways to enhance agency capacity to track and share data across entities and identify approaches for advancing systems change.

2. Data findings should provide agencies with the data needed to course correct if needed.

Timing and Task Partners

1. Timeline: This timeline anticipates 12 months for the release of a beta dashboard that includes only short term metrics (e.g. metrics known at the time of funding allocation), with the assumption that dashboard will be updated over time.

2. Partners: PW, RPOSD, PR, Metro, CEO Homeless Initiative, and DPH.

Tasks: Track Common Data Metrics	Timeline *(by month)*											
	1	2	3	4	5	6	7	8	9	10	11	12
A. Identify existing county data management frameworks	■	■	■									
B. Identify central coordinating entity	■	■										
C. Identify an internal agency lead	■	■										
D. Select tracking metrics			■	■	■							
E. Vet metrics with stakeholders						■	■	■				
F. Determine data collection and upload frequency							■	■	■			
G. Report on metrics to Board of Supervisors										■	■	■
H. Launch beta dashboard												■
I. Identify need for policy and systems change (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■

II. DEVELOP AND IMPLEMENT EVALUATION FRAMEWORK ACROSS AGENCIES AND MEASURES

Goal: Evaluate grant making programs to ensure that: 1) funds achieve the goals of each program; 2) all funded projects have clearly identified evaluation plans and are achieving their goals; and 3) that overall WHAM/County goals are met.

Outcome: Ensure that evaluation frameworks and systems are in place to assess whether the goals of WHAM funding programs and projects are met, and to identify when course corrections are needed.

Interactions: All areas of collaboration

Assumptions:

1. In order to steward taxpayer investments, it is necessary to evaluate the performance of funding measures W, H, A, and M collectively in achieving County goals and program-specific goals.

2. Evaluation frameworks for individual WHAM-funded projects and each funding measure should be coordinated and standardized across implementing agencies.

3. WHAM agencies should engage the expertise of a qualified independent third party to evaluate WHAM overall and coordinate with measure-specific evaluation processes.

Tasks:

A. Identify existing County evaluation frameworks

1. WHAM agencies should identify a lead within each agency responsible for overseeing the evaluation work outlined in this section and collaborating with other WHAM agencies.

2. WHAM agencies should meet to share any existing evaluation frameworks within their agency, either completed or in progress, with a focus on:

   a. Evaluation frameworks for individual funding programs;

   b. Evaluation frameworks for achieving overall WHAM and County goals; and

   c. Evaluation frameworks for individual infrastructure projects.

3. Based on findings, WHAM agencies should identify evaluation and gaps and opportunities to evaluate across agencies and measures.

B. Identify an internal agency lead

1. The agency lead would be responsible for overseeing the tasks outlined in this section within their own agency and collaborating across agencies.

C. Engage an independent third-party to help develop evaluation framework

1. Identify an independent third-party evaluator to assess the performance of:

    a. Individual funding programs W, H, A, and M – in coordination with existing evaluation processes (to the extent any exist);

    b. WHAM across measures overall; and

    c. WHAM-funded projects.

2. Determine the timeline for the roll out of the evaluation.

    a. An evaluation process may not be possible until WHAM has gone through one or more funding cycles.

    b. WHAM agencies should work with the independent evaluator to determine the appropriate timeline for evaluation.

D. Implement evaluation framework

1. The timing for evaluation is to be determined based on the roll out of individual funding measures.

    a. An evaluation process may not be possible until WHAM has gone through one or more funding cycles.

E. Identify need for policy and systems change within and across agencies (ongoing)

1. Identify a centralized agency (such as the CSO) to drive progress on this task.

2. Identify systemic barriers to implementing measures in accordance with funding program goals.

    a. At implementing agencies;

    b. Countywide; and

    c. Other areas, as identified.

3. Assess countywide funding patterns with a focus on funding distribution to historically underinvested areas.

   a. Findings should be standardized against Section IX: Coordinate Project Planning and Project Area Planning.

4. Identify systemic leverage points and process changes to increase the effectiveness of evaluation processes.

5. Solicit independent third-party recommendations on approaches to change systems where needed.

F. Prepare and disseminate regular public facing evaluation report

1. WHAM agencies, in collaboration with third party evaluator, should determine the appropriate frequency for external reports.

2. The report, should at minimum, describe the following:

   a. The results of program and project evaluations conducted, and outcomes achieved.

   b. Identify and recommend course corrections as needed.

Timing and Task Partners

1. Timeline: We anticipate this process taking up to 18 months. Tasks A-B can begin immediately once the Workplan is approved. However, activity on Task C may be delayed depending on the roll out of the measures.

2. Partners: PW, RPOSD, LA DPR, Homeless Initiative, Metro, and DPH

Tasks: Develop Evaluation Framework	Timeline *(by month)*																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A. Identify existing frameworks	■	■	■	■	■	■												
B. Identify an internal agency lead	■	■																
B. Engage independent third party			■	■	■	■	■	■	■	■	■	■						
C. Implement evaluation framework										■	■	■	■	■	■	■	■	■
D. Identify need for policy and systems change (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
E. Prepare a public facing report																		■

III. COORDINATE TECHNICAL ASSISTANCE (TA)

Goal: Ensure equitable distribution of infrastructure investments through effective coordination of TA and capacity building services aimed at historically underinvested communities.

Outcome: Increased and coordinated supports to historically underinvested communities in developing competitive WHAM projects.

Interactions: Mapping, Community Engagement

Assumptions:

1. Funding measures with technical assistance programs are still responsible for designing and launching a program in accordance with their program goals – **this section does not preclude individual TA design.**

2. TA programs are likely to launch in the following order: Measure W, Measure M, Measure A.

3. Coordinated TA and capacity building should be cumulative, with each successive measure building on the previous program.

Tasks:

A. WHAM agencies align their TA programs to maximize impact

1. WHAM agencies meet with one another and report on the goals of their TA program, program timelines, funding available, restrictions, and potential opportunities for coordination.

    a. Develop an internal timeline documenting the roll out of all TA programs.

2. WHAM agencies should identify a series of common functions that will increase benefits to project applicants, better leverage programmatic funds, and set project applicants up for success – with a focus on under resourced agencies and community-based organizations.

    a. WHAM agencies can build capacity for project development in historically underinvested communities by funding and collaborating on the following (this is not an exhaustive list):

        i. Project Planning Assistance, with a focus on integrating multiple sources of funding (WHAM, as well as existing state or federal funds);

        ii. Project Design Assistance, with a focus on integrating multiple benefits;

        iii. Feasibility Studies;

        iv. Plan Update Assistance;

        v. Project Application Assistance; and

        vi. Technical Assistance Evaluation.

b. WHAM agencies should identify other areas of assistance, as appropriate.

c. WHAM agencies should discuss the possibility of tapping staff to communicate across departments to discuss project viability for additional sources of funding.

d. Update internal timeline (described in Section A.1.a) to include roll out of the components listed above.

    i. Roll out would likely occur gradually as TA programs launch.

    ii. It is highly likely that TA programs will roll out on different timelines – TA programs should become increasingly more coordinated through funding rounds.

B. Identify an internal agency lead

1. The agency lead would be responsible for overseeing the items identified in Task A, collaborating with other WHAM agencies.

C. Identify need for policy and systems change within and across agencies (ongoing)

1. Identify systems and policy changes needed to facilitate the collaboration, alignment, and ability leverage to funding across TA programs.

a. This task should be closely coordinated with Section II. Develop and Implement Evaluation Framework.

D. Cross-List WHAM funding opportunities

1. Add a question about project eligibility for other WHAM funding to project applications.

a. Discuss the possibility of additional preference or points to applications that integrate multiple WHAM funding sources.

2. Include references or links to WHAM funding opportunities on:

a. Measure websites;

b. Grant Management System (GMS) viewers;

c. Grant application workshops; and

d. Any other public facing materials.

Timing and Task Partners

1. Timeline: Tasks A-B can begin immediately but the roll out of coordinated TA and capacity building should be cumulative based on the timing of each measure's TA program

   a. More administrative coordination, such as the tasks described in Section D.2.a-d can begin once WHAM agencies have developed a series of activities for alignment.

2. Task Partners: PW, RPOSD, LA DPR, Metro, DPH

Tasks: Coordinate TA	Timeline *(by month)*											
	1	2	3	4	5	6	7	8	9	10	11	12
A. WHAM agencies align TA programs	■	■	■	■	■	■						
B. Identify an agency lead	■	■										
C. Identify need for policy and systems change (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
D. Cross-List WHAM funding opportunities					■	■	■	■	■	■	■	■

IV.   CENTRALIZE MAPPING RESOURCES

Goal: Identify areas of infrastructure need and opportunity by merging existing maps and data into a user-friendly resource.

Outcome: A user-friendly, publicly accessible data portal for project proponents, researchers, community-based organizations, and the general public, to access data points that would facilitate the construction of multi-benefit projects.

Interactions: Technical Assistance, Project Development

Assumptions:

1. WHAM agencies (and others) have already individually commissions maps for internal and external use.

2. This Area of Collaboration is not about sourcing new data – but rather maximizing existing resources.

3. A mapping tool will help project proponents identify and incorporate additional benefits into their projects.

Tasks:

A. Gather and characterize available data in existing maps

1. WHAM agencies meet to discuss the data available in existing maps

   a. LA County examples include RPOSD, LA DPR, Metro, CEO Homelessness Initiative, PW, etc.

   b. Look to other Countywide mapping efforts.

B. Review maps to determine essential data sets needed to develop multi-benefit projects

1. For example, data points on RPOSD's existing maps include the following:

   a. High/Very High Need Areas

   b. Parks & Open Space

   c. Primary & Secondary Schools

   d. Universities/Community Colleges

   e. Libraries

   f. City Boundaries

   g. LA County Flood Control District Right of Way

   h. Rivers & Streams

    i.   Storm Drains

    j.   Metro Stations

    k. Metro Lines

    l.   Trails

2. WHAM agencies should identify any additional layers that may be needed, such as:

    a. Disadvantaged Communities

    b. Equity-Focused Communities (Metro)

    c. Publicly Owned Land/Buildings

    d. Joint-Development Sites (Metro)

    e. Recreation & Community Centers

    f.   Vacant Lots

    g. Parking Lots

    h. Industrial Zones

    i.   Groundcover & Tree Canopy

    j.   Spreading Grounds

    k. Streets & Freeways

    l.   Bike/Pedestrian Paths

    m. Transit, including rail and buses (Rapid and Local lines)

    n. Topography

    o. Floodplains

    p. Fault Lines

    q. Political Boundaries (Supervisorial districts, council districts, etc.)

    r.   Pollution (air, water, soil)

    s. Flooding

    t.   Heat island effect

    u. Other layers, as identified

C. Develop data portal and identify location

1. WHAM agencies should determine the following:

   a. How to leverage mapping resources.

      i. Example: Measure A has a mapping portal that could potentially be augmented with additional layers rather than creating a new tool.

   b. Where should the data portal be housed?

      i. Option 1: Should the portal be in a centralized location?

      ii. Option 2: Should each agency manage their own individual data portal, cross referencing to other WHAM agency portals?

D. Launch data portal

1. Any mapping tool must be publicly available for project applicants, community-based organizations researchers, and the general public.

Timing and Task Partners

1. Timeline: The development of a data portal should take up to a year to develop and launch, as we are not requiring the gathering of new data, but rather the compilation of existing data.

2. Partners: PW, RPOSD, LA DPR, CEO Homeless Initiative, Metro, DPH.

Tasks: Centralize Mapping Resources	Timeline (by month)											
	1	2	3	4	5	6	7	8	9	10	11	12
A. Gather and characterize existing maps	■	■										
B. Review maps to determine essential data sets		■	■	■	■	■	■					
C. Develop data portal							■	■	■	■	■	
D. Launch data portal												■

V. FACILITATE COMMUNITY-LED PROJECT DEVELOPMENT

Goal: Create and foster a robust pipeline of competitive multi-benefit projects in historically underinvested communities that are also competitive for state and federal funding.

Outcome: A pipeline of WHAM community-led projects; grant making processes to support the effective delivery of multi-benefit projects in historically underinvested communities.

Interactions: Community Engagement, Technical Assistance

Assumptions:

1. 10x10 will function as a proof of concept that will foster a long-term pipeline of publicly supported multi-benefit projects in historically underinvested communities.

Tasks:

A. WHAM agencies meet with 10x10 and other community-led coalitions

1. The purpose of the meeting is to review the 10x10 list of ten or more multi-benefit projects that meet the following criteria: [5]

   a. Project leverages multiple funding sources (WHAM, state, federal, others?).

   b. Project is in a Disadvantaged Community as defined by CalEnviroScreen or a High/Very High Need Area as defined by the Park Needs Assessment.

   c. Project provides multiple benefits (e.g. water quality/supply, open space, bike paths, bus shelters, etc.).

   d. Project has community support and is aligned with current or past community planning efforts and priorities.

   e. Project has political support (or has the potential to develop community support) to drive the project towards completion within ten years.

   f. Project Timing: would there be increased costs (e.g. fiscal, ecological, health) if the project is not built now.

   g. Project can be realistically completed in ten years. Consider financing, site acquisition, etc.

   h. Other criteria, as identified by the coalitions.

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[5] 10x10 is a vision for ten projects to be completed within ten years throughout Los Angeles County, two in each supervisorial district, that exemplify multi-benefit, equitable approaches to infrastructure investment. A coalition of committed non-profit organizations (with experience implementing projects and/or advocating for the various measures) comprise the coalition and have met regularly since late summer 2019 to develop a criteria for the 10 projects and engage with community-based organizations in their district to identify potential priority projects.

2. WHAM agencies refer community-led coalitions to the appropriate agency staff to get more project information.

   a. Agency staff to discuss project eligibility, upcoming deadlines, and other general guidance (including alignment with state and federal funding opportunities).

B. Identify an internal agency lead

1. The agency lead would be responsible for overseeing the items identified in this section and collaborating with other WHAM agencies.

C. Adopt process to identify and prioritize community-led projects

2. WHAM agencies direct staff to prioritize these projects in their internal review when they are submitted for funding consideration.

   a. Projects must still meet all stated requirements set forth in the respective measures.

   b. Refer projects to mapping and technical assistance as needed.

3. WHAM agencies consider project lists (and future community-led project submissions) when considering candidate projects for state or federal funding sources.

D. CSO meets with community coalitions periodically to support a pipeline of community-led and supported projects

1. Discuss overlap with potential state, federal, other funding sources.

2. Refer projects to mapping and technical resources as needed .

3. Identify key upcoming hearings and meetings.

4. Work with the coalitions to identify new and revised processes, procedures and systems for the equitable deployment of WHAM funding.

E. Identify need for new and revised processes, procedures and systems

1. WHAM agencies should use the opportunity to work with 10x10 and other coalitions to identify new processes, procedures, and systems that will help achieve better partnerships with community-based organizations and more community-supported multi-benefit projects.

F. Develop and implement grant making processes and funding mechanisms that prioritize historically underinvested communities in funding decisions

1. WHAM agencies should determine how to institute changes to their grant making and funding processes based on the findings and lessons learned from Tasks A-E.

Timing and Task Partners:

1. Timeline: Tasks A-B of this section should be completed within 9 months – Tasks C-E are ongoing and should be refined through multiple WHAM funding rounds.

2. Partners: PW, RPOSD, LA DPR, Metro, DPH (internal agency leads).

Tasks: Facilitate Community-Led Development	Timeline (by month)											
	1	2	3	4	5	6	7	8	9	10	11	12
A. WHAM agencies meet with 10x10 and other coalitions	■	■		■								
B. Identify internal agency lead	■	■										
C. Adopt process to prioritize community-led projects				■	■	■	■	■	■			
D. CSO meets with community coalitions (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
E. Identify need for new and revised processes, procedures (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■
F. Develop and implement grant making processes and funding mechanisms (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■

VI. SUPPORT ONGOING STAKEHOLDER ENGAGEMENT AND EDUCATION

Goal: Long term stakeholder engagement, education, and capacity building to ensure inclusive and sustained participation across the life course of infrastructure projects for historically underinvested communities.

Outcomes: A stakeholder engagement plan informed by stakeholder's interests and capacity to engage in WHAM implementation – as well as a means of creating sustainable partnerships with community-based organizations in the implementation of WHAM measures.

Interactions: All other collaboration areas.

Assumptions:

1. Each funding measure with stakeholder engagement and/or education programs will design and launch individual programs as mandated by their program goals – **this section does not preclude individual stakeholder engagement and education efforts.**

2. Many stakeholders are already involved in various measure oversight boards, steering committees, commissions, etc.

3. Engagement and education funding in individual programs may aggregate distinct categorical activities (e.g. school curriculum, workforce training, public education campaigns, community engagement, etc.) and should be parsed by the implementing agencies.

Tasks:

A. Consult with stakeholders to determine further engagement on WHAM initiative

1. Focus on stakeholders involved in the passage/advocacy of WHAM measures.

   a. Implementing agencies identify ten core stakeholders in their funding measure development.

2. Engage stakeholders who have not yet been reached.

   a. Identify community-based organizations (CBOs) that were not engaged in WHAM passage/advocacy but are deeply engaged in communities that stand to benefit from WHAM projects (e.g. Southeast Los Angeles).

3. Consult with stakeholders on ongoing WHAM engagement.

   a. Identify Areas of Collaboration in this Workplan that require additional and sustained input.

b. Identify the most effective ways to keep stakeholders engaged.

c. Identify how to not duplicate existing W, H, A, or M-related advisory groups.

d. Design variety of engagement formats, including one-on-one interviews, workshops, focus groups.

e. Compensate participants for their time.

4. Develop WHAM engagement plan based on feedback received.

   a. Describe approaches to and frequency of engagement based on feedback received.

      i. Example 1: Stakeholders may recommend a formal input process, like an Advisory Committee - if so: identify members and send invitations.

      ii. Example 2: Stakeholders may recommend an ad hoc approach, such as regular staff updates to existing committees – if so: identify committees, stakeholders, and others to receive briefings.

      iii. Determine level of transparency: will meetings, updates, or other forms of engagement be open to the public?

   b. Identify WHAM milestones and targets that require stakeholder input.

      i. Schedule updates, committee meetings, or other engagement approach as appropriate.

      ii. Create overall timelines with countywide WHAM milestones and meeting schedules.

B. Create a prequalified list of qualified stakeholders for WHAM-related community engagement and education services

1. A prequalified list would allow stakeholders to qualify as vendors for multiple departments, thereby reducing the administrative burden on both vendors and agencies.

2. Steps to develop a prequalified list:

   a. Identify the appropriate management structure to manage the RFQ process, such as:

      i. Centered within one County agency;

      ii. Managed through a philanthropic partner; or

      iii. Each agency manages their own process with identical requirements.

    a. Identify and clearly define engagement and education activities.

        i. These can be included as service categories in an RFQ.

        ii. Specify amount of funding for each activity type under each measure.

C. Identify need for new and revised processes, procedures and systems (ongoing)

1. WHAM agencies should use the opportunity to engage with stakeholders to identify processes, procedures, and systems that will help achieve better stakeholder engagement and education across all measures.

Timing and Task Partners

1. Timeline: Stakeholder consultation on the WHAM initiative can begin as soon as the Workplan is approved and can take up to 6 months. Similarly, the process on a prequalified list can commence once the Workplan is approved – however, given the extent of inter-agency coordination required, this task can take anywhere from 6 to 9 months.

2. Partners: PW, RPOSD, LA DPR, Metro, DPH (internal agency leads).

Tasks: Support Stakeholder Engagement and Education	Timeline (by month)								
	1	2	3	4	5	6	7	8	9
A. Consult with stakeholders to determine further engagement	■	■	■	■	■	■			
B. Create a prequalified list	■	■	■	■	■	■	■	■	■
C. Identify need for new and revised processes (ongoing)	■	■	■	■	■	■	■	■	■

VII.   DEVELOP & IMPLEMENT COUNTYWIDE ANTI-DISPLACEMENT POLICIES

Goal: Identify and incorporate comprehensive equitable, sustainable anti-displacement policies for WHAM-funded projects.

Outcome: Create a set of unified, coherent anti-displacement actions and policies to guide all WHAM infrastructure investments do not facilitate displacement, particularly of historically underinvested communities. [6]

Assumptions:

1. WHAM investments will improve quality of life and property values of surrounding communities, and could contribute to the displacement of vulnerable residents. [7]

2. Investments from funding measures W, H, A, and M each impact the overall potential for displacement of vulnerable residents, but a countywide approach is necessary to address displacement and protect communities.

Interactions: Workforce Development; Community Engagement & Education

Tasks:

A. Identify current anti-displacement efforts throughout LA County

1. Review existing research and plans that address displacement of vulnerable residents.

    a. Example 1: OurCounty Sustainability Plan calls to evaluate options to limit new large-scale development in high climate-hazard areas. (Action 56) [8]

    b. Example 2: Measure A's Displacement Avoidance Strategy. [9]

    c. Example 3: Lower LA River Community Stabilization Toolkit. [10]

    d. Next step: Identify and review additional relevant research and plans.

2. Identify and survey individuals and groups currently working on displacement and gentrification policies, including but not limited to:

    a. Staff, task forces, or other working groups across County departments.

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[6] Chief Sustainability Office, "OurCounty: Los Angeles Countywide Sustainability Plan," Goal 3: Equitable and sustainable land use and development without displacement, p. 63, https://ourcountyla.lacounty.gov/wp-content/uploads/2019/07/OurCounty-Final-Plan.pdf.
[7] OurCounty, *ibid*, p. 70
[8] OurCounty, *ibid*, p. 72
[9] Regional Parks and Open Space District, "Revised Draft Displacement Avoidance Strategy," https://rposd.lacounty.gov/wp-content/uploads/2018/06/Revised-Displacement-Avoidance-Strategy.pdf.
[10] County of Los Angeles, "Lower Los Angeles River Revitalization Plan : Community Stabilization Toolkit," https://lowerlariver.org/wp-content/uploads/2018/02/Community-Stabilization-Toolkit.pdf.

      b. Community based organizations working on tenant protection and stabilization.

      c. Academic institutions with access to gentrification and displacement data for Los Angeles County.

B. Identify an internal agency lead

1. The agency lead would be responsible for overseeing the items identified in this section and collaborating with other WHAM agencies.

C. Engage stakeholders on potential anti-displacement policies

1. Creating consensus on anti-displacement policy is likely to require a complex stakeholder engagement process. Refer to Section VI: Support Stakeholder Engagement and Education for process recommendations.

      a. How should stakeholders be engaged in developing a countywide anti-displacement policy connected to project development.

      b. What does a successful policy look like?

2. WHAM agencies should identify a process for engaging internal stakeholders, such as County staff working on displacement policy; County departments not involved in implanting WHAM; Board Offices, etc.

D. Develop County-wide anti-displacement recommendations

1. Incorporate feedback from external and internal stakeholders;

2. Integrate WHAM approach into existing efforts;

3. Identify gaps in funding, authority, communication channels; and

4. Identify specific actions and next steps.

E. Report back to the Board of Supervisors with recommended policies

Timing and Task Partners

1. Timeline: The development of an anti-displacement policy can commence as soon as the Workplan is approved. Given the level of external interest in this Area of Collaboration, we recommend providing ample time for engagement and the development of the final set of policies, which can take up to a year.

2. Partners: PW, RPOSD, LA DPR, Metro, CEO Homeless Initiative, DPH (internal agency leads).

Tasks: Develop and Implement Anti-Displacement Policies	Timeline *(by month)*											
	1	2	3	4	5	6	7	8	9	10	11	12
A. Identify current efforts	■	■		■								
B. Identify an internal agency lead	■	■										
C. Engage stakeholders on potential anti-displacement policies	■	■	■	■	■	■						
D. Develop Recommendations				■	■	■	■	■	■	■		
E. Report recommendations to the Board											■	■

VIII. CREATE A CLIMATE RESILIENT WORKFORCE

WHAM's approach to workforce development was developed by a separate subcommittee. An abridged version of the workplan is included below.

Climate resilient jobs are those that support the creation and maintenance of things such as green infrastructure; parks and open space; active and complete streets; and clean and efficient energy and water systems. Climate resilient jobs contribute to the creation of sustainable and resilient communities by prioritizing the hiring and training of individuals with barriers to employment. This includes individuals from vulnerable communities and historically minoritized communities such as formerly incarcerated individuals, individuals experiencing homelessness, youth, veterans, and so on.

The Workforce Development Workplan will chart a course for County agencies to:

1. Develop entry-level job programs focused on high-need individuals to operate and maintain WHAM-funded projects;

2. Pair entry-level job programs with wrap around supportive services aimed at ensuring individual success;

3. Assess skillsets within the incumbent workforce and identify areas where additional training may be needed to keep up with ever changing technology and regulations;

4. Ensure private sector operations and maintenance contractors have the requisite expertise to maintain WHAM-funded projects while also providing quality jobs; and

5. Position the County to be more competitive for various state and federal workforce funding opportunities.

Tasks:

A. Develop a Climate Resilient Entry-Level Workforce

1. An entry-level climate resilient workforce development program provides jobseekers with barriers to employment hands on training and experience in 1) operations and maintenance of green infrastructure projects or 2) operations and maintenance of electric vehicle (EV) infrastructure (referred altogether as climate resilient operations and maintenance) that leads to a permanent job in the public or private sectors.

B. Ongoing Learning for Incumbent County Workers

1. A series of green infrastructure training modules for current County workers to ensure they have the current skills necessary to operate and maintain climate resilient infrastructure and have access to ongoing career advancement.

C. Create a County-Wide List of Qualified Private Contractors

1. Develop a list of qualified private contractors who intend to submit bids for climate resilient operations and maintenance projects. Only prequalified contractors on the list would be able to bid and win projects that utilize WHAM funds.

D. Other WHAM Workforce Development Subcommittee Duties

1. Oversee implementation of this Workplan: Meet monthly for the first year of the initiative, then move to quarterly.

2. Continue to engage decision makers and technical staff to provide guidance on Workplan elements as appropriate.

3. Continue to engage external stakeholders to ensure understanding and support for WHAM Workforce Development efforts.

4. Continued coordination with High Road Training Partnership efforts. [11]

5. Identify and pursue additional sources of funding to scale up workforce development efforts (e.g. local, state, federal).

6. Work with CSO to provide updates to Agency leadership and Board of Supervisors.

7. Other efforts, as identified.

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[11] Motion by Supervisor Hilda L. Solis, "High Road Training Partnerships: Develop a Network of Pre-Apprenticeship and Apprenticeship Models in Los Angeles County," March 10, 2020.

IX.   COORDINATE PROJECT PLANNING AND PROJECT AREA PLANNING

Goal: Provide consistent guidance for: 1) project applicants to develop project proposals that achieve WHAM goals using common terms to define and measure associated benefits in a consistent manner, and 2) decision makers and implementing agencies to strategically target regional infrastructure development in historically underinvested communities.

Outcome(s): Publicly accessible project planning guidance that clarifies common terms and synthesizes overlapping program goals to assist the development of equitable, sustainable, and resilient infrastructure projects in historically underinvested communities that are well-positioned to secure WHAM funding and to compete for state and federal infrastructure funds.

A countywide program or policy that strategically directs infrastructure development that achieves WHAM goals to high need, disadvantaged, and equity focus communities concentrated in sub regional areas with persistent socioeconomic, racial, and health inequities due to historic underinvestment.

Interactions: All other collaboration areas.

Assumptions:

1. The WHAM motion asks for WHAM agencies to, "create efficiencies across programs […] facilitating coordinated programmatic and project/project area planning."

    a. Programmatic planning includes Workforce Development (Section VIII), Technical Assistance programs (Section III), Stakeholder Engagement and Education programs (Section VI), and other programs that cross W, H, A, and M as determined by the WHAM Taskforce.

    b. Project planning and project area planning are covered as part of this Section.

2. Setting common terms falls within the purview of project planning.

    a. Statutory definitions within each individual funding measure have been developed, vetted, and codified through long and complex processes.

    b. WHAM common terms cannot override or supersede existing statutory definitions.

    c. The purpose of reconciling common terms is to identify similarities (e.g. the potential for overlap between a High Need Area, a Disadvantaged Community, and an Equity Focus Community), [12] but common terms are not interchangeable.

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[12] "Equity focus communities (EFCs) are those communities most heavily impacted by gaps in inequity throughout the County. The transportation performance of EFCs can be evaluated by setting a threshold of census tracts in the County. .... The 30% threshold represents approximately 3million people in LA County and is distinguished by:
• More than 40% of the census tracts having low-income households over the County average; and
• Either more than 80% of the census tracts having non-white populations over the County average; or

3. Any project planning and project area planning guidance documents should be developed in coordination with OurCounty equitable design guidelines. [13]

Tasks:

A. Set common terms

1. Identify terms in agreement and similar terms to reconcile or clarify. For example:

   a. **Disadvantaged Community (DAC)** and **High Priority Areas/High or Very High Need Area**.

      i. A "Disadvantaged Community" is a Census Block Group that has an annual household median income of less than eighty percent (80%) of the Statewide annual median household income. (as defined in the Water Code § 79505.5) (Measure W); [14]

      ii. "High-Need and Very-High Need" refers to areas designated as such in the Parks Needs Framework as identified the 2016 Countywide Park Needs Assessment. (Measure A); and [15]

      iii. See also: "Equity Focus Communities" definition in Metro's TOC Plan. [16]

   b. **Community Investment Benefit** and **Disadvantaged Community Benefit**

      i. "Community Investment Benefit" refers to a benefit created in conjunction with a Project or Program, such as, but not limited to: improved flood management, flood conveyance, or flood risk mitigation; creation, enhancement or restoration of parks, habitat or wetlands; improved public access to waterways; enhanced or new recreational opportunities; and greening of schools. A Community Investment Benefit may also include a benefit to the community derived from a Project or Program that improves public health by reducing heat island effect, and increasing shade or planting of trees and other vegetation that increase carbon reduction/sequestration, and improve air quality. (Measure W) [17] [18]

• More than 10% of the census tracts having zero-car households over the County average."
MTA Board Motion: Defining Equity Focus Communities, June 27, 2019, https://investinginplace.org/wp-content/uploads/2019/08/June-2019-Equity-Focus-Communities-Motion-Map.pdf.
[13] OurCounty Sustainability Plan, Action 53: Develop equitable design guidelines, *ibid*
[14] Safe Clean Water LA, "Los Angeles County Safe Clean Water Ordinance," Section 16.03: Definitions, http://safecleanwaterla.org/wp-content/uploads/2018/07/Final-SCW-Ordinance-7.11.18.pdf.
[15] Los Angeles County Measure A Ordinance, Section 3 https://rposd.lacounty.gov/wp-content/uploads/2016/07/Funding-Measure-Resolution.pdf.
[16] MTA Board Motion: Defining Equity Focus Communities, *ibid*
[17] SCW Ordinance, *ibid*
[18] This definition overlaps with elements of Measure A definition of Multi-Benefit Project

ii.   "Disadvantaged Community (DAC) Benefit" means a Water Quality Benefit, Water Supply Benefit, and/or Community Investment Benefit located in a DAC or providing benefits directly to a DAC population. (Measure W) [19]

c. **Community Outreach, Education, and Engagement**

i.   Community Outreach refers to outreach activities that provide information to residents about upcoming meetings or engagement activities; required for all projects. (Measure W); [20]

ii.   Community Engagement refers to engagement activities that solicit, address and seek input from community members; required for all projects funded for more than $2 million. (Measure W); [21]

iii.   Measure H defines community outreach and community engagement in a substantively different way than the other WHAM measures; and

iv.   The Regional Parks and Open Space District provides extensive definitions and guidelines for Community Outreach and Engagement in their Grants Administration Manual. (Measure A) [22]

2. This is a non-exhaustive list – WHAM implementing agencies will meet and identify all relevant terms.

B. Develop a glossary of consistent terms

1. Incorporate a stakeholder-vetted glossary of common and similar terms shared across county programs into overall project planning guidance documents.

2. Use definitions from funding measures to build hybrid or "ladder" definitions that incorporate similar terms. For instance:

a. **Pre-Project Assistance** as defined in Measure A includes the planning, design, feasibility and studies necessary to define and articulate a park project on land that was developed for uses other than parkland, or a project to acquire and/or restore parks and natural lands.

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[19] SCW Ordinance, *ibid*
[20] SCW FTA Presentation, 3/31/2020 https://safecleanwaterla.org/wp content/uploads/2020/03/20200331-SCW-TA-Presentation-Webinar.pdf
[21] SCW FTA Presentation, *ibid*
[22] Grants Administration Manual for Measure A, Section 3.3: Community Outreach and Engagement
https://rposd.lacounty.gov/wp-content/uploads/2019/06/Measure-A-GAM_2019.06.12.pdf

i. This assistance may include funding for a Measure W Feasibility Study: a detailed technical investigation and report that is conducted to determine the feasibility of a proposed Project.

C. Vet draft glossary with stakeholders

1. The purpose of vetting a WHAM glossary is to ensure that combining terms does not substantively change definitions or result in unintended consequences.

2. Recommended stakeholder review process:

    a. Identify stakeholders who provided input on statutory definitions;

    b. Provide glossary to stakeholders with a review and comment deadline (e.g. 2-4 weeks);

    c. Review comments and reconcile any issues raised; and

    d. Share final revisions with relevant stakeholders if necessary.

D. Use the common terms glossary as the first chapter of a WHAM project planning guidance document

1. Integrate glossary of common terms into relevant guiding documents for each measure.

2. Incorporate glossary of terms into project application requirements.

E. Develop a WHAM project planning guidance document

1. Identify opportunities for joint project design and planning guidance.

2. Assign internal leads for each implementing agency.

3. Review measures to determine areas where further guidance could be useful in designing and proposing multi benefit projects. Possible categories could include:

    a. Nature Based Solutions;

    b. Workforce Training and Development;

    c. Community Benefits; and

    d. Community Engagement.

4. For example, individual funding measure program goals that fall under the umbrella of WHAM Workforce Training and Development could include:

    a. Promoting green jobs and career pathways (Measure W); [23]

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[23] SCW Implementation Ordinance, Section 18.04, *ibid*

b. Providing youth and veteran career development and job training (Measure A) [24]; and

c. Creating jobs, reducing pollution, and generating local economic benefits; increasing personal quality time and overall quality of life (Measure M). [25]

5. Additional overlapping goal examples could include (this is not an exhaustive list):

   a. Transparent and inclusive governance;

   b. Improving public health;

   c. Resilience and adaptation to climate change; and

   d. Equitable investment in historically underinvested communities.

6. Identify design and planning categories. Examples could include (this is not an exhaustive list):

   a. Participatory design;

   b. Project Site Selection;

   c. Developing Community Support;

   d. Incorporating Multiple Benefits;

   e. Using Nature-Based Solutions; and

   f. Defining Benefits to Communities.

7. Identify best practices, examples, and reference materials for each category.

8. Reference to current planning, design, and funding application steps and timelines individual measures W, H, A, and M.

9. Identify available programmatic resources and funding opportunities (e.g., Technical Assistance).

10. Design project planning guidance document for ease of use and reference.

F. Vet joint WHAM project planning guidance document with stakeholders

1. Creating consensus on a WHAM project planning guidance document is likely to require a complex stakeholder engagement process. Refer to Section VI: Support Stakeholder Engagement and Education for process recommendations.

G. Finalize WHAM project planning guidance document

[24] Measure A Ordinance, Section 5: Expenditure Plan, *ibid.*
[25] Measure M Ordinance, Preamble, *ibid.*

1. Provide update to Board of Supervisors (as part of regular WHAM update).

2. Integrate guidance document into relevant guiding documents for each measure.

3. Incorporate guidance document into project application requirements.

H. Identify potential project areas with high concentrations of high need, disadvantaged, and historically underinvested communities

1. Analyze the degree to which WHAM is funding infrastructure development in historically underinvested communities.

   a. What areas are underinvested?

   b. What percentage of WHAM funds are being spent in targeted areas?

   c. What percentage of WHAM projects are being built in targeted areas?

   d. What underinvested areas would benefit the most from policy intervention?

   e. Recommended analysis frequency: annually, after compiling two years of WHAM data.

I. Incorporate project area analysis into Evaluation Framework (Section II)

1. Analyze project areas to identify systemic barriers to the development of:

   a. WHAM investments that increase equity;

   b. Local workforce;

   c. Robust community engagement; and

   d. Other WHAM goals.

2. Develop policy approaches based on specific barriers

   a. Example barrier: a lack of competitive project proposals in targeted project planning areas.

      i. Example policy approach: Build capacity to develop project proposals through strategic, proactive deployment of Technical Assistance and Stakeholder Engagement to cities and CBOs in the targeted project planning area.

      ii. Example policy approach: Use the Transformative Climate Communities (TCC) model to develop a local program that directs and augments funds to targeted project planning areas.

      iii. Example policy approach: Release a Call for Projects within targeted project planning areas.

J. Determine policy and/or programmatic approaches

1. Provide updates to Board of Supervisors (as part of regular WHAM update).

2. Periodically convene WHAM Task Force to re-evaluate, analyze progress, and adaptively manage project area planning to achieve WHAM goals.

Timing and Task Partners:

1. Timeline: Once the Workplan is approved, it should take approximately 12 – 24 months to develop project planning guidelines, including a glossary of common terms. Project area planning tasks occur over a longer time horizon – data analysis should begin after compiling two years of WHAM data; after that, annual analysis will be ongoing. Due to the complexity of program and policy development, stakeholder interest, and path dependencies inherent in project area planning, we recommend preparing for project area planning tasks while completing earlier tasks outlined in this Workplan.

2. Partners: PW, RPOSD, LA DPR, Metro, DPH (internal agency leads).

Tasks: Coordinate Project Planning and Project Area Planning	Timeline (by month)											
	1	2	3	4	5	6	7	8	9	10	11	12
A. Set Common Terms	■											
B. Develop Glossary of Common Terms	■	■										
C. Vet Glossary	■		■									
D. Use Glossary to start Planning Guidelines			■									
E. Develop Project Planning Guidelines		■			■	■	■	■	■			
F. Vet Project Planning Guidelines			■	■	■	■	■	■	■			
G. Finalize Project Planning Guidelines								■	■	■	■	■
H. Begin Area Planning Analysis*												
*Area Planning Analysis can begin after 24 months of WHAM data collection; Tasks H-J occur outside the timeframe of this table.												

X.   NEXT STEPS

Ongoing communication between WHAM agencies will be essential to the success of this Workplan. Once the Workplan is finalized, the WHAM Taskforce will continue to meet regularly to ensure Workplan progress, identify challenges and opportunities and course correct as needed. The Taskforce agrees to meet monthly to oversee implementation of the Workplan and move to quarterly meetings once tasks are underway.

Ongoing meetings between WHAM agencies will serve as space to engage decision makers and technical staff to provide guidance on workplan implementation as appropriate. Further, the WHAM agencies should jointly identify state, federal, and philanthropic sources of funding to further support and augment WHAM program elements.

WHAM agencies should develop communications materials to deliver consistent framing on the WHAM initiative. These can include a brief concept paper, Frequently Asked Questions (FAQ) document, and a slide deck. The materials can be used to present ongoing progress updates to the Board of Supervisors, Metro Board of Directors, and other relevant Boards, Commissions, and Agencies to ensure broad understanding and support of the WHAM initiative. Further, WHAM agencies should identify key outlets, such as national conferences, panels, op-ed opportunities to position the WHAM initiative as the most comprehensive approach to infrastructure development in the country.

Many of the efforts outlined in this Workplan may be slowed due to the advent of COVID-19. The WHAM agencies should coordinate on COVID-19 response and recovery efforts related to WHAM measures to ensure agencies are able to move full speed ahead once resources become available.

Estolano
ADVISORS

I. Introduction

The strategic alignment and coordination of the resources generated by Measures W, H, A, and M (WHAM) and the agencies[1] in charge of shepherding those resources presents an amazing opportunity to lead Los Angeles into a future of equitable, community-led, climate resilient development. A key point of coordination is the workforce demand generated by the measures, and associated workforce development funding under each. The Chief Sustainability Office (CSO) and the WHAM Workforce Development Subcommittee envision the creation of a skilled workforce that is prepared to support the development of a climate resilient future.

Climate resilient jobs are those that support the creation and maintenance of things such as green infrastructure; parks and open space; active and complete streets; and clean and efficient energy and water systems. Climate resilient jobs contribute to the creation of sustainable and resilient communities by prioritizing the hiring and training of individuals with barriers to employment. This includes individuals from vulnerable communities and historically minoritized communities such as formerly incarcerated individuals, individuals experiencing homelessness, youth, veterans, and so on.

This Workplan will chart a course for County agencies to:

1. Develop an entry-level job program focused on individuals with barriers to employment to operate and maintain WHAM-funded projects;

2. Pair an entry-level job program with wraparound supportive services aimed at ensuring individual success;

3. Assess skillsets within the incumbent workforce and identify areas where additional training may be needed to keep up with ever changing technology and regulations;

4. Ensure private sector operations and maintenance contractors have the requisite expertise to maintain WHAM-funded projects while also providing quality jobs;

5. Track the progress of the County's investment in a climate resilient workforce: number of individuals trained, number of placements, retention, and other metrics;

6. Identify the need for new and revised processes, procedures and systems to increase the hire, retention, and advancement of individuals with barriers to employment; and

7. Position the County to be more competitive for various state and federal workforce funding opportunities.

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[1] WHAM agencies include: LA County Public Works (PW), LA County Regional Parks and Open Space District (RPOSD), LA County Department of Public Health (DPH) LA County Chief Executive Office Homeless Initiative (CEO Homeless Initiative), LA County Flood Control District (FCD), and Los Angeles County Metropolitan Transportation Authority (Metro). The Subcommittee includes the aforementioned agencies as well as the LA County Department of Human Resources (DHR), LA County Department of Workforce Development, Aging and Community Services (WDACS), and the Worker Education & Resource Center (WERC).

The creation of the WHAM Taskforce and development of both the Taskforce and the Workforce Development Workplans were set in place before the current novel coronavirus / COVID-19 pandemic. The sales tax revenues that fund Measures H and M are in decline due to decreased spending by consumers throughout LA County. However, public agencies across the U.S. expect the creation of a potential infrastructure stimulus bill from the federal government to supplement budget shortfalls. Any future investments in our local infrastructure must be thoughtfully coordinated with investments in our local workforce to ensure communities most impacted by the crisis have access to economic stability and prosperity. The WHAM Workforce Development Workplan can serve as a tool for economic recovery. Although progress on some aspects of the workplan may be slowed due to the economic impacts of the current crisis, this workplan sets up County agencies to move full speed ahead on coordinated, equitable implementation of WHAM projects and programs once more resources become available.

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II. Create a Climate Resilient Workforce

Description: An entry-level climate resilient workforce development program provides jobseekers with barriers to employment hands on training and experience in 1) **operations and maintenance of green infrastructure projects** or 2) **operations and maintenance of electric vehicle (EV) infrastructure** (referred altogether as <u>**climate resilient operations and maintenance**</u>) that leads to a permanent job in the public or private sectors.

Assumptions

1. WHAM-funded projects should be maintained to meet their intended purpose over time (e.g. water quality/supply, open space, greenhouse gas reduction, etc.) demonstrating the value of these measures to the taxpaying public;

2. LA County and Metro have set ambitious targets to achieve a zero-emission transportation system; [2]

3. The maintenance of climate resilient infrastructure will likely not require the creation of new types of jobs – but rather updating the knowledge and skills of and removing the barriers for existing jobs;

4. Various WHAM agencies indicated an interest in maintaining their operations and maintenance in-house – but some project proponents may require private sector operations and maintenance firms over time; and

5. The number of participants trained as part of the entry-level program will be contingent on the demand for workers.

The following sections outline a process for developing an entry-level workforce development program.

A. Identify training needs

1. Determine the knowledge, skills, and wraparound services needed to support [3] successful climate resilient operations and maintenance workers in the public and private sector by:

    a. Review and characterize past efforts to map knowledge, skills, and wraparound services needed for climate resilient jobs.

        i. Review existing efforts by WERC or WIN-LA (or others) to determine any best practices, existing programs or resources, etc., that could be leveraged for this program.

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[2] The LA County Sustainability Plan sets forth a target of "100% of all vehicles in the County fleet to be zero-emission or better" by 2045. Metro set a goal for a zero-emissions bus fleet by 2030.
[3] Wraparound services may include case management, stipends for living expenses during training, etc.

   b. Convening meetings with potential end employers (public and private),
       educational institutions, and other stakeholders, such as private sector
       operations and maintenance contractors, community colleges, and trade unions;

   c. For public sector positions, reviewing Performance Net Workplans for each job
       classification in each County division in order to identify the links between
       position requirements and needed skills; and

   d. Interviewing front-line, supervisorial staff for entry-level workers.

2. Evaluate stakeholder interest in co-designing the training program, delivering training,
   and/or hiring successful program graduates, for example:

   a. Educational institutions and trade unions may have existing training programs
       and other resources.

   b. End employers may be able to serve as instructors or assist with securing
       equipment for program participants or space for trainings.

3. Develop a supportive training program that is responsive to industry needs based on
   information learned during stakeholder engagement (see Task F).

B. Identify appropriate job classifications for public sector

1. Climate Resilient Operations and Maintenance: Green Infrastructure

   a. Select class specification(s) most appropriate for an entry-level GI program,
       targeted toward jobseekers with barriers to employment, which could include:

       i.   Laborer (PW); and

       ii. Grounds Maintenance (RPOSD, LA DPR, other LA County agencies). [4]

   b. Human Resources divisions in each county department, in collaboration with LA
       County CEO, and Metro HR identify additional positions that may be a good fit for
       this training program.

   c. Once the appropriate positions are determined, create a public sector recruitment
       bulletin that targets successful participants of the entry-level training program to
       apply for open County and Metro positions.

2. Climate Resilient Operations and Maintenance: EV infrastructure

   a. Select class specification(s) most appropriate for an entry-level EV program,
       targeted toward jobseekers with barriers to employment.

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[4] The Grounds Maintenance job classification is based out of/held by LA County HR and can be used by any County
Department – which would allow for non-WHAM public agencies to hire program graduates.

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    b. Human Resources divisions in each county department, in collaboration with LA County CEO, and Metro HR should identify appropriate job classifications for this training program.

    c. Once the appropriate positions are determined, create a public sector recruitment bulletin that targets successful participants of the entry-level training program to apply for open County and Metro positions.

C. Create targeted recruitment processes

1. Develop a process to recruit program participants that face barriers to employment (e.g. formerly incarcerated individuals, people experiencing and or transitioning from homelessness, out of work and out of school youth, veterans, etc.).

    a. Leverage existing recruitment networks and processes, such as those already established by WERC or WIN-LA.

    b. CEO Homeless Initiative should partner with homeless services providers within the coordinated entry system to recruit participants.

    c. Develop tailored recruitment materials to promote the program.

D. Identify number of workers needed and set a training goal

1. WHAM agencies should use their lists of current operational needs and projects in the pipeline to determine a reasonable number of entry level workers needed for both public and private sector.

    a. Each agency to identify a person/team responsible for calculating worker estimates.

    b. Agencies should periodically review and revise (if needed) this number to reflect the latest estimate of current and potential O&M jobs available.

2. WHAM agencies should set a collective hiring goal, such as "Train and place X number of entry-level workers over X years."

E. Identify additional sources of funding for training and curriculum development

1. Funding sources may include:

    a. Measure W: No less than 20% of the Flood Control District's 10% administrative fund is allocated to education programs, including workforce development;

    b. Measure H: Allows for stipends to train formerly homeless individuals;

    c. Measure A: Youth and Veteran Job Training Program;

    d. Measure M: Funds and resources available through existing programs like WIN-LA, etc.;

    e. WIOA programs (managed by WDACS): Can cover supplies, union dues, transportation, etc.;

    f. Philanthropic sources;

    g. Other LA County or Metro discretionary sources; and/or

    h. State and federal sources.

2. Identify flexible sources of funding for stipends, childcare and other supports that may not be easily funded through traditional forms of workforce development funding. [5]

F. Develop training program

1. Partner with a qualified workforce development provider or initiative, such as the Worker Education Resource Center (WERC) or Metro Workforce Initiate Now (WIN-LA) to develop a short-term, intensive training program focused on placing job seekers with barriers into employment for full-time employment in the public or private sector.

    a. Essential elements of the training program would include classroom technical education, hands-on training, support in applying for jobs in both the private and public sectors (resume and interview preparation, help with civil service exam, etc.), and ongoing case management.[6]

2. Utilize and build off existing curriculum and training modules, where possible.

G. Launch program

H. Track and evaluate progress towards hiring and training goal

1. Using the data tracking systems and processes outlined in the WHAM Taskforce Workplan, the Workforce Development Subcommittee should track and report progress on these hiring and training goals periodically (e.g. annually or bi-annually).[7]

2. Refer to WHAM Taskforce Workplan Section entitled "Tracking Common Data Metrics."

    a. Data points tracked may include the following (not an exhaustive list):

        i. Number of workers trained through entry-level training program;

        ii. Number of workers placed into permanent positions;

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[5] Stipends are an amount of money provided to job seekers during an unpaid, mandatory training period to help offset expenses such as housing and food.
[6] Ongoing case management is a critical component to an entry-level job training program as case managers ensure job seekers have the strategies and support needed to be successful once employed.
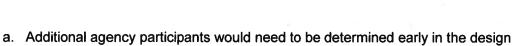[7] Refer to WHAM Taskforce section entitled, "Tracking Common Data Metrics."

    iii.   Total hours worked;

    iv.   Wages earned;

    v.   Wages upon program completion (once employed);

    vi.   Wages 6, 12 months after program completion;

    vii.   Retention 6, 12 months after program completion; and/or

    viii.   Other metrics, as necessary.

3. Based on data findings, evaluate, and determine need to revise processes, policies, and systems that increase the hiring and retention of individuals with barriers to employment.

I. Evaluate option for rotating "fellows" program for public sector

1. The rotating program would be targeted towards climate resilient operations and maintenance entry-level job seekers described earlier in this Workplan. Rather than being placed in one agency, the fellow cycles through multiple agencies before finally landing in a permanent position in the public or private sector. The fellow would receive the same wrap around supports described earlier in Task F.

    a.   The goal of this program is to expose the job-seeker to the full spectrum of infrastructure needs at various agencies.

2. Determine who "owns" the position(s).

    b.   The agency that "owns" the position(s) would be tasked with managing the employee's assignments, rotation period, payroll, and any personnel issues.

    c.   LA County CEO may be a suitable location for a rotating follows program given its centralized role in the County.

    d.   Potential rotations can include (in no particular order):

        i.   Operations and maintenance of EV infrastructure: Metro, LA County Internal Services Department (ISD), PW, and others to be determined.

        ii.   Operations and maintenance of green infrastructure projects: PW, RPOSD, LA Department of Parks and Recreation (DPR), Metro, and others to be determined.

    e.   Rotations would need to be decided early in the design process (Months 1-6) to allow for the training and recruitment process to respond accordingly.

J. Long Term: Explore expanding entry-level program to other public agencies

1. Outreach to non-WHAM LA County agencies, such as Beaches and Harbors, Fire Department, or LA County Development Authority, to gauge interest in participating in the entry-level program.

a. Additional agency participants would need to be determined early in the design process to allow for training and recruitment process to respond accordingly.

2. Long-term (and after first year): Seek expanding the entry-level program to other non-LA County agencies: City of Los Angeles, School Districts, Parks Departments, Transit Agencies, etc.

K. Timeline and task owners

1. This timeline outlines a planning, program design, and recruitment process that spans 18 months, with the understanding that individual tasks may take more or less time to accomplish.

2. Other timeline considerations:

   a. Tasks can and should be done concurrently where it makes sense / task owners may differ.

   b. Depending on status of funding and budgets, development of the green infrastructure and EV infrastructure components of the training program need not happen at the same time.

3. Task Owners

   a. Lead: LA County Department of Workforce Development, Aging, and Community Services (WDACS).

   b. Co-Lead: LA County Department of Human Resources (DHR) to support on tasks related to developing job descriptions/classifications and hiring. Los Angeles Department of Parks and Recreation to support on green infrastructure O&M expertise. Metro to support on EV O&M expertise.

      i. DHR's Workforce and Employee Development Division to support on tasks related to training development.

Timeline: Create a Climate Resilient Workforce

Task	Timeline (by month)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A. Identify training needs	■	■	■	■	■	■												
B. Identify appropriate job classifications for public sector						■	■	■	■									
C. Create targeted recruitment processes for public sector										■	■	■	■					
D. Identify demand for workers and set a training goal	■	■	■	■														
E. Identify additional sources of funding (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
F. Develop training program								■	■	■	■	■	■							
G. Launch program																	■	■	■	■
H. Track and evaluate progress (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■				
H. Evaluate option for rotating program for public sector	■	■	■	■	■	■														
I. Explore expanding entry-level program to other agencies																	■	■	■	■

III. Continuing Education for Incumbent County Workers

Description: A series of green infrastructure training modules for current County workers to ensure they have the current skills necessary to operate and maintain **climate resilient infrastructure.** Additional training should be paired with an internal analysis on the barriers to advancement for entry-level operations and maintenance workers.

Assumptions

1. Quality operations and maintenance ensures a project works properly and meets stated/promised benefits over time, thus demonstrating the value of continued public investment.

2. Proper climate resilient operations and maintenance may not require the creation of new jobs but rather updating the knowledge and skills of existing jobs.

3. Ongoing training is essential to ensuring incumbent employees have the most up to date skills and competencies evolve through changing technology and regulation.

4. Connecting entry-level workers to career pathways by providing continued education opportunities and support in moving up in their careers is a priority for WHAM agencies.

The following sections outline the process for developing ongoing training for incumbent County workers.

A. Assess current incumbent worker training efforts that address climate resilient operations and maintenance in order to determine what additional training support is needed

1. Map and characterize the types of training currently available within County departments (PW, DPR, RPOSD, ISD, DHR, etc.) and Metro for different types of work, such as design, planning, operations and maintenance, etc. that ensure proper operations and maintenance of WHAM-funded projects.

2. Determine what, if any, additional training is needed to ensure that existing workers are up to date on proper climate resilient operations and maintenance standards and techniques, which could include continuing education on topics such as: drought tolerant plants; biodiversity; mosquito abatement; water quality standards; battery charger maintenance across different manufacturers, etc.

3. If additional training is needed, proceed to B.

B. Develop continuing education curriculum

1. Investigate existing curricula (such as LA City Sanitation's Green Academy Pilot Program or Bureau of Street Services partnership with LA Trade Tech) or training programs that can be used as a model and/or baseline for new and/or enhanced curriculum.

2. Engage external stakeholders and training providers during curriculum development (e.g. trades, training providers, schools, etc.) to identify specific education and training needed to supplement what currently exists.

3. Partner with experienced workforce development entities such as WERC, WDACS, and DHR to develop new and enhanced training curriculum.

    a. Trainings are not intended to be onerous; the focus is on keeping workers skills current and providing them with skills needed to succeed and grow on the job.

4. Create a central platform for workers to access training and support opportunities and resources.

C. Facilitate advancement of existing entry-level workers through career pathways

1. DHR, in collaboration with WERC, WDACS, and Metro to use quantitative and qualitative data to assess the impact of the civil service exam as a barrier to the promotion of qualified, long-term, entry-level public employees.

2. Findings from the assessment will be used to create mechanisms that provide qualified and experienced entry-level workers with additional supports in accessing mid-level and senior-level positions, which could include:

    a. Education and support on passing civil service exams;

    b. Ongoing support through career coaching and/or mentorship;

    c. Modifications to civil service rules and classifications; and/or

    d. Evaluation and modification of departmental testing and evaluation procedures.

D. Launch program

1. Develop promotional materials to educate existing workers about new training and support opportunities and resources available and how to access them.

E. Track and evaluate progress on ongoing learning

1. Using the data tracking systems and processes outlined in the WHAM Taskforce Workplan, the Workforce Development Subcommittee should track and report on progress on this section periodically (e.g. annually or bi-annually).[8]

2. Based on data findings, evaluate, and determine need to revise processes, policies, and systems that increase the retention and advancement of individuals.

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[8] Refer to WHAM Task Force section entitled, "Tracking Common Data Metrics."

F. Long Term: Explore creation of a formal certification

1. Long term: Explore the creation of a certification to prove technical competencies and promote career growth (e.g. LA Trade Tech's Street Maintenance Certificate, developed in collaboration with Bureau of Street Services).

G. Timeline and task owners

1. Timeline: The assessment of current training can take up to four months, and the development of any needed curriculum to take approximately six months for a launch by Month 10.

Timeline: Continuing Education for Incumbent County Workers

Task	Timeline (by month)									
	1	2	3	4	5	6	7	8	9	10
A. Assess incumbent training efforts	■	■	■	■						
B. Develop curriculum			■	■	■	■	■	■		
C. Facilitate advancement			■	■	■	■	■	■		
D. Launch program									■	■
E. Track and evaluate progress (ongoing)	■	■	■	■	■	■	■	■	■	■

2. Task Owners

   a. DHR and WERC to co-lead on tasks related to assessing existing training programs and movement through career pathways with support from County departmental HR teams, CEO, and Metro.

IV. County-Wide List of Qualified Private Contractors

Description: Develop a list of qualified private contractors who intend to submit bids for **climate resilient operations and maintenance** projects. Only prequalified contractors on the list would be able to bid and win projects that utilize WHAM funds. Further, WHAM agencies should make their prequalified list available to project developers or recipients of local return funding and encourage the use of the prequalified list for their own operations and maintenance needs by integrating the list into relevant contractual documents.

Assumptions

1. Private contractors must have the requisite expertise to properly operate and maintain projects over time and provide workforce development opportunities if utilizing public funds.

A. Determine management structure for prequalified list

1. Potential management structures can include the following:

    a. Option 1: List is managed by a singular agency on behalf of multiple departments, such as the Internal Services Department (ISD).

    b. Option 2: LA County agencies manage their own list of pre-qualified contractors and create a process for contractors to apply once to certify across multiple agencies.

B. Create a master agreement for the provision of "climate resilient operations and maintenance" services

1. The master agreement would be created by ISD or by each of the WHAM agencies

2. Determine types of services to be provided under the master agreement, which may include maintenance of projects related to:

    c. Native landscaping;

    d. Constructed wetlands;

    e. Rain gardens;

    f. Stormwater bump outs and planters;

    g. Infiltration galleries / storage trenches;

    h. Drywells;

    i. Stormwater treatment facilities;

    j. Water harvesting systems;

    k. Bioswales;

    l. Green roofs;

    m. Permeable pavement;

    n. "Green" streets; and

    o. Other green infrastructure and climate resilient development projects regularly funded by the WHAM agencies.

3. Consider creating a second service category related to electric vehicle infrastructure operations and maintenance services.

    a. If appropriate, determine the types of services to be provided under the master agreement.

4. Determine requirements for qualification, which may include standards such as:[9]

    a. Trained and Skilled Workforce

        i. Demonstrate workers are trained/certified to perform required green infrastructure maintenance work.[10]

        ii. Occupational Health and Safety Administration (OSHA) training and HAZWOPER training where relevant.

        iii. Participation in labor management partnerships to support apprenticeships in the operations and maintenance field.

    b. Minimum Standards for Wages and Benefits

        i. Injury or illness prevention plans;

        ii. Paid sick leave; and

        iii. Comparable wages and benefits to public sector equivalent workforce.

    c. Hiring Pool

        i. Participation in County Local and Targeted Hire Program.

        ii. Participation in LA County's climate resilient workforce entry level program (Section II of this Workplan).

    d. Financial Resources, Responsibility and Performance History

        a. Review history including court cases, contracts, bankruptcy history, any prior debarments.

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[9] Standards taken from Los Angeles Alliance for a New Economy, "Proposed O&M Standards for the SCWP Regional Infrastructure Program – DRAFT."

[10] The San Francisco Public Utilities Commission (SFPUC) created a series of trainings aimed at contracts that wish to prequalify to perform work for the SFPUC. Trainings include the following: Introduction to Green Infrastructure; Green Infrastructure Site Management; Bioretention Construction; Permeable Pavement Construction; Subsurface Infiltration Systems.

e. Compliance with Laws and Maintenance of Records Related to Ongoing Compliance During Grant Period

  a. Show no records of willful noncompliance with any relevant federal, state, or local statute or regulation, including wage and labor standards and occupational safety and health standards and payment of taxes or other payments owed to a public entity.

  i. Sub-contractors must also be compliant.

  b. Notice within 30 days of any government investigation or agency or court decision of a violation.

  c. Records related to any investigation, citation, penalty assessment, or disciplinary action with any relevant licensing agency for the past five years.

C. Engage external stakeholders

1. Engage external stakeholders (e.g. contractors, industry partners) once a list of competencies and timeline are developed to solicit feedback on Master Agreement and input on RFQ development.

D. Develop a Request for Qualifications (RFQ) to solicit private contractors with experience in green infrastructure and climate resilient development

1. An expedited RFQ development and release process would span 4-5 months.

2. Each response to the RFQ requires 2-4 weeks of review time to finalize contractor's approval but can often be longer if submittals are incomplete.

3. RFQ stays open for the duration of the master agreement (~5-6 years) and only approved contractors may respond to solicitations of services that fall under the master agreement.

E. Launch program

1. Finalize and post prequalified list.

2. Encourage project developers on using the prequalified list to hire certified private contractors.

3. The prequalified list will be developed for use by County agencies and should be included as a part of any relevant contractual documents between County agencies and project developers to encourage broad use of qualified contractors.

F. Track and evaluate County-wide list

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1. Using the data tracking systems and processes outlined in the WHAM Taskforce Workplan, the Workforce Development Subcommittee should track progress on this section periodically (e.g. annually or bi-annually). [11]

2. Refer to WHAM Taskforce Workplan Section entitled "Tracking Common Data Metrics"

    a. Data points tracked may include the following (not an exhaustive list):

        i. Contract dollars awarded to Local Small Business Enterprises (LSBEs);

        ii. Contract dollars awarded to Community Business Enterprises (CBEs);

        iii. Contract dollars awarded to Social Enterprises (SEs); and/or

        iv. Contract dollars awarded to Disabled Veteran Business Enterprises (DVBEs).

3. Based on data findings, evaluate, and determine needs to revised processes, policies, and systems to retain qualified firms.

G. Long Term: Explore feasibility of green infrastructure operations and maintenance state certification

1. Explore the feasibility of a GI operations and maintenance certification at the state level.

H. Timeline and task owners

1. Timeline: We anticipate the development and release of an RFQ to take the bulk of the timeline with a final prequalified list developed in Month 14.

Timeline: County-Wide List of Qualified Private Contractors

Task	Timeline (by month)													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
A. Determine management structure for prequalified list	■	■												
B. Create a Master Agreement			■	■	■									
C. Engage external stakeholders				■	■	■								
D. Develop an RFQ to solicit private contractors						■	■	■	■	■	■	■	■	
E. Launch program														■
F. Track and evaluate (ongoing)	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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[11] Refer to WHAM Taskforce section entitled, "Tracking Common Data Metrics."

2. Task Owners: Task Ownership depends on Management Structure – see Task A.

V. Other WHAM Workforce Development Subcommittee Duties

Assorted duties under the WHAM Workforce Development Subcommittee are outlined below.

1. Oversee implementation of this Workplan: Meet monthly for the first year of the initiative, then move to quarterly.

2. Continue to engage decision makers and technical staff to provide guidance on workplan elements as appropriate.

3. Periodic review of County jobs/classifications with alignment across WHAM agencies that could be augmented with an entry level training program (similar to the one described Section II).[12]

4. Discuss the ongoing impact of COVID-19 on workforce development efforts.

5. Continue to engage external stakeholders to ensure understanding and support for WHAM Workforce Development efforts.

6. Continue coordination with High Road Training Partnership efforts.[13]

7. Identify and pursue additional sources of funding to scale up workforce development efforts (e.g. local, state, federal, philanthropic).

8. Work with CSO to provide updates to Agency leadership and Board of Supervisors.

9. Other ongoing efforts, as necessary.

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[12] The WHAM Workforce Development Subcommittee refer to the Worker Education and Resource Center, Inc. "Workforce Development Strategies 2018" report to base any ongoing recommendations.
[13] "High Road Training Partnerships: Develop a Network of Pre-Apprenticeship and Apprenticeship Models in Los Angeles County" Motion by Supervisor Hilda L. Solis. March 10, 2020.

VI. Departmental Leads

The following Section outlines Departmental Leads for each section of the Workforce Development Workplan.

A. Create a Climate Resilient Workforce

1. **LA County Chief Executive Office (CEO):** Ann Havens, Senior Human Resources Manager

2. **LA County Chief Executive Office Homeless Initiative (CEO Homeless Initiative):** Elizabeth Ben-Ishai, Principal Analyst

3. **LA County Department of Human Resources (DHR):** Johan Julin, Senior Manager

4. **LA County Department of Parks and Recreation (DPR):** Alina Bokde, Deputy Director – Planning and Development

5. **LA County Department of Workforce Development, Aging and Community Services (WDACS):** Caroline Torosis, Director of Economic and Business Development

6. **LA County Metropolitan Transportation Authority (Metro)** Shalonda Baldwin, Deputy Executive Officer; Michael Flores, PLA/CCP Compliance

7. **LA County Public Works (PW):** Anne Suarez, Human Resources Division

8. **LA County Regional Parks and Open Space District (RPOSD):** Christina Angeles, Principal Deputy Counsel

B. Continuing Education for Incumbent County Workers

1. **LA County Chief Executive Office:** Ann Havens, Senior Human Resources Manager

2. **LA County Department of Human Resources:** Johan Julin, Senior Manager

3. **LA County Department of Parks and Recreation:** Alina Bokde, Deputy Director – Planning and Development

4. **LA County Department of Workforce Development, Aging and Community Services:** Caroline Torosis, Director of Economic and Business Development

5. **LA County Metropolitan Transportation Authority:** Shalonda Baldwin, Deputy Executive Officer; Michael Flores, PLA/CCP Compliance

6. **LA County Public Works:** Anne Suarez, Human Resources Division

7. **LA County Regional Parks and Open Space District:** Christina Angeles, Principal Deputy Counsel

C. Countywide List of Qualified Private Contractors

1. **LA County Chief Executive Office:** Ann Havens, Senior Human Resources Manager

2. **LA County Chief Executive Office Homeless Initiative:** Elizabeth Ben-Ishai, Principal Analyst

3. **LA County Department of Human Resources:** Johan Julin, Senior Manager

4. **LA County Department of Parks and Recreation:** Alina Bokde, Deputy Director – Planning and Development

5. **LA County Department of Workforce Development, Aging and Community Services:** Caroline Torosis, Director of Economic and Business Development

6. **LA County Metropolitan Transportation Authority:** Shalonda Baldwin, Deputy Executive Officer; Michael Flores, PLA/CCP Compliance

7. **LA County Public Works:** *Lead not identified*, Business Relations and Contracting Division

8. **LA County Regional Parks and Open Space District:** Christina Angeles, Principal Deputy Counsel

D. Other WHAM WFD Subcommittee Duties

1. **LA County Chief Executive Office:** Ann Havens, Senior Human Resources Manager

2. **LA County Chief Executive Office Homeless Initiative:** Elizabeth Ben-Ishai, Principal Analyst

3. **LA County Department of Human Resources:** Johan Julin, Senior Manager

4. **LA County Department of Parks and Recreation:** Alina Bokde, Deputy Director – Planning and Development

5. **LA County Department of Workforce Development, Aging and Community Services:** Caroline Torosis, Director of Economic and Business Development

6. **LA County Metropolitan Transportation Authority:** Shalonda Baldwin, Deputy Executive Officer; Michael Flores, PLA/CCP Compliance

7. **LA County Public Works:** Anne Suarez, Human Resources Division

8. **LA County Regional Parks and Open Space District:** Christina Angeles, Principal Deputy Counsel