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JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

May 20, 2022

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

From: Fesia A. Davenport
Chief Executive Officer

CRITERIA TO ENSURE EQUITABLE AND SUSTAINABLE OUTCOMES IN FEDERAL AND STATE INFRASTRUCTURE FUNDING (ITEM NO. 30, AGENDA OF APRIL 5, 2022)

On April 5, 2022, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Mitchell and Kuehl, directing the Chief Executive Officer in collaboration with the Directors of the Departments Public Works (PW), Internal Services (ISD), Economic and Workforce Development Department (EWDD) and other impacted departments, as well as the Chief Sustainability Office (CSO) to launch the Infrastructure Initiative. The directives of the Motion outline the steps the County will take in developing a multi-level governance plan to ensure the process for identifying, evaluating, and requesting funding for infrastructure projects through the Bipartisan Infrastructure Law (BIL) which will maximize the County's share of the federal spending available for regional and unincorporated areas. The governance plan is to ensure that BIL funding requests reflect the priorities of the Board including those related to equity, sustainability, and resilience.

Moreover, the Board directed Chief Executive Office (CEO) to prepare an action plan that establishes the short-term, annual, and five-year horizons to carry out and monitor the progress and outcomes of the projects identified for the Infrastructure Initiative. The Board requested a 90-day report back with the final governance plan and action plan. This memo is a 45-day status update on the progress of the Motion's four directives being executed to implement the Infrastructure Initiative, as directed in the Motion.

As authorized by the Motion, to accomplish the tasks outlined in the Board's directives, the CEO is in the process of retaining a consultant to assist in establishing the multi-level governance plan and its corresponding action plan. The CEO has completed the Statement of Work and is currently processing the contract for the consultant to start by end of May or early June 2022. The CEO will collaborate with the consultant to implement an ongoing

project and fund monitoring process involving the identification of key indicators and outcomes, collection of data, and reporting for ongoing analysis and project adjustments. The development of these processes will be dependent on the decisions made in establishing the governance plan; however, the CEO will oversee the implementation of all aspects of project monitoring and data reporting.

Infrastructure LA

PW has begun efforts in its leadership role of the governance plan by organizing a workgroup of the impacted departments and explaining their roles in identifying projects and coordinating their plans for the unincorporated areas. PW will continue these meetings and the CEO will monitor, report on progress, and support impacted departments to operationalize a process to identify projects, evaluate their priority based on overall impact, and determine the supporting role of each department in achieving project outcomes. This process will steer the unincorporated area's project selection, help shape the BIL funding proposals, and establish the roles and obligations of departments in securing BIL funding along with reporting requirements once funding has been secured. ISD who has been tasked as the lead agency responsible for digital divide projects has also participated in these meetings.

To date, PW has created a webpage for the Infrastructure Initiative within its Infrastructure LA website (https://infrastructurela.org/infrastructureinitiative). Infrastructure LA is PW's cross-sector collaborative focused on coalition building among infrastructure stakeholders to pursue funding opportunities, advocate for community-focused infrastructure, and share strategies and tools for addressing infrastructure needs. As part of the current Infrastructure LA efforts and for the new Infrastructure Initiative, PW is holding regional coordination events that include discussion forums and panels that foster project collaboration and the exchange of knowledge and resources.

Moreover, the Infrastructure Initiative webpage contains a project entry form for departments to submit initial project information, such as the BIL funding category, project name, location, cost, and status. Using this information, PW is creating a map to conduct a geospatial analysis of each project's impact to the County and assess the potential for collaboration with other infrastructure stakeholders, projects, and BIL fund opportunities. The webpage also contains several geographic information system (GIS) mapping tools for departments and other stakeholders to assess a project's impact and outcomes as they advance their planning efforts. These GIS tools include the Equity Explorer Tool from the County's Anti-Racism, Diversity, and Inclusion Initiative (ARDI), the Council of Environmental Quality's Climate and Economic Justice Screening Tool, and the U.S. Environmental Protection Agency's Environmental Justice Screening Tool. As efforts continue, additional mapping tools and resources will be added to assist all stakeholders in determining a project's overall impact and assist PW in shaping the most competitive funding proposal. Departments will leverage the data and tools to evaluate priority projects, which will be numbered and scored countywide as described in the next section.

Coordination with Internal Stakeholders

As the Infrastructure LA map is built out, it will leverage existing mapping tools and project scoring methodologies from County entities, such as the County Sustainability Office, ARDI, the County Healthy Design Workgroup, and others to further develop BIL funding proposals and project outcomes and indicators data. The CEO and its consultant will collaborate with PW and the above County entities (for other federal and State funding programs) to develop a unique Infrastructure Initiative scoring methodology that considers workforce development opportunities, regional and local economic development potential, job creation, and the Board's sustainability and equity goals in order to prioritize projects and assemble the most competitive projects based on federal rules developed for each funding opportunity.

Next Steps

The CEO and PW are currently preparing the Infrastructure Action plan for the 90-day report back that will outline short-term, annual, and five-year time horizons to implement and maintain the Infrastructure Initiative; evaluate and select competitive projects; and conduct ongoing monitoring, data collection, analysis, and reporting. In addition to providing regular updates to Board offices, the 90-day report will establish written status reporting intervals for Infrastructure Initiative projects to the Board.

Should you have any questions concerning this matter, please contact me or Julia Orozco Acting Branch Manager, Policy Implementation and Alignment at (213) 974-1151 or JOrozco@ceo.lacounty.gov

FAD:JMN:JFO
AD:kdm

c: Executive Office, Board of Supervisors
County Counsel
Economic and Workforce Development
Internal Services
Public Works

BOARD OF SUPERVISORS | Hilda L. Solis, First District | Holly J. Mitchell, Second District | Lindsey P. Horvath, Third District | Janice Hahn, Fourth District | Kathryn Barger, Fifth District

Chief Executive Office.

COUNTY OF LOS ANGELES
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CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

December 27, 2022

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

CRITERIA TO ENSURE EQUITABLE AND SUSTAINABLE OUTCOMES IN FEDERAL AND STATE INFRASTRUCTURE FUNDING (ITEM NO. 30, AGENDA OF APRIL 5, 2022)

On May 20, 2022, the Chief Executive Office (CEO) submitted a 45-day report back as requested by the Board of Supervisors (Board) on the progress of the four directives of the April 5, 2022 Motion(Motion) by Supervisors Mitchell and Kuehl, directing the Chief Executive Officer in collaboration with the Directors of the Departments of Public Works (PW), Internal Services (ISD), Department of Economic Opportunity (DEO) (formerly Workforce Development, Aging and Community Services Department) and other impacted departments, as well as the Chief Sustainability Office (CSO) to implement the Infrastructure Initiative.

This report provides the final governance plan, as defined by the Motion, to effectively manage the Infrastructure Initiative and to ensure that the County positions itself to be responsive to ongoing competitive grant opportunities available over the next five years through the Bipartisan Infrastructure Law (BIL).

The project planning included five primary tasks:

Task 1: *Kickoff* – Hold an Infrastructure Initiative kick-off meeting with internal County departments and offices to gather all relevant information for developing an overall project plan.

Task 2: *Governance Plan* - Establish a governance plan to ensure the County's process for identifying, evaluating, scoring, and requesting funding for project proposals is coordinated and that funding requests reflect the priorities of the Board.

Task 3: *Evaluation Methodology* - Develop a project evaluation methodology to assess funding opportunities and proposed projects identified through the governance plan.

Task 4: *Action Plan* - Prepare an action plan that establishes the short-term, annual, and five-year horizons to carry out and monitor the progress and outcomes of the projects identified for the Infrastructure Initiative.

Task 5: *Data Tracking and Reporting* - Establish appropriate processes to effectively manage the Infrastructure Initiative which includes data tracking and performance reporting.

Attachment I provides a summary of each deliverable task, the process for how each was developed, and the planned next steps. Attachment II contains the formal reports of Task numbers two (2) through five (5) which detail the process used in executing the Motion directives, as well as specific recommendations for the County's approach to fully implementing its plans and ensuring that its resources are used effectively when pursuing BIL grant opportunities most aligned with the Board's priorities.

As described in Attachment II, administration of a coordinated BIL strategy requires substantial investment by County stakeholders. Consistent with the Motion, we recommend that the CEO serve as the central coordinating entity to ensure departmental alignment to the underlying goals and processes established by your Board. This coordinating entity is identified as the "project management office" (PMO) in Attachment II. We will evaluate our resource needs relative to the PMO, along with all stated roles and responsibilities within the CEO's office as outlined in the attached summary and task reports, and prepare a CEO resources plan for your Board's consideration during the Fiscal Year 2023-24 budget process. The CEO resources plan may recommend staffing if needed to effectively carry out the Infrastructure Initiative.

Implementation of the Infrastructure Initiative is underway and County stakeholders are already collaborating to execute the near-term actions identified in Attachment II.

Should you have any questions concerning this matter, please contact me or Julia Orozco, Acting Branch Manager, Policy Implementation and Alignment Branch, at (213) 974-1151 or JOrozco@ceo.lacounty.gov.

FAD:JMN:JFO
AD:kdm

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Economic Opportunity
Internal Services
Public Works

INFRASTRUCTURE INITIATIVE: IMPLEMENTATION TASKS SUMMARY

This attachment provides summaries of the task reports completed in response to the April 5, 2022, Board of Supervisors (Board) motion (Motion) directing the Chief Executive Officer and relevant departments to develop a comprehensive plan of actions and processes to fully implement the Infrastructure Initiative and manage its operations. The task reports detail the recommended approach developed by CEO and its consultant for the County to pursue Bipartisan Infrastructure Law (BIL) competitive grant opportunities, administer project compliance, and track project performance over the five-year period the law is in effect.

Task 1 involved holding an Infrastructure Initiative *kick-off* with internal County departments and offices to gather all relevant information for developing an overall project plan to accomplish. The remaining task deliverables were formalized into the reports contained in Attachment II, and they are summarized below.

Task 2: Governance Plan

The Governance Plan establishes a process to operationalize the Infrastructure Initiative. The overall process will be executed in five phases:

Phase 1: Identification and Project Inventory
Phase 2: Evaluation and Prioritization
Phase 3: Decision-Making/Project Selection
Phase 4: Funding Pursuit
Phase 5: Grant Management and Ongoing Reporting

The detailed activities involved in each Phase is described in the Task 2 report. The report also describes the Governance Model, which is an organized, three-leveled structure of internal County stakeholders for project planning and strategic decision-making that results in recommendations to the Board on project selection.

The Governance Model establishes the roles and responsibilities within each of the three levels of project escalation described below.

Level 3: The beginning, or lowest, stage of the project escalation and development process. At this level, the Lead Applicant department identifies a project relevant to a BIL funding program. The Lead Applicant department gathers all information required by the funding opportunity guidelines to make draft a competitive project proposal. Once a project is identified and contains a threshold of project information, it is sent to Level 2.
Level 2: The mid-level where the project is assessed by the Project Management Office (PMO) using the standardized scoring of the Evaluation Methodology developed by Task 3. At Level 2, a project is also weighed by the Review Committee comprised of the departments of CEO, Department of Public Works (PW), Internal Services Department (ISD), Department of Economic

Opportunity (DEO), and the policy offices of Anti-Racism, Diversity, and Inclusion Initiative (ARDI) and Chief Sustainability Office (CSO). The PMO facilitates the completion of all processes within this second level of the process including additional data gathering and fact finding that help enable the evaluation by internal County stakeholders. The PMO escalates a project once it is fully assessed, potentially re-evaluated, and receives a standard score.

Level 1: The last level of the project escalation process where the CEO conducts a review of the project to provide additional strategic direction, facilitation of funding, and operational decisions before it is sent to the Board for final review, deliberation, and approval. The CEO will add any additional project planning considerations before formally submitting the project proposal to the Board. If the Board approves the project, then the official grant application will be submitted to the federal funding department or agency for consideration.

The lead applicant or originating department will serve as the subject matter experts for any project proposals during the project escalation process, including when projects are submitted to the Board for consideration. The CEO will facilitate these processes by providing central coordination and oversight, but will not have subject matter expertise over project proposals by other County departments (e.g., ISD would serve as the subject matter expert for a grant application it proposes to support digital equity infrastructure even though the project may be submitted to the Board for consideration by the CEO along with other BIL project proposals).

The Governance Plan was developed with the collective input from key internal stakeholders necessary for project implementation or that are interested in pursuing BIL funds. A series of one-on-one and group meetings were held with CEO, PW, ISD and other departments, as well as County policy offices cited in the Motion, DEO, CSO, and ARDI.

The CEO will establish the PMO within the CEO's office within the first four months of approval of the plan. Unless the Board directs otherwise, projects will begin the evaluation and development process. As projects are evaluated and move through these processes, reworkings of the Governance Plan may be needed for optimization.

Task 3: Project Evaluation Methodology

The Evaluation Methodology enables a standard process for project evaluation and prioritization within the structure of the Governance Plan, which will foster a countywide strategy and approach to BIL planning and decision-making. The methodology was developed through a series of strategy sessions with ARDI, CSO, and DEO, as well as a review of the County's strategic plans, Board motions, and policy tools relevant to infrastructure. Appendix A-3 of the Infrastructure Initiative Task 3: Evaluation Methodology and Output report, details the documents that were reviewed. During its development, the methodology was also deliberated with County departments, Board Offices, and during regular meetings with CEO and PW.

The Evaluation Methodology provides a twofold assessment process relative to BIL funding opportunities. The first part of the methodology provides an initial assessment of BIL funding programs comparing them to established County priorities and policy goals. A score is developed for each BIL funding program based on a combination of the initial known program guidelines and ratings resulting from a project criteria assessment questionnaire.

The second part of the methodology scores proposed County projects against more than 50 criteria which examine how well a project aligns with the Board's priorities and policy goals and how likely the project is to receive a funding award. The Task 3 report in Attachment II, details the evaluation criteria questions which are based on outcomes of workforce development opportunities, regional and local economic development potential, job creation, and the Board's sustainability and equity goals. The Evaluation Methodology overall is intended to be a dynamic process that will adapt over time to improve the County's competitiveness for federal infrastructure program funding.

Task 4: Action Plan

The Action Plan lays the groundwork for goals and milestones for the County to accomplish the Infrastructure Initiative. The PMO of the Infrastructure Initiative will manage the Action Plan and follow-up with all other entities of the Governance Model to maintain short, medium, and long-term project timelines established by the Action Plan.

Short-term deliverables, to be accomplished within the first four months, begin with operationalizing the Governance Plan to act as the footing of the entire Infrastructure Initiative. From there, the Evaluation Methodology, Key Performance Indicators (KPI) reporting, and overall coordination of Infrastructure Initiative implementation tasks can be executed such as additional project information gathering and departmental training on BIL compliance.

Medium-term milestones will be achieved after the first year of the Infrastructure Initiative and through ongoing, annual project coordination and maintenance strategies involving the PMO and the Lead Applicant department. External communication strategies will be implemented that provide a more in-depth view of infrastructure program activities and successes. This will involve the creation of a public facing scorecard on KPIs and other reporting metrics, more extensive community engagement by the Lead Applicant department as projects increase in complexity, and maintenance of project policy alignment scoring and inclusion of new projects by the PMO.

Long-term actions for the Infrastructure Initiative, which extend through the five-year BIL period, center on the impact of funding on County residents' quality of life, contributions to the County's climate resiliency and environmental sustainability, and the economic development of all communities. Over the five years, the County will reflect on lessons learned and gradually develop improvements to processes and various aspects of program and project

administration, as needed. The County's plan for grants managements and data reporting and tracking will show specific areas of success and where improvement can be measurably achieved.

Attachment II, Task 4: Infrastructure Initiative Action Plan report contains detailed steps and requirements to initiate and achieve the short, annual, and long-term activities and benchmarks of the plan. The CEO has begun executing the short-term activities and will adjust and add to the Action Plan as the Infrastructure Initiative is further implemented.

Task 5: Data Tracking and Reporting KPIs

The Infrastructure Initiative will maintain a three-tiered reporting system of the County's performance in pursuing BIL funding and management of received awards. The three levels of reporting reflect the County's performance throughout the federal grant process. The reporting levels include:

- Application Development Efficiency
- Project Performance
- Grants Management and Compliance

Application Development Efficiency reporting will be managed by the PMO. The metrics of this reporting tier will correspond with the overall Governance Plan processes of project escalation, development, and evaluation. The purpose of this reporting is to establish a means of showing the Board, the CEO, and the Review Committee the County's progress, efficiency, and success of application development as well as its navigation of BIL funding opportunities.

Project Performance reporting will be maintained by the Lead Applicant department pursuing a funding award. This reporting will contain metrics related to measurable improvements in the quality of life for County residents. These metrics will be based on the type of infrastructure project and the applicable Board priorities and policy goals. However, the PMO will manage the compiling of data into a standardized scorecard for presentation to the CEO, the Board, or external stakeholders.

Grants Management and Compliance reporting, including day-to-day operations, will be the responsibility of the Lead Applicant department receiving the grant award. The Lead Applicant department will establish processes for BIL fund use, including accounting system, eligibility documentation, financial records, contracts, and reporting templates.

Attachment II, Task 5: Data Tracking and Reporting KPIs proposes metrics for each of the reporting tiers described above. These recommended metrics were developed through the meetings that were held and through the compiling of relevant information during the completion of Tasks one through five. The County will cultivate the metrics recommended in the Task 5 report to optimize the

County's ability to show its performance in pursuing and using infrastructure funding.

Next Steps

The County's immediate next step is to establish the Governance Model, including the PMO, so there is a formal structure and coordination process for overall project escalation and development. From there, the County can work towards achieving the short-term milestones laid out by the Action Plan and shape project proposals into competitive applications for federal infrastructure funding. The County's plans will remain dynamic throughout the fiver-year period of BIL, and it will continue to rework the approach and strategies of its plans to stay responsive to federal infrastructure funding opportunities.

ATTACHMENT II

COUNTY OF LOS ANGELES

Infrastructure Initiative

Task 2: Governance Plan

December 2022

Report prepared by KPMG for LA County

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Infrastructure Initiative - Background and Context

Background

The Infrastructure Investment & Jobs Act (IIJA), also called the Bipartisan Infrastructure Law (BIL), provides approximately $1.2 trillion in funding for infrastructure programs. This funding is the largest long-term investment in infrastructure in our Nation's history. The BIL includes over $550 billion in new investments over five years across a variety of sectors including roads, bridges, broadband, electric vehicles, water, and transportation. A significant amount of that funding is available to local governments, both through expanded formula funding and new competitive grants. Over the five-year term of the BIL, approximately $396.2 billion will be available for counties in both formula and discretionary funding. The funding will be used to create jobs, boost economic competitiveness, enhance quality of life, and improve sustainability and resiliency. Unlike historic federal investments in infrastructure, the BIL places emphasis on delivering environmental justice and equitable outcomes by mandating that 40% of the overall benefits of the funding from certain programs must flow to disadvantaged communities. What makes the BIL truly groundbreaking is its overarching, interconnected theme about what constitutes infrastructure. For the first time in a generation, there is now a broad menu of infrastructure under the same legislative roof. With that comes the recognition that roads, carbon reduction, rail, wildlife crossings, transit, electrical vehicle charging infrastructure, broadband, reconnecting communities, the supply chain for clean energy, airports, and all categories under the BIL are each and together infrastructure, an interconnected ecosystem.

The BIL provides significantly more funding for local governments through formula funding as well as new and expanded competitive grant programs. This funding represents an opportunity for Los Angeles County (the County) to fund projects that advance the Board of Supervisors' priorities and provide equitable outcomes to the County's regional and unincorporated communities.

On April 5, 2022, the LA County Board of Supervisors (Board) approved the Criteria to Ensure Equitable and Sustainable Outcomes in Federal and State Infrastructure Funding Board Motion (Motion). This Motion directed the Chief Executive Office (CEO) along with the Department of Public Works (PW), Internal Service Department (ISD), and the Economic and Workforce Development Department (now the Department for Economic Opportunity) to launch the Infrastructure Initiative (or "initiative"). The objective of the Infrastructure Initiative is to maximize the County's share of the federal infrastructure funding for regional and unincorporated areas while also providing a strategic and coordinated approach to prioritizing and pursuing BIL funding. A primary mandate of the Infrastructure Initiative is to advance projects that support the Board's equity, sustainability, and climate resiliency goals.

The Motion required the development of a Governance Plan that would allow the County to "ensure [...its...] process for identifying, evaluating, scoring, and requesting funding for project proposals is coordinated..." The Governance Plan (Plan) must also ensure that the County departments understand the opportunities as well as their roles and obligations under the Infrastructure Initiative. The Plan allows for better visibility, collaboration, and coordination amongst various departments and stakeholders within the Infrastructure Initiative. It supports efficient decision-making and prioritization which allow the County to meet timelines driven by the funding requirements.

To achieve the goals outlined above, the Plan outlined in this document defines a clear set of relationships between different County departments and stakeholders, and process to be followed for administering the Infrastructure Initiative. The Plan also references the County's Evaluation Methodology and Output (Task 3), Infrastructure Initiative Action Plan (Task 4) and the Data Tracking and Reporting Key Performance Indicators (KPIs) (Task 5) documents. This Plan should be used together with the BIL Program Evaluation Methodology and Project Evaluation Methodology (collectively, "the Evaluation Methodology") and data reporting KPIs for overall management and administration of County's Infrastructure Initiative. The roadmap for the implementation of the Plan is provided in the Infrastructure Initiative Action Plan (Task 4).

Key Aims

The intended use of the Plan is to establish a structure through which the County can collaboratively govern and implement high-priority infrastructure projects using BIL funding in order to support the Board priorities. The Plan will also help achieve a consensus and alignment within the County, consistency in efforts, vertical integrity as well as horizontal fluidity among County departments with different priorities and goals.

The Plan will allow for:

- **Timely Decision-making**: IIJA/BIL funds include both competitive and formula funding opportunities. In order for the County to successfully pursue and secure competitive funds, it must have timely insight into opportunities, an efficient decision-making, and well-timed communications to key stakeholders. The Plan outlines both the who will be responsible for decisions and when they will occur within the process.
- **Clear Roles and Responsibilities**: The Plan seeks to outline clear roles and responsibilities for all parties and levels. County departments and other stakeholders should understand their role and the role of others within the process.
- **Well Defined Escalation:** The Plan includes not only the structures and relationships necessary to manage the infrastructure Initiative, but also the process and its key phases, activities, and steps to allow the County to move efficiently and in a coordinated fashion. Stakeholders within the Plan understand where to seek out support, information, and resolution of issues.
- **Collaboration with Internal and External Stakeholders**: County stakeholders must understand how their role within the Infrastructure Initiative relates to others. The Plan outlines the interaction between different departments and stakeholders.
- **Transparency regarding BIL Pursuits**: The Plan allows for visibility across County stakeholders on the process and decisions regarding which BIL funding programs and projects to pursue.

Process Used to Develop the Infrastructure Initiative Governance Plan and Stakeholder Feedback

The process of developing the Plan included reviewing key source documents such as the Motion, and related materials leading to the development of the Infrastructure Initiative. Group and one-on-one meetings were held with key County stakeholders across the Infrastructure Initiative, including the CEO, PW, the ISD and others. Key County Policy Offices, cited in the Motion were also consulted including the newly formed DEO, the Chief Sustainability Office (CSO), and the Anti-racism, Diversity, and Inclusion Initiative (ARDI). Departments necessary for implementation or interested in pursuing BIL funds were also consulted. Discussions were also held with the leadership within the Board Offices to help ensure that their perspectives, expectations, and priorities were considered.

The feedback from these sessions identified key supports/needs to be addressed in the plan and helped to outline the current state of coordination and grant management within the County. The following were some of the key highlights:

- Departments may serve as Lead Applicant or Supporting Department, or both, within the Infrastructure Initiative.
- Information sharing regarding funding opportunities needs to be consistent.
- Support is needed for departments to pursue funds and the support needs vary by departments and funding opportunity.
- Decision-making needs to be time sensitive, clear, and transparent.
- Decisions regarding opportunities to pursue funding must include consideration of required matching funds, ongoing costs, departmental funding, and capacity.

Through discussions with County stakeholders a current state of operations and governance was established. The current state provided a starting point which was used to understand the needs for organizational structure, process, and governance. A summary of the current state is included below in Table 1.

Table 1: The Current State Prior to the Infrastructure Initiative

Activity	Description
Opportunity Awareness	There is no consistent process for how departments and supporting offices are made aware of grant opportunities. Most departments report using: 1) Federal and State partner agency distribution lists, and 2) eCivis. The Healthy Designs Working Group convenes County departments and partner agencies to discuss opportunities, share pending projects, and convene meeting with potential partners for grant submission. The Healthy Designs Working Group has had varying success and authority since its creation and is currently sporadically attended and not staffed by key decision makers. The CEO had previously run the County Grants Collaborative to better understand current grants processes, create uniformity in grant awareness (through use of eCivis) and support the pursuit of delegation of authority letters for agencies to pursue grant opportunities without requiring Board approval.
Project Submission	Departments and supporting offices maintain multiple, separate potential project: 1) stakeholder engagement/ partner agency collaboration 2) projects in need of (new/supplemental/ continued) funding 3) project readiness/ "shovel-ready"; and 4) potential innovation for BIL funding programs, PW has led the charge in collecting a master list of potential projects for consideration.
Project Selection	Currently projects are chosen based on capacity to complete grant application and alignment to funding opportunity. Prior to the BIL and other recent County processes, departments independently selected and applied for grants. Coordination and collaboration were ad hoc and Countywide visibility and decision-making were limited. Departments may serve as main applicant, a required partner, a co-lead or support on grant applications. Some departments have delegated authority letters to seek grant opportunities independently (with varying financial thresholds), others are required to seek CEO and Board approval prior to pursuing grants. Board Offices also have projects or priorities of interest in their jurisdiction and advocate for their inclusion in grant opportunities.
Grants Management	Departments independently prepare grant applications and supporting materials. Departments have varying grant management capacity. Some have dedicated teams, though many departments have reported existing teams are small and understaffed. Grant teams may make program offices aware of opportunities, or vice versa. Where grant offices exist, they support in reviewing for requirements/funding/leadership approval. Program offices complete the bulk of application development. In some instances, grant writing consultants are used to support specialized grant tracking and development. All departments have reported a need for additional capacity to pursue funds, develop grants and support ongoing management of any funds received.
Stakeholder Engagement	Each department has its own process for stakeholder engagement with Board Offices and community members. The Board has created advisory structures such as the WHAM coalition and Equity in Infrastructure effort via Board motion.

Highlights and findings above were considered during the development of the Plan to address current pain points as well as County needs for successful administration of the Infrastructure Initiative.

Infrastructure Initiative Governance Plan

Overview

The established Plan consists of the following sections:

1. **A process** to execute and operationalize the Infrastructure Initiative
2. **Organization and oversight**, including a governance model established to facilitate decision-making
3. **Detailed list of activities** under each process, including roles and responsibilities

1. Processes to Operationalize the Infrastructure Initiative

The Infrastructure Initiative has five key process phases:

Phase 1: Identification and Project Inventory

Phase 2: Evaluation and Prioritization

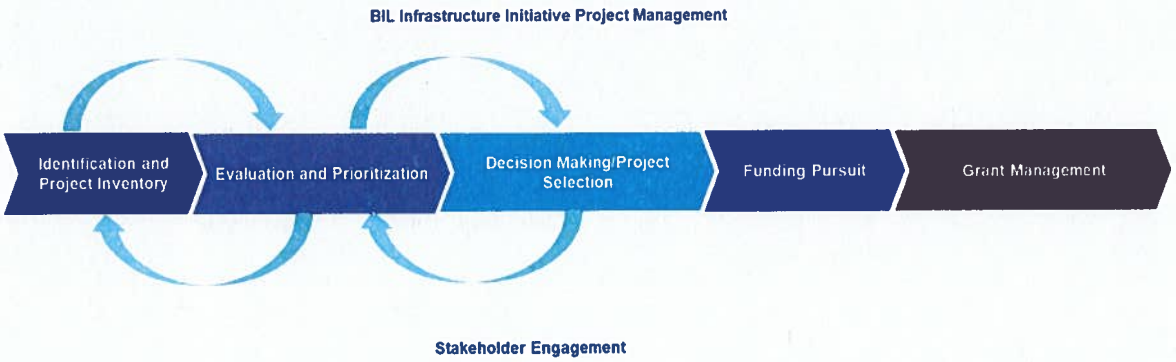
Phase 3: Decision-making/Project Selection

Phase 4: Funding Pursuit

Phase 5: Grant Management and Ongoing Reporting

These processes are necessary for the County to achieve its goals of maximizing funding opportunities and ensuring that pursuits are coordinated. The process phases are described below, and key activities are outlined further in the Infrastructure Initiative Detailed Process Activities section. Some of the process phases are envisaged to be iterative. Project management over the Infrastructure Initiative and stakeholder engagement specific to projects and funding opportunities will occur throughout the Initiative.

Figure 1: Infrastructure Initiative Process Phases



Phase 1: Identification and Project Inventory

The Identification and Project Inventory phase covers the development of the County BIL Project Register from initial awareness of funding opportunities through the submission of materials for evaluation. The creation and maintenance of this County BIL Project Register allows the County to proactively prepare and consider potential projects in advance of Notice of Funding Opportunity (NOFO) release. The Project Register should be considered a living document which will be updated throughout the availability of BIL funding. The County's ability to evaluate and prioritize opportunities will be dependent on an updated and complete project inventory.

This phase should also include efforts to increase opportunity awareness by departments. As noted above, initial stakeholder feedback signaled that the departments become aware of potential funding opportunities through various inconsistent mechanisms. In this phase, the Project Management Office (PMO) should work with subject matter experts (SMEs) to ensure that appropriate information is funneled to departments regarding upcoming opportunities, potential funding sources and timelines. Standing or scheduled convenings should also be used to flag upcoming opportunities. The PMO should also leverage existing communication pathways such as the Infrastructure LA website to provide updates.

Phase 2: Evaluation and Prioritization

As part of the Infrastructure Initiative, an Evaluation Methodology was created in partnership with key County stakeholders. This methodology is briefly described in further detail below and more thoroughly detailed in the standalone Evaluation Methodology and Output (Task 3) document provided as part of the Infrastructure Initiative. During the Evaluation and Prioritization phase, funding opportunities and projects are considered for their ability to meet funding requirements, feasibility, and alignment with County priorities, with an emphasis on equity, sustainability, climate resiliency, workforce development, job creation, and economic development goals. The process of evaluation and prioritization is cyclical in nature as new information, funding opportunities, or priorities may require earlier results to be updated - and prioritized within the County BIL Project Register.

The Evaluation Methodology serves to create a transparent and data informed mechanism by which the County can determine which funds to pursue and assess what support or capacity may be needed. The Evaluation Methodology allows the County to develop a perspective both on BIL funding programs and potential LA County projects which align to the Board's priorities.

Phase 3: Decision-making/Project Selection

The Decision-making/Project Selection phase covers the relationships and activities required for the County to decide which funding opportunities to pursue and which projects to support for the opportunity. This phase requires a high-level of information and understanding of the County's priorities, the feasibility of the projects, and the ability of the County to be competitive in seeking funding. This phase also requires timely and efficient decision-making as funding opportunities typically come with tight timelines for completing grant applications. At the end of this phase the County should have a 'go/no-go' decision for funding opportunities and projects under consideration. The PMO may also seek out additional information from departments in support of that decision.

Phase 4: Funding Pursuit

After projects have been selected, the County moves into its Funding Pursuit phase. This phase includes key activities necessary to ensure that the County can pursue the funding, including identifying local match funds and supporting departments applying for and implementing BIL funding program opportunities. This phase requires coordination across the governance function to ensure that the selected projects can move forward into application and implementation, if awarded.

Phase 5: Grants Management and Ongoing Reporting

Once awarded, the County will need to plan for ongoing management of grant funds and necessary reporting. This includes preparing, processing, issuing, and tracking grants awards and compliance with reporting requirements. Departments will be expected to maintain oversight of grants management throughout the life of the grant and should follow federal and County grants management procedures. The PMO can support with guidance, best practice, and templates.

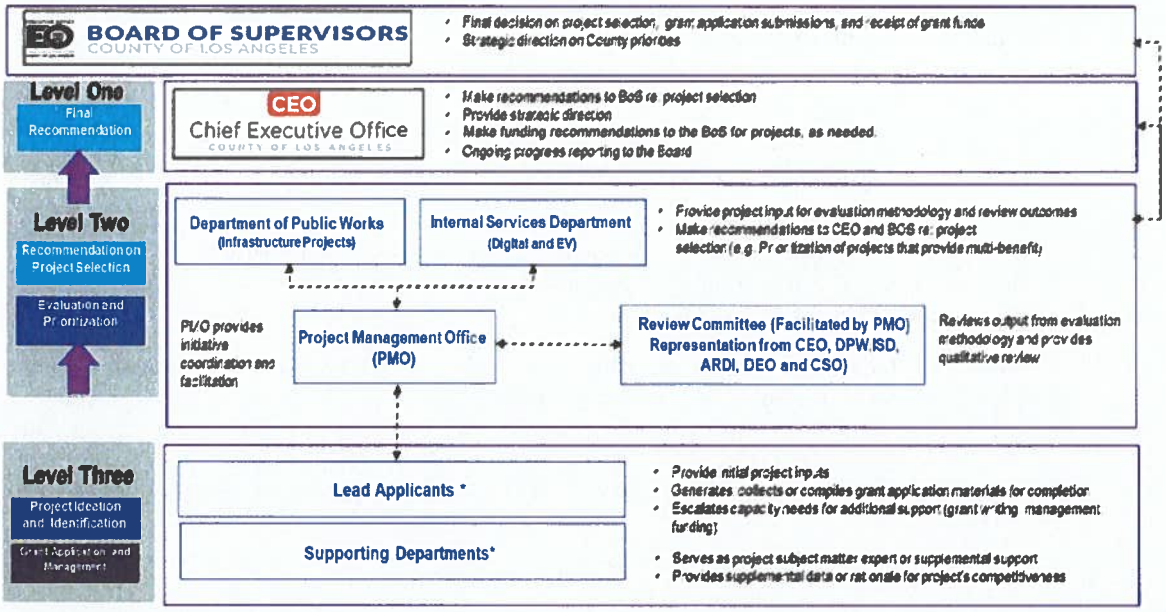
2. Organization and Oversight (Governance Model)

The primary objective of the documented Governance Model is to specify the functions needed for the Infrastructure Initiative and assign the roles and responsibilities of these functions to specific departments and/ or combination of departments. A clear and transparent governance model is integral to the success of any initiative. The Infrastructure Initiative will need to be governed by individuals and groups with delegated authority and responsibility to carry out specific roles with business needs and established standards. Through the development of this model, roles and responsibilities for different County departments are defined. In addition, as part of the Governance Model, the County will need to establish and staff the **PMO** and plan for project review by the **Review Committee. The functions of the PMO and Review Committee are outlined below.**

The Governance Model outlined below in Figure 2, aligns with the initial Motion put forth by the Board. The Governance Model utilizes the tiered structure in the Motion which stated:

> "Within level one of the governance plans, the CEO will serve as the lead County agency responsible for overseeing the development and implementation of the Infrastructure Initiative, as well as ongoing monitoring, central data gathering and analysis, and regular reporting. ii. Within level two of the governance plan, DPW will serve as the lead agency responsible for identifying and developing funding proposals for infrastructure projects for the unincorporated area and cultivating regional infrastructure projects (...). ISD will serve as the lead agency responsible for identifying and developing funding proposals for digital divide projects for the unincorporated area and for the region in collaboration with regional stakeholders. iii. Within level three of the governance plan, the CEO will identify County Departments and agencies which must provide critical support to ensure that priority County projects receive funding and are implemented, including but not limited to the Departments of Beaches and Harbors, Consumer and Business Affairs, Public Health, and Regional Planning, EWDD, and the Los Angeles County Development Authority."

Figure 2: Governance Model



In addition to the governance functions shown above, the County will continue to be supported by existing forums and convenings including Infrastructure LA and the Healthy Design Working Group. These ongoing forums will continue to provide coordination and information dissemination regarding the BIL and other funding opportunities.

Level One: Chief Executive Office

As shown above in Figure 2, the CEO serves as Level One and maintains responsibility for making final recommendations to the Board on which projects, and programs to pursue under the BIL. The CEO will base its recommendations on the work and recommendations of the Level Two departments as described below. The CEO is expected to provide strategic support to the Review Committee, PMO, Lead Applicants and Supporting Departments. The CEO will also be responsible for reporting on the Infrastructure Initiative progress to the Board.

The key responsibilities for Level One include:

1. Provide strategic direction on County priorities.
2. Establish and approve the Governance Model, including set-up of the PMO and Review Committee.
3. Make recommendations to the Board on BIL funding programs and County projects based on outcomes of Evaluation Methodology and reviews conducted in "Level Two." Refer to Evaluation Methodology and Output (Task 3) for further details on the Evaluation Methodology approach and output
4. Approve deviations, if any, from Evaluation Methodology outputs recommended by the Review Committee
5. **Make funding recommendations to the Board of Supervisors for specific projects within the Infrastructure Initiative, as needed.**
6. Maintain responsibility and serve as action owner, for long impact reporting of funding.
7. Review ongoing reporting provided by the PMO on the Infrastructure Initiative, and take corrective actions, if required, to maximize the funding and align with County priorities. Refer to Data Tracking and Reporting KPIs (Task 5) for more information on the proposed reporting for the use of funding.

8. Approve changes, if any, to the Governance Model and Evaluation Methodology.

Level Two: PW, ISD, PMO, and Review Committee

As outlined in the Board motion, the PW and the ISD maintain responsibility for identifying and developing infrastructure and digital divide projects, respectively. ISD and PW serve as SMEs in these areas and maintain a deep understanding of the County's assets and capacity. Additionally, Level Two introduces both the PMO and Review Committee functions.

The PMO function will serve as the engine of the Infrastructure Initiative. The PMO is responsible for coordination and communication with departments and ensuring information regarding funding opportunities is made available to necessary stakeholders. The **responsibilities of the PMO** include:

1. Coordination and communication with departments and ensuring information regarding BIL funding programs is made available to necessary **County** stakeholders.
2. Conducting outreach to departments to generate project submissions for evaluation.
3. Running the Project Evaluation Methodology for submitted projects and generating the prioritized project list.
4. Updating Evaluation Methodology, as needed, to reflect new County priorities.
5. Facilitating qualitative review of prioritized project list by Review Committee.
6. Triage department and Initiative support needs and escalate funding or support needs to CEO.
7. Collecting any necessary data and metrics required for reporting **to the Board**.
8. Aligning the timelines of the Governance Plan and functions with applicant/department deadlines for BIL funding program application development.
9. While Lead Applicants will be responsible for managing any awarded funds, the PMO will serve as an Initiative support for departments, providing guidance, references, templates, and leading practices.

The Review Committee was introduced to improve collaboration on projects and complement the tiered governance function. The Review Committee uses its more global understanding of Infrastructure Initiative efforts, County priorities, and the overall state of the Initiative to provide a qualitative review of the project lists and approve the prioritized project list (as provided by the PMO from the outcome of Project Evaluation Methodology) or recommend modifications. The list approved by the Review Committee will be further reviewed by PW, ISD and CEO. The **composition of the Review Committee** includes representatives from:

1. PMO to serve as facilitator and ensure necessary timelines are met.
2. CEO to ensure alignment with County operations, overall benefit to the County, and funding considerations. CEO may also serve as an escalation point for the review committee should additional insights or considerations be needed.
3. ARDI, CSO and DEO providing qualitative review and advising on County policy in areas of specialization.
4. PW serving within the Review Committee structure to evaluate and recommend submitted projects as feasible and supportable based on NOFO terms and the current capacity among departments to complete the funding application and implementation.
5. ISD serving in a similar role to PW relative to BIL funding program types aligned with its mission areas.

The Review Committee will be consensus based and will serve as a means of further assessing the feasibility, readiness, and policy alignment of a project relative to the terms of the available NOFO. The Review Committee

must be structured to make efficient and timely decisions and will meet monthly. It must have sufficient information for review and must work closely with the PMO to ensure that open questions are resolved, and information to/from departments is timely. The **responsibilities of the Review Committee** include:

1. Qualitative review of the prioritized project list put forward by the PMO based on outcomes of the Project Evaluation Methodology.
2. Develop rationale for deviations in prioritization from the Project Evaluation Methodology.
3. Approve project list or propose deviations, if required, including establishing the business case or rationale.
4. Review of refreshed prioritized project list based on NOFO criteria evaluation, if necessary.

PW and ISD will provide final review of the prioritized project list for their respective mission areas and make recommendations to the CEO for Level One review.

Level Three: Lead and Supporting Departments

Level 3 includes departments that will service as the **Lead Applicant** for funding pursuits and implementation for specific projects; in addition to other **Supporting Departments** that would support those efforts. On a project basis, these roles may interchange among departments. The **responsibilities for Lead Applicants include**:

- Keep up to date on the information provided by the PMO on BIL funding programs. Track updates (including NOFO release and submission dates) for BIL funding programs that align to a project that has been submitted for evaluation.
- Collect and compile project information, data, and other materials to enable the evaluation and prioritization of a proposed project by PMO and Review Committee.
- Seeking assistance from Supporting Departments and Key County Policy Offices to develop complete and detailed project proposals that fully enable accurate prioritization scoring.
- Maintain primary grants management and project implementation duties for awarded grants, including reporting to the federal government.
- Ensuring community engagement is considered and completed in accordance with County and funding requirements.

Supporting Departments responsibilities include:

- Serving as SME relative to project feasibility, readiness, and public policy benefit.
- During the Funding Pursuit and Project Implementation phases, assist as practical with the development of supporting materials for grant applications, the finalization of performance metrics, and overall project implementation in line with their respective areas of knowledge and experience.

As noted above, the Key County Policy Offices will have a crucial role in the Infrastructure Initiative and its outcomes due to their role in determining and assessing County priorities. They will serve as members of the Review Committee and serve in an advisory role for all levels of the Infrastructure Initiative in identifying and supporting the County's overarching priorities and County goals. External feedback will primarily come from community engagement.

3. Infrastructure Initiative Detailed Process Activities

Phase 1: Identification and Project Inventory

The initial phase covers the identification and development of a County BIL Project Register. This Register serves as a list of proposed or potential projects which may align with a BIL funding program. This Register will be maintained, reviewed, and supplemented throughout the course of the Infrastructure Initiative. The project inventory should be considered a living document throughout the availability of BIL funding. The County's ability to evaluate and prioritize opportunities will be dependent on the updating and completion of project register. During the phase of Identification and County BIL Project Register, Lead Applicants, Supporting Departments and the PMO will need to ensure that new proposed projects are in alignment with available BIL funding programs, requirements, and Board priorities.

Table 2 provides key steps in this phase, along with responsible roles and envisaged frequency of the activities.

Table 2: Identification and Project Inventory Phase

Key Steps	Activities	Frequency	Responsible	Enabling Tools and Forums, if any
Opportunity Awareness	Outreach to departments regarding available funding opportunities via convenings, direct messaging and access to systems (e.g., eCivis), and the LA Infrastructure website.	Quarterly, or as needed.	PMO	Infrastructure LA Forum
Ideation	Review funding opportunities for alignment with potential projects and ongoing engagement with community stakeholders and Board Offices.	Ongoing	Lead Applicants/ Supporting Departments	Prioritized List of BIL Funding Opportunities
Project Submission	Complete Project Submission Form for consideration/inclusion in the County BIL project register	Bi-Annual	Lead Applicants with assistance from Supporting Departments and, consultation from Key County Policy Offices, as needed.	Project Submission Form Infrastructure Initiative Application Reporting
Project Updates	PMO to provide updates on project evaluation outcomes and project approval to departments in regular cadence and in alignment with department deadlines. This includes the timeline for submitting additional projects for consideration. Departments may also submit updates or changes to their Project Submission Forms.	This may vary depending on evaluation outcomes.	PMO for updates to the departments. Lead Applicants for providing updates or changes to project submission.	Project Submission Form Infrastructure LA Forum Departmental One-on-Ones
Preparation for Evaluation	Review Project Submission Forms and submitted project materials for completeness, solicit additional information, and prepare package for project evaluation.	Every six months or as needed for additional updates.	PMO	Project Submission Form Project Evaluation Excel Workbook

Phase 2: Evaluation and Prioritization

The Project Evaluation Methodology has been designed as a standardized and transparent means for the County to help inform the selection of projects for BIL funding program applications. The Project Evaluation Methodology is focused on evaluating the alignment of a proposed project to the goals and priorities of the County, the feasibility of the project, and the project's anticipated likelihood of success when applying for funding.

The Project Evaluation Methodology utilizes a staged approach. This allows for the evaluation of a project considering the Board priorities and policy aims in advance of the release of a NOFO, which will contain the detailed program requirements. Once the NOFO is released, confirmation of the NOFO requirements as well as a final assessment of select initial criteria (e.g., affordability and level of effort) will be performed by the PMO. The final scoring can then be provided to the Review Committee to assist in making make a recommendation to the PW and ISD and then the CEO.

This phase describes how the County will use the Project Evaluation Methodology to score and prioritize projects submitted by Lead Applicants. This phase is aligned to follow the four stages of the County Project Evaluation Process included as part of the Evaluation Methodology and Output (Task 3).

Table 3 provides key steps in this phase, along with responsible roles and envisaged frequency of the activities.

Table 3: Evaluation and Prioritization Phase

Key Steps	Activities	Frequency	Responsible	Enabling Tools or Forums, if any
Alignment	Department and PMO consider project alignment to potential funding categories/BIL funding program areas (Stage 1 of the Project Evaluation Methodology).	Every six months or as needed	PMO/Lead Applicants	Project Submission Form BIL Funding Program Evaluation Excel Workbook Infrastructure Initiative Application Reporting Infrastructure LA Forum
Scoring	PMO evaluates projects based on Project Submission Forms provided by the Lead Applicants against project evaluation criteria for pre-NOFO consideration and alignment with the County priorities (Stage 2 of the Project Evaluation Methodology). Departments may provide supplemental information following initial scoring to improve project outcomes. PMO may also seek	Annual, or upon receipt of a new project submission.	PMO	Project Submission Form Project Evaluation Excel Workbook Infrastructure Initiative Application Reporting

Key Steps	Activities	Frequency	Responsible	Enabling Tools or Forums, if any
	additional information to ensure completeness of project evaluation pre- and post-NOFO.			
Additional Information	PMO updates information tags using the Project Submission Form and any additional context regarding the project that may be relevant for later review post-NOFO (Stage 3 of the County Project Evaluation Methodology).	Annual or as needed	PMO	Project Submission Form Project Evaluation Excel Workbook Infrastructure Initiative Application Reporting Infrastructure LA Forum
Reconsideration	Should projects need to be re-evaluated based on new opportunities or consideration, CEO to direct PMO to complete re-evaluation.	As needed	PMO/Lead Applicants	Project Submission Form Project Evaluation Excel Workbook Infrastructure Initiative Application Reporting
NOFO Released				
Re-evaluation	PMO works with the department to review NOFO, update Project Submission Form, and re-evaluate project using Project Evaluation Methodology (Stage 4 of the County Project Evaluation Process\).	As needed, upon release of NOFO	PMO/Lead Applicants	Project Submission Form Project Evaluation Excel Workbook Infrastructure Initiative Application Reporting
Updating of the Project Evaluation Methodology	Work with Lead Applicants and Key County Policy Offices, during the life of the Infrastructure Initiative to determine whether any changes or updates are needed for the Project Evaluation Methodology (e.g., new County priorities, updated data sources, etc.).	Ongoing	PMO in consultation with Key County Policy Offices and departments.	Project Submission Form Project Evaluation Excel Workbook

Phase 3: Decision-making/Project Selection

Following completion of Project Evaluation Methodology, the PMO will provide project outcomes to the Review Committee for their qualitative review. The PMO will work with departments to secure further information should it be needed. In addition, the Review Committee will have the Key County Policy Offices in the consultative role, wherein they will provide a policy lens to the evaluation outcome.

The Review Committee will provide a qualitative review of the prioritized project list and recommend adjustments to Project Evaluation Methodology outcomes along with associated rationales.

Following final review and prioritization of the projects by the Review Committee, PW and ISD will evaluate the prioritized project list for infrastructure and broadband/EV and energy, respectively, and make final recommendations to the CEO on which projects to include, noting any deviations from the Review Committee's prioritization and the reasons for the deviation. The CEO will review the recommendations and present a consolidated project list to the Board for its consideration and approval. PW and ISD will serve as SME to respond to questions by Supervisors, both informally and during Board meetings, as well as at any cluster meetings. Project review and approval activities will occur in advance of NOFO release so that departments are able to engage in necessary planning before and after the NOFO release, if any additional revaluation is needed based on NOFO criteria.

The Board will receive the final recommendation for projects to move to application and approve or modify the projects at a regular meeting of the Board. The PMO will communicate those decisions to departments.

Table 4 provides key steps in this phase, along with responsible roles and envisaged frequency of the activities.

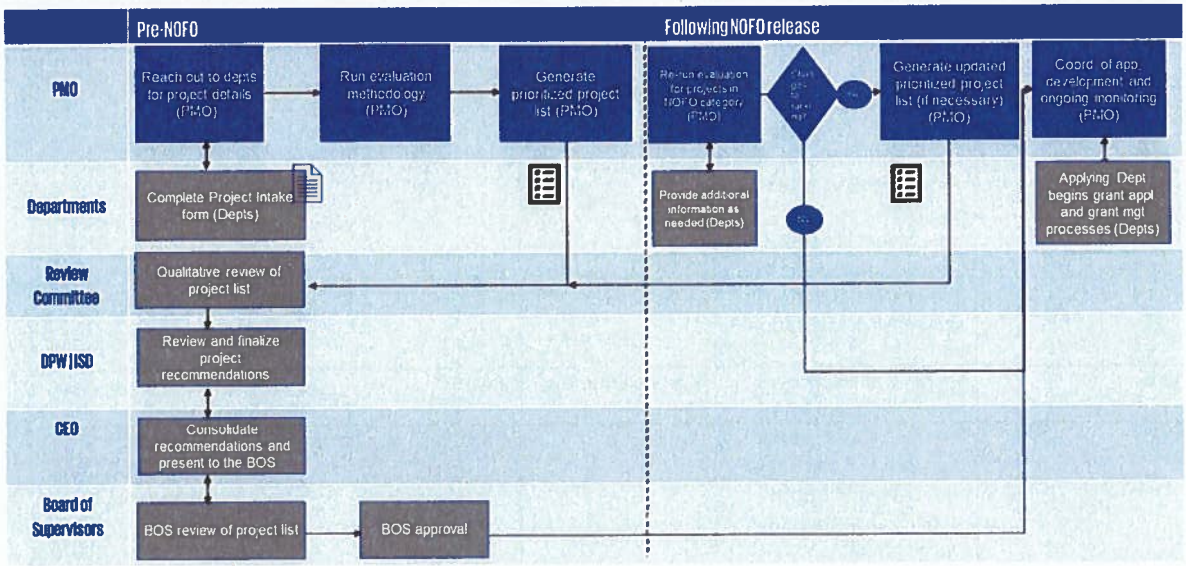
Table 4: Decision-Making Phase

Key Steps	Activities	Frequency	Responsible	Enabling Tools or Forums, if any
Review Committee	Facilitated by PMO, completes qualitative review of Project Evaluation Methodology outcomes, and recommend adjustments with associated rationales.	Every six months or as needed	Review Committee	Project Evaluation Excel Workbook
PW and ISD	For their respective mission areas, review the prioritized list and recommend finalized project list or adjustments to the CEO.	Every six months or as needed	PW, ISD	N/A
CEO	Review and consolidate the recommendations and make presentation to the Board.	Every six months or as needed	CEO	N/A
Board	Reviews and approves finalized project list.	Every six months or as needed	Board	N/A
PMO	PMO informs the Lead Applicants of the Board approvals and begins pre-NOFO application development.	As needed	PMO/Lead Applicants	Infrastructure Initiative Application Reporting
NOFO Released				

Key Steps	Activities	Frequency	Responsible	Enabling Tools or Forums, if any
Review Committee	In cases where NOFO criteria has impacted the project prioritization, PMO prepares refreshed project list for impacted categories for Review Committee.	As needed, for Phase 4 evaluation	PMO	Review Committee Forum
Board	Reviews and approves project list.	Every six months or as needed	Board	N/A
PMO	PMO informs Lead Applicants of project approval and coordinates application development with departments.	As needed	PMO/Lead Applicants	Grant Application Checklist Infrastructure Initiative Application Reporting
Updating of the Evaluation Methodology and Tools	The PMO should work with Lead Applicants and Key County Policy Offices, during the life of the Infrastructure Initiative to determine whether any changes or updates are needed for the Evaluation Methodology (e.g., new County priorities, updated data sources, etc.).	Ongoing	PMO in consultation with Key County Policy Offices and departments	Project Submission Form Project Evaluation Excel Workbook

Figure 3 below provides a high-level workflow of project evaluation, prioritization, and decision-making process between PMO, Review Committee, ISD, PW, CEO and the Board.

Figure 3: High-Level Workflow of Project Evaluation, Prioritization, and Decision-making Process Phases



Phase 4: Funding Pursuit

The PMO will inform Lead Applicants and Supporting Departments of the outcomes of the initial project list approved by the Board. Departments should use this information to beginning discussion application and project needs and preparing initial materials. Following the NOFO release, and the Lead Applicants will need to work with the Supporting Departments and Key County Policy Offices (if needed) to finalize the most competitive and well-informed application.

Table 5 provides key steps in this phase, along with responsible roles and envisaged frequency of the activities.

Table 5: Funding Pursuit Phase

Key Steps	Activities	Frequency	Responsible	Enabling Tools and Forums, if any
Develop Application	Departments will begin developing preliminary application materials based on PMO direction following initial project list approval, upon release of NOFO, the application materials should be finalized based on existing information and new information required, if any, in the NOFO.	Once in project lifecycle, as needed	Lead Applicant/PMO	Grant Application Check List
Application Review	PW and ISD, along with Key County Policy Offices for their respective mission areas, will review the application to help ensure quality and completeness of application.	Once in project lifecycle, as needed	PW/ISD/Key County Policy Offices	Grant Application Check List
Pre-submittal Review	PMO will review final draft application before submittal to funding entity. Upon approval, Lead Applicant will submit application.	Once	Lead Applicant / PMO	Grant Application Check List

While the formation of the application will primarily be the responsibility of the Lead Applicant, the PMO is encouraged to provide oversight and monitoring to ensure that grant applications are thorough, complete, and have the necessary application content requested (e.g., budget, project scope, timeline, etc.). It will be the responsibility of the PMO to review the final draft application and provide written approval before the Lead Applicant may submit the application. Lead Applicant will be responsible for ongoing grant compliance.

Phase 5: Grants Management and Ongoing Reporting

If the County receives notice of an award of funding (Notice of Award), the Lead Applicant and Supporting Departments will need to plan for project implementation and grants management, following both Federal and County grant management and reporting requirements. As mentioned in the Data Tracking Deliverable (Task 5), Grants Management and Compliance Reporting is essential to monitor BIL fund use and ensure compliance with grant contracts. Table 6 establishes a high-level framework by which the Lead Applicant and Supporting Departments

can understand the key steps needed to manage and administer the grant, roles and responsibilities for each party, and activities associated with each key step.

Table 6: Integral Steps for Grants Management

Key Steps	Activities	Frequency	Responsible	Enabling Tools and Forums If Any
Prepare Budget and Develop Implementation Plan	PMO will confirm the entities to be involved in managing the grant (e.g., Lead Applicant, Supporting Departments, others) and create formal agreements regarding budget and implementation	Once, following grant award	**Lead Applicant**	Policies and Procedures
Project Implementation Process	Lead Applicant establishes process for fund use, including accounting system, eligibility documentation, financial records, contracts, and reporting templates. PMO may provide advisory and other support, if needed.	Once, prior to project implementation	Lead Applicant	Grants Management and Compliance Reporting metrics
Ongoing Performance and Compliance Monitoring	Conduct ongoing monitoring related to both County policy aims and federal rules. Monitoring would include Evaluating metrics and KPIs for BIL project and grants management and compliance, site visits, project timeline and milestone development and tracking, conduct eligibility reviews, audit management, and holding project status update meetings with vendors and stakeholders.	Throughout project implementation	PMO/Lead Applicant/Supporting Departments	Department policies and procedures County BIL Project Performance Reporting metrics and template
Performance and Grant Use Reporting	Track and report KPIs and grant fund use, as outlined in Task 5: Data Tracking and Reporting KPIs document.	Throughout and following project implementation	PMO/Lead Applicant/Supporting Departments	Grants Management and Compliance Reporting metrics County BIL Project Performance Reporting metrics and template

Key Steps	Activities	Frequency	Responsible	Enabling Tools and Forums If Any
Close Out	Establish that all program, administrative actions, and deliverables have been met to rectify any unresolved issues. Ensure project file is accurate, complete, and grant is administratively closed out. Issue final vendor payments and release retainage, if applicable.	Once, following Project Close out	Lead Applicant	Grants Management and Compliance Reporting metrics

Using the Governance Model and Evaluation Methodology Together

The Governance Plan is intended to be used in tandem with the Evaluation Methodology and Output (Task 3), which was designed to create a finalized list of prioritized infrastructure projects. While the Evaluation Methodology is provided in a separate report, it will serve to facilitate the County project prioritization and provide information for planning purposes, decision-making. Both the Governance Plan and evaluation methodology are intended to be implemented as per the guidance outlined in the Infrastructure Initiative Action Plan (Task 4). As grant applications are developed and awarded, the County should utilize the Data Tracking and Reporting Key Performance Indicators (KPIs) (Task 5) to report on the Infrastructure Initiative progress.

Table 7: Infrastructure Initiative Documentation and Contents

This document (Governance Plan)	Evaluation Methodology and Output	Data Tracking and Reporting Key Performance Indicators (KPIs)	Infrastructure Initiative Action Plan
• Governance structure, framework, roles, and responsibilities • Decision-making and execution processes	• Evaluation and prioritized list of BIL funding programs • Standardized evaluation methodology framework for assessing proposed County projects	• Measures of assessing funding use with performance and compliance measures	• Implementation actions and schedule to operationalize the Infrastructure Initiative

Conclusion and Next Steps

Summary of Deliverable

The Governance Plan (this document), Evaluation Methodology and Output (Task 3), Infrastructure Initiative Action Plan (Task 4), and Data Tracking (Task 5) jointly set the foundation for how the County will begin to work collaboratively to prioritize new, necessary, and high-profile infrastructure projects across the County with workforce, job creation, economic development, equity, sustainability, and climate resiliency efforts in mind. The deliverables provided as part of the Infrastructure Initiative process create a standardized and uniformed means for evaluating projects, while assigning important roles and responsibilities to department stakeholders and County leadership to ensure cross-communication, teamwork, and efficiency. Additionally, this Plan broadly outlines the Evaluation Methodology and touches on the Infrastructure Initiative Action Plan and Data Tracking and Reporting KPIs, which is intended to be used as part of the overall plan.

Next Steps

Following review and approval from the County of the Plan and Evaluation Methodology, the County can begin the process of submitting projects for evaluation and scoring while they begin to build out and implement the process outlined in this document with regards to project management, application development and grants management functions through closeout.

Proposed next steps for the overall operationalization of the Infrastructure Initiative are included in the Infrastructure Initiative Action Plan (Task 4). The Infrastructure Initiative Action Plan provides a proposed roadmap for implementation in the short, medium and long term. As part of the Infrastructure Initiative Action Plan the following activities should be required to operationalize the Plan:

- Establish governance including setting up the PMO function and Review Committee membership.
- Request for new and additional project information issued to departments looking to pursue BIL funding to begin the process of evaluating projects.
- Provide training and communication to County departments on the roles and responsibilities, initiative process phases and key steps, and the Project Evaluation Methodology and criteria.
- Develop and maintain a schedule to track priority BIL programs, expected NOFO dates, and schedule for project selection and applications.

County of Los Angeles

Infrastructure Initiative

Task 3: Evaluation Methodology and Output

December 2022

Report prepared by KPMG for LA County

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Infrastructure Initiative - Background and Context

Background

The Infrastructure Investment & Jobs Act (IIJA), also called the Bipartisan Infrastructure Law (BIL), provides approximately $1.2 trillion in funding for infrastructure programs. This investment is the largest long-term investment in infrastructure in our Nation's history. The BIL includes over $550 billion in new investments over five years across a variety of sectors including road, bridges, broadband, electric vehicles, water, and transportation. A significant amount of that funding is available to local governments, both through expanded formula funding and new competitive grants. Over the five-year term of the BIL, approximately $396.2 billion will be available for counties in both formula and discretionary funding. The funding will be used to create jobs, boost economic competitiveness, enhance quality of life, and improve sustainability and resiliency. Unlike historic federal investments in infrastructure, the BIL places emphasis on delivering environmental justice and equitable outcomes by mandating that 40% of the overall benefits of the funding from certain programs must flow to disadvantaged communities. What makes the BIL truly groundbreaking is its overarching, interconnected theme about what constitutes infrastructure. For the first time in a generation, there is now a broad menu of infrastructure under the same legislative roof. And with that comes the recognition that roads, carbon reduction, rail, wildlife crossings, transit, electrical vehicle charging infrastructure, broadband, reconnecting communities, the supply chain for clean energy, airports, and all categories under the BIL are each and together infrastructure; an interconnected ecosystem.

The BIL provides significantly more funding for local governments through formula funding as well as a range of new and expanded competitive grant programs. While there is significant funding available through competitive grants, the competition for these funds will be intense and will require well-planned, cohesive, and compelling applications to the federal agencies administering these programs. This funding represents a significant opportunity for Los Angeles County (LA County or the County) to fund projects that advance the Los Angeles County Board of Supervisor's (the Board) priorities and provide equitable outcomes to the County's regional and unincorporated communities.

On April 5, 2022, the Board approved the Criteria to Ensure Equitable and Sustainable Outcomes in Federal and State Infrastructure Funding Board Motion (Motion). This Motion directed the Chief Executive Office (CEO) along with the Department of Public Works (PW), Internal Service Department (ISD), and the Economic and Workforce Development Department (now the Department for Economic Opportunity (DEO)) to launch the Infrastructure Initiative (or "Initiative"). The objective of the Infrastructure Initiative is to maximize the County's share of the federal infrastructure funding for regional and unincorporated areas while also providing a strategic and coordinated approach to prioritizing and pursuing BIL funding. A primary mandate of the Infrastructure Initiative is to advance projects that support the Board's equity, sustainability, and climate resiliency goals.

As one element of the Infrastructure Initiative, the County has developed a Governance Plan (Plan) and structure which provides the necessary processes and tools for the County to make decisions regarding BIL funding. The Governance Plan (Task 2) defines the Infrastructure Initiative organization, role, responsibilities, processes, and decision-making authority and is memorialized in a separate document. This document is the County's BIL Program Evaluation Methodology and Project Evaluation Methodology (collectively, "the Evaluation Methodology"). The Evaluation Methodology should be used with the Governance Plan as part of the Evaluation and Prioritization process. This document includes two main components:

1. An evaluation and prioritized list of BIL funding programs applicable to the County.

2 A standardized Project Evaluation Methodology framework for assessing proposed County projects against the Board's priorities of equity, sustainability, resiliency, workforce development, economic development, and job creation.

Process Used to Develop the Evaluation Methodology

The process to develop the Evaluation Methodology began by reviewing the County's strategic plans, action plans, board motions, and policy tools such as the LA County Equity Explorer and LA County Climate Vulnerability Assessment. These materials were reviewed to leverage the existing work the County has done to identify priorities and goals. In parallel and following the materials review, meetings with the County Board Offices and County departments were conducted. These conversations were used to collect information on the current activities being completed as part of the Infrastructure Initiative, to understand the needs and priorities of the County stakeholders related to BIL funding and understand the need for a comprehensive but efficient methodology that would allow the County to make informed decisions when applying for BIL funding. Following the initial information collection and review, the Evaluation Methodology, including criteria, scoring and weighting, were developed based on the findings. The initial Evaluation Methodology criteria, scoring and weighting were then presented to County stakeholders to gather feedback and build consensus. This was done through strategy sessions with the Chief Sustainability Office (CSO), Anti-Racism, Diversity, and Inclusion Initiative (ARDI), and the DEO; presentations, and discussions during Infrastructure Initiative meetings with County departments and Board Offices; and through regular meetings with the CEO and PW.

Existing materials and tools used to support the Infrastructure Initiative were also reviewed and used in the development of the evaluation, including a list of potential County infrastructure projects that may be eligible for BIL funding submitted by County departments and a GIS mapping tool. This information gave insight into the types of projects submitted by departments and the available information about each proposed project that could be used in the evaluation. The information provided in the list of County projects highlighted the need for additional information about proposed projects to be able to fully assess if the project would support Board priorities.

Processes for applying to federal BIL funding programs also helped shape the development of the Evaluation Methodology. Each federal agency administering funding provides a Notice of Funding Opportunity (NOFO) for the BIL funding program which details the program's goals and eligible uses of funds. It is not until the release of a NOFO that the complete requirements and federal evaluation criteria for the program will be known. This led to the development of a staged approach to evaluating projects, understanding that upon the release of a NOFO a confirmation will be required to ensure federal requirements are met.

Using the Governance Plan and Evaluation Framework Together

This document includes the Evaluation Methodology for both BIL funding programs and County projects as well as an initial assessment and output of priority BIL funding programs applicable to the County. This document also provides the framework, process, and approach to assessing and prioritizing County projects. This methodology was developed through testing a sample of County projects, based on assumptions (refer to the Scoring Methodology section in this document). This document does not include a comprehensive assessment of all County projects submitted for BIL funding based on the currently available project information. This document should be used as a tool to implement the Infrastructure Initiative Governance Plan and to define the process for Evaluation and Prioritization within the Plan. The Project Evaluation Methodology will facilitate the County project prioritization and provide information for decision-making and is intended to be implemented as per the Infrastructure Initiative Action Plan (Action Plan).

Table 1: Infrastructure Initiative Documentation and Contents

Governance Plan	This document (Evaluation Methodology and Output)	Data Tracking and Reporting Key Performance Indicators (KPIs)	Infrastructure Initiative Action Plan
• Governance structure, framework, roles, and responsibilities • Decision-making and execution processes	• Evaluation and prioritized list of BIL funding programs • Standardized Evaluation Methodology framework for assessing proposed County projects	• Measures of assessing funding use with performance and compliance measures	• Implementation actions and schedule to operationalize the Infrastructure Initiative

Intended Use

The intended use of the Project Evaluation Methodology is to provide the County decision makers with a standard process for evaluating and prioritizing projects to be put forward in an application for BIL funding.

The Project Evaluation Methodology provides a score that is a combination of how well the project aligns with the Board's priorities and how likely the project is to be awarded funding. As described in the Governance Plan, once the project evaluation is complete, a determination will be made jointly by PW and ISD and finally the CEO, as to which project will be presented to the Board as the recommended projects for approval.

The BIL Funding Program Evaluation provides a prioritized list of BIL programs for the County's consideration (see Table 5 in this document). This list provides an analysis of how well the BIL funding programs are anticipated to advance the Board's priorities and can be used to help identify which BIL funding programs to track and submit applications for, particularly if there is currently no project proposed for a priority program.

County Stakeholder Input and Feedback

County stakeholder meetings provided valuable perspective on the County's key focus areas. Throughout the meetings, several recurring themes were discussed and considered during the development of the Evaluation Methodology. These included:

- **A simple and efficient process**: BIL funding applications for many programs are active now with some deadlines already passed. In order to be successful, the County will need to make decisions both before the release of a NOFO as well as move quickly once a NOFO is released to develop an application. The Evaluation Methodology should not be too complex so that it hinders or slows down the County's ability to compete for and receive funding.
- **Favoring multi-benefit projects:** Many stakeholders discussed favoring multi-benefit projects, or those that have multiple benefits which can include job creation, providing parks and open spaces, and improving climate resiliency, among others. Any project that can achieve multiple County objectives through a single project will likely provide the most benefit to the County. This was also a key consideration in the WHAM initiative, a community-driven process to identify implementable projects in each of the County's five supervisorial districts.
- **Safety**: Improving safety was a priority for many Board Offices and departments and in particular reducing traffic deaths and collisions. The County has developed a Vision Zero initiative action plan that sets goals and actions to enhance traffic safety and guides the County's efforts on reducing traffic deaths and severe injuries on unincorporated County roadways through 2025.

- **Improved transit and mobility**: Increasing affordable transit and transportation options, as well as increasing mobility throughout the County, was determined to have multiple benefits and a priority for stakeholders.
- **Job Creation**: Support the County's goals, White House, and Equity Infrastructure Project pledges to create jobs and provide economic mobility.
- **Affordable housing:** Housing and homelessness are key issues in LA County. Many stakeholders requested projects that increase affordable housing while avoiding urban sprawl rank highly to support the County's efforts to address the housing affordability and homelessness crisis.
- **Flood control:** Addressing flooding was a priority for many of the districts. Flooding is a safety concern for some districts and is directly related to improving resiliency against climate impacts.
- **State of good repair**: Addressing the backlog of repair and capital needs for existing infrastructure in LA County was a priority for some districts and County departments. It was highlighted that the ability to provide basic services such as safe roads and clean water to the County's residents helps ensure access to basic resources.

Meetings and sessions with LA County stakeholders were conducted in the development of this Evaluation Methodology and Output are summarized in Appendix A-2.

County Department Initiatives and Publications Reviewed

Discussions with the Board and departments highlight many similar areas of focus and priorities articulated in the County's documented plans, strategies, and goals. The County's previous or existing initiatives and publications were reviewed to understand in more detail the Board's priorities of equity and sustainability as well as leverage existing evaluation and prioritization methodology the County has deployed, such as the equity principles and funding formally developed by ARDI. In addition to documents identified through an initial review, stakeholders also provided additional materials following several the discussions. A summary of the documentation and materials reviewed in the development of the Evaluation Methodology is included in Appendix A-3.

1 Prioritized List of BIL Funding Programs

Overview

To assess the BIL funding opportunities available to the County, extensive research was performed using the Infrastructure Investment and Job Act (Public Law 117-58), federal agency websites, and published materials for each funding program including NOFOs, when available. The White House Guidebook[1] was also used when limited information for certain funding programs was available from federal agency sources. BIL funding programs included in this evaluation are programs where counties or local governments are eligible to apply directly to the federal agency for grant funding. Programs where the County would be required to partner with the state or metropolitan planning organization, or where the County would receive sub-allocations directly from the state, have not currently been included in this evaluation at the direction of County stakeholders.

A list of BIL funding programs initially being considered by the County was provided and reviewed as part of this assessment and assisted in identifying where the County may or may not be eligible for a BIL funding program based on the type of funding. For example, any BIL funding programs for port infrastructure were not included as the Port of LA is a separate and distinct entity with its own governance and operational structure. A total of 94 BIL programs were included in the BIL funding program evaluation. The BIL Program Evaluation Methodology criteria and output are included in the sections below.

[1] The White House Guidebook serves as a roadmap for funding under BIL and provides a summary of all federally funded programs including the amount of available funding at the time of publication.

Objective

The objective of developing a prioritized list of funding opportunities for the County was twofold. Firstly, to identify BIL funding programs that the County is eligible to apply for directly (as a direct applicant), for the County's regional and unincorporated areas. Secondly, to identify programs that appear to present the most attractive opportunities for the County to capture BIL funding; programs aligned with the Board's priorities and that meet additional evaluation criteria, such as the required percentage of local matched funding.

Evaluation Criteria and Scoring

The BIL Program Evaluation Methodology criteria were developed following an extensive review of the County's documentation and meetings with County stakeholders. The County's priorities found in existing policies, documents, and plans were used to create a set of high-level evaluation criteria designed to help prioritize BIL funding programs. Discussions with multiple County stakeholders helped shape and craft the evaluation criteria. Finally, refinement of scoring and weighting was completed based on sensitivity testing analysis performed with a subset of selected BIL funding programs.

Adopting a relatively simple methodology and scoring scale for the prioritization of funding opportunities followed sensitivity testing of ten representative BIL funding programs, from a range of different BIL funding program types (Roads and Bridges, Water, Resilience, Clean Energy and Power, Safety, etc.). The scoring criteria is designed as high-level questions aligned to the priorities of the County. Initially, a scoring scale of either positive (+), neutral (n/a or 0), and negative (-) was used to score projects. A negative score was used when a BIL funding program was determined to potentially adversely impact the County's priorities (such as funding that would likely advance projects that disproportionately impact disadvantaged communities in a negative manner). During testing, the negative was not used based on the criteria developed. Through testing, it was found that the scoring variation required for prioritization could be achieved simply from a positive (+) and neutral (n/a or 0) score.

Exceptions, Limitations, and Future Considerations

The evaluation should be considered a snapshot in time based on the available information when the assessment was performed. For example, if a NOFO for a BIL funding program was available at the time of this assessment, the information in the NOFO was used as part of the assessment. In some instances, limited information was available to answer the evaluation questions. In the future, as more information on the BIL funding programs becomes available, individual BIL funding programs can be reassessed to provide a more accurate score based on available information at the time of assessment.

At the time of the initial assessment, little information was available to be able to evaluate the following criteria:

- Has any prepositioning for the program been performed?
- Has the County been previously successfully applying for this grant program?

While not included in this initial assessment, the evaluation and scoring of these criteria can be updated once this information becomes available. There is no impact on the overall relative score of the programs based on this missing information as it was uniformly applied across all programs assessed.

BIL Program Evaluation Criteria and Scoring

A summary of the BIL Program Evaluation Methodology criteria is included below.

Table 2: LA County BIL Program Evaluation Criteria

ID #	BIL Program Evaluation Criteria	Scoring Description
1	If awarded, is the program likely to benefit a disadvantaged community? Does the program state that part of the benefit should be allocated to a disadvantaged community and/or is it a Justice40 covered program? (Equity)	Positive (+): Yes
		Neutral (n/a): No
2	If awarded, is the program likely to mitigate the impacts of climate hazards? Climate hazards include extreme heat, wildfire, drought, inland flooding, extreme precipitation, and coastal flooding. Climate hazards may also be extreme weather due to the impacts of climate change. (Climate Resiliency)	Positive (+): Yes
		Neutral (n/a): No
3	If awarded, is the program likely to prepare for, respond to, or recover from adverse events and unanticipated crises? Is the program likely to fund infrastructure hardening projects or improvement/restoration/repair/safety projects? Does the program describe use of funding for emergency preparedness? (Community Resiliency)	Positive (+): Yes
		Neutral (n/a): No
4	If awarded, is the program likely to aid in reducing carbon emissions? Does the program provide funding to either reduce or eliminate a source of carbon emissions (including new technologies)? (Sustainability)	Positive (+): Yes
		Neutral (n/a): No
5	If awarded, would the program create or enhance workforce development opportunities? Does the program include criteria, requirements, or allowances for workforce development programs, such as education and training programs and work-based learning, or require connection to the local education and public workforce systems? (Workforce Development)	Positive (+): Yes
		Neutral (n/a): No
6	If awarded, is the program likely to lead to the creation of new or reskilled job opportunities? Does the program describe selecting projects that creating good paying jobs? Would the program create or enhance small business or historically underutilized business (HUB) development opportunities? Does the program include criteria, requirements, or allowances for small business or HUB development or utilization programs? (Job Creation / Economic Development)	Positive (+): Yes
		Neutral (n/a): No
7	If awarded, is the program likely to create direct or secondary economic development impacts through increased mobility or enhanced public spaced? (Economic Development)	Positive (+): Direct or secondary impacts
		Neutral (n/a): No Impact
8	What is the required local match?	Positive (+): 24% or below
		Neutral (n/a): 25% and above
9	Does the program require an existing plan, evaluation, or research study for the application?	Positive (+): Yes, and the County has an existing plan or study
		Neutral (n/a): No requirement for plan or study or existing plan; OR a study or plan is required but the County does not have this material publicly available.
10	Does the program favor multi-benefit projects?	Positive (+): Yes
		Neutral (n/a): No
11	Has any prepositioning for the program been performed?	Positive (+): Yes
		Neutral (n/a): No
12	Has the County been previously successfully applying for this grant program?	Positive (+): Previously applied and successfully received funding under the Program

ID #	BIL Program Evaluation Criteria	Scoring Description
		Neutral (n/a): New program or; previously applied and unsuccessful in award of funding

BIL Program Evaluation Methodology Evaluation Results

This list of prioritized BIL funding programs can be used to focus County resources on tracking and preparing applications for the County's highest priority BIL funding programs. For example, if two BIL funding program submission deadlines require a department to prioritize one application over another due to available resources, it may be determined that the higher ranking BIL funding program be selected for the department to pursue. This list may also be used to identify BIL funding programs that support the County Board's priorities, but currently, there is no planned or proposed project in the County pipeline. This prioritized list should be further reviewed by County departments to ensure they are aware of different available funding programs as well as ensure projects submitted for the project evaluation and selection consideration are aligned with one of these BIL funding programs.

While providing a prioritized list of BIL funding programs can assist with the prioritization of resources or the ideation of new projects, the BIL funding program ranking should not deter the County from applying to programs where the County has a project that meets the program eligibility, and that the County has the available staff and resources to submit a quality application.

The list below includes the prioritized list of BIL funding programs available for the County to apply to directly. There are additional programs which the County may access funding through the state/regional federal agency or through partnering. An additional list of BIL funding program available through the state/regional federal agency is included as Appendix A-6.

Table 3: LA County BIL Funding Program Evaluation Output

BIL Funding Program	Sponsoring Federal Agency and Sub Agency	Score
Department of Interior Wildfire Management - Preparedness	U.S. Department of the Interior, Departmental Offices	88%
Local and Regional Project Assistance Grants (RAISE)	U.S. Department of Transportation, Office of the Secretary	88%
Reconnecting Communities Pilot Program - Capital Construction	U.S. Department of Transportation, Federal Highway Administration	88%
Reconnecting Communities Pilot Program - Planning Grants	U.S. Department of Transportation, Federal Highway Administration	88%
Rural Surface Transportation Grant Program	U.S. Department of Transportation, Federal Highway Administration	88%
Water Recycling*	Department of the Interior, Bureau of Reclamation	88%
Bridge Investment Program	U.S. Department of Transportation, Federal Highway Administration	75%
Brownfields Projects	U.S. Environmental Protection Agency, Office of Land and Emergency Management	75%
Building Resilient Infrastructure and Communities (Robert T Stafford Act Section 203(i))	U.S. Department of Homeland Security, Federal Emergency Management Agency	75%
Capital Investment Grants*	U.S. Department of Transportation, Federal Transit Administration	75%
Electric Drive Vehicle Battery Recycling And 2nd Life Apps	U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy	75%

BIL Funding Program	Sponsoring Federal Agency and Sub Agency	Score
Energy Efficiency and Conservation Block Grant Program*	U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy	75%
Hydroelectric Incentives*	Department of Energy, Department of Energy	75%
Hydropower Research, Development, and Demonstration*	Department of Energy, Energy Efficiency and Renewable Energy	75%
Intelligent Transportation Systems Program*	Department of Transportation, Federal Highway Administration	75%
Program Upgrading Our Electric Grid and Ensuring Reliability and Resiliency*	U.S. Department of Energy, Office of Electricity	75%
Safe Streets and Roads for All	U.S. Department of Transportation, Office of the Secretary	75%
Section 243 Hydroelectric Efficiency Improvement Incentives (Sec 40332)*	Department of Energy, Energy Programs	75%
Superfund	Environmental Protection Agency, Environmental Remediation	75%
Water & Groundwater Storage, And Conveyance*	U.S. Department of the Interior, Bureau of Reclamation	75%
Watershed Management Projects	Department of the Interior, Bureau of Reclamation	75%
Advanced Transportation Technologies & Innovative Mobility Deployment	U.S. Department of Transportation, Federal Transit Administration	67%
Airport Terminal Program	U.S. Department of Transportation, Federal Aviation Administration	67%
All Stations Accessibility Program	U.S. Department of Transportation, Federal Transit Administration	67%
Charging and Fueling Infrastructure Grants (Community Charging)	U.S. Department of Transportation, Federal Highway Administration	67%
Charging and Fueling Infrastructure Grants (Corridor Charging)	U.S. Department of Transportation, Federal Highway Administration	67%
Community Wildfire Defense Grant Program For At-Risk Communities	U.S. Department of Agriculture, U.S. Forest Service	67%
Congestion Relief Program*	U.S. Department of Transportation, Federal Highway Administration	67%
Cyber Response and Recovery Fund	Department of Homeland Security, Cybersecurity and Infrastructure Security Agency	67%
Energy Improvement in Rural or Remote Areas*	U.S. Department of Energy, Office of Electricity	67%
Enhanced Mobility of Seniors and Individuals with Disabilities*	U.S. Department of Transportation, Federal Transit Administration	67%
Flood Mitigation Assistance Program	U.S. Department of Homeland Security, Federal Emergency Management Agency	67%
Highway Research & Development Program*	Department of Transportation, Federal Highway Administration	67%
National Culvert Removal, Replacement, & Restoration Grant	U.S. Department of Transportation, Office of the Secretary	67%
National Fish Passage Program*	U.S. Department of Commerce, United States Fish and Wildlife Service	67%
National Infrastructure Project Assistance (Megaprojects)	U.S. Department of Transportation, Office of the Secretary	67%
National Oceans and Coastal Security Fund*	U.S. Department of Commerce, National Oceanic and Atmospheric Administration	67%
Nationally Significant Freight and Highway Projects (INFRA)	U.S. Department of Transportation, Federal Highway Administration	67%
Pilot Program for Transit Oriented Development	U.S. Department of Transportation, Federal Transit Administration	67%

BIL Funding Program	Sponsoring Federal Agency and Sub Agency	Score
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) - Discretionary Planning	U.S. Department of Transportation, Federal Highway Administration	67%
Railroad Crossing Elimination Grants	U.S. Department of Transportation, Federal Railroad Administration	67%
Regional Clean Hydrogen Hubs*	Department of Energy, Clean Energy and Power	67%
Restoring Fish Passage through Barrier Removal	U.S. Department of Commerce, National Oceanic and Atmospheric Administration	67%
Strengthening Mobility and Revolutionizing Transportation (SMART) Grants*	U.S. Department of Transportation, Office of the Secretary	67%
Watershed Rehabilitation Program*	U.S. Department of Agriculture, Natural Resources Conservation Service	67%
WaterSMART Grants: Drought Resiliency Projects	U.S. Department of the Interior, Bureau of Reclamation	67%
WaterSMART Grants: Small-Scale Water Efficiency Projects	U.S. Department of the Interior, Bureau of Reclamation	67%
Airport Infrastructure Grants: Contract Tower Competitive Grant Program	U.S. Department of Transportation, Federal Aviation Administration	58%
Aquatic Ecosystem Restoration (AER) Projects	Department of Defense – Army Corps of Engineers, Corps of Engineers – Civil Works	58%
Aquatic Ecosystem Restoration and Protection Projects	U.S. Department of the Interior, Bureau of Reclamation	58%
Carbon Utilization Program*	U.S. Department of Energy, Office of Fossil Energy and Carbon Management	58%
Commercial Driver's License Implementation Program*	Department of Transportation, Safety	58%
Dam Safety Program*	Department of the Interior, Bureau of Reclamation	58%
Energy Storage Demonstration and Pilot Grant Program*	Department of Energy, Clean Energy and Power	58%
Grants for Planning, Feasibility Analysis, and Revenue Forecasting (Bridge Investment Program Set-aside)	Department of Transportation, Roads, Bridges and Major Projects	58%
Habitat Restoration	U.S. Department of Commerce, National Oceanic and Atmospheric Administration	58%
Hazardous Materials and Emergency Preparedness Grants	Department of Transportation, Pipeline and Hazardous Materials Safety Administration	58%
High Priority Activities Program	Department of Transportation, Safety	58%
Joint Chiefs Landscape Restoration Partnership Program*	Department of Agriculture, Forest Service	58%
Long-Duration Energy Storage Demonstration Initiative and Joint Program*	Department of Energy, Clean Energy and Power	58%
Middle Mile Grant Program	U.S. Department of Commerce, National Telecommunications and Information Administration	58%
Natural Gas Distribution Infrastructure Safety and Modernization Grants	U.S. Department of Transportation, Pipelines and Hazardous Materials Safety Administration	58%
Ocean And Coastal Observing Systems	Department of Commerce, Resilience	58%
Pilot Program for Enhanced Mobility*	Department of Transportation, Public Transportation	58%
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) - Discretionary	U.S. Department of Transportation, Federal Highway Administration	58%
Public Transportation Technical Assistance and Workforce Development	U.S. Department of Transportation, Federal Transit Administration	58%

BIL Funding Program	Sponsoring Federal Agency and Sub Agency	Score
Reduce, Reuse, Recycling Education and Outreach Grants	U.S. Environmental Protection Agency, Office of Land and Emergency Management	58%
Research, Development, Demonstration and Deployment Projects	Department of Transportation, Public Transportation	58%
Transportation Infrastructure Finance and Innovation Act	U.S. Department of Transportation, Office of the Secretary	58%
Battery Manufacturing and Recycling Grants	U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy	50%
Battery Materials Processing Grants	U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy	50%
Distance Learning, Telemedicine, And Broadband Program: Reconnect Program	U.S. Department of Agriculture, Rural Utilities Service	50%
Highway Safety Research & Development	Department of Transportation, Safety	50%
Marine Debris	U.S. Department of Commerce, National Oceanic and Atmospheric Administration	50%
Multi-Benefit Projects To Improve Watershed Health	U.S. Department of the Interior, Bureau of Reclamation	50%
Restoration & Enhancement Grant Program	U.S. Department of Transportation, Federal Railroad Administration	50%
Water Desalination Projects	Department of the Interior, Bureau of Reclamation	50%
Water Infrastructure Finance and Innovation Program Account	Department of Defense – Army Corps of Engineers, Resilience	50%
Watershed And Flood Prevention Operations*	Department of Agriculture, Resilience	50%
Wildlife Crossings Pilot Program	U.S. Department of Transportation, Federal Highway Administration	50%
Battery and Critical Mineral Recycling*	U.S. Department of Energy, Office of Energy Efficiency and Renewable Energy	42%
Carbon Capture Demonstration Projects Program*	Department of Energy, Clean Energy and Power	42%
Carbon Capture Large-Scale Pilot Programs*	Department of Energy, Clean Energy and Power	42%
Carbon Dioxide Transportation Infrastructure Finance (CIFIA) Program	U.S. Department of Energy, Office of Fossil Energy and Carbon Management	42%
Flood and Inundation Mapping and Forecasting, Water Modeling, and Precipitation Studies*	Department of Commerce, Resilience	42%
State Incentives Pilot Program (Set-aside within Nationally Significant Freight and Highway Projects - INFRA)	U.S. Department of Transportation, Federal Highway Administration	42%
Wildfire*	Department of Commerce, Resilience	42%
Ecosystem - Sagebrush-Steppe*	Department of the Interior, United States Fish and Wildlife Service	33%
Soil Moisture and Snowpack Pilot Program*	Department of Commerce, Water	33%
Contracts And Agreements For Restoration On Federal Lands*	U.S. Department of Agriculture, U.S. Forest Service	25%
Industrial Emission Demonstration Projects*	Department of Energy, Clean Energy and Power	25%
Vehicle Safety and Behavioral Research*	Department of Transportation, Safety	25%
Strategic Innovation for Revenue Collection (Set-aside)*	Department of Transportation, Roads, Bridges and Major Projects	17%
Firewood Banks*	Department of Agriculture, Forest Service	8%

*Note: As of October 14, 2022, these BIL funding programs had little information available to perform the assessment. Once the NOFO/FOA or additional information is released about the program, including information on eligibility and eligible uses of funding and a description of the BIL funding program's primary and secondary criteria, these programs should be reassessed for alignment with the County's priorities and goals.

2 Project Evaluation Methodology

Overview

The Project Evaluation Methodology has been designed as a standardized and transparent process that the County can use to help inform the selection of projects for BIL funding program applications. The Project Evaluation Methodology is focused on evaluating the alignment of a proposed project to the goals and priorities of the County identified by the Board and County stakeholders, the feasibility of the project, and the project's anticipated likelihood of success when applying for funding.

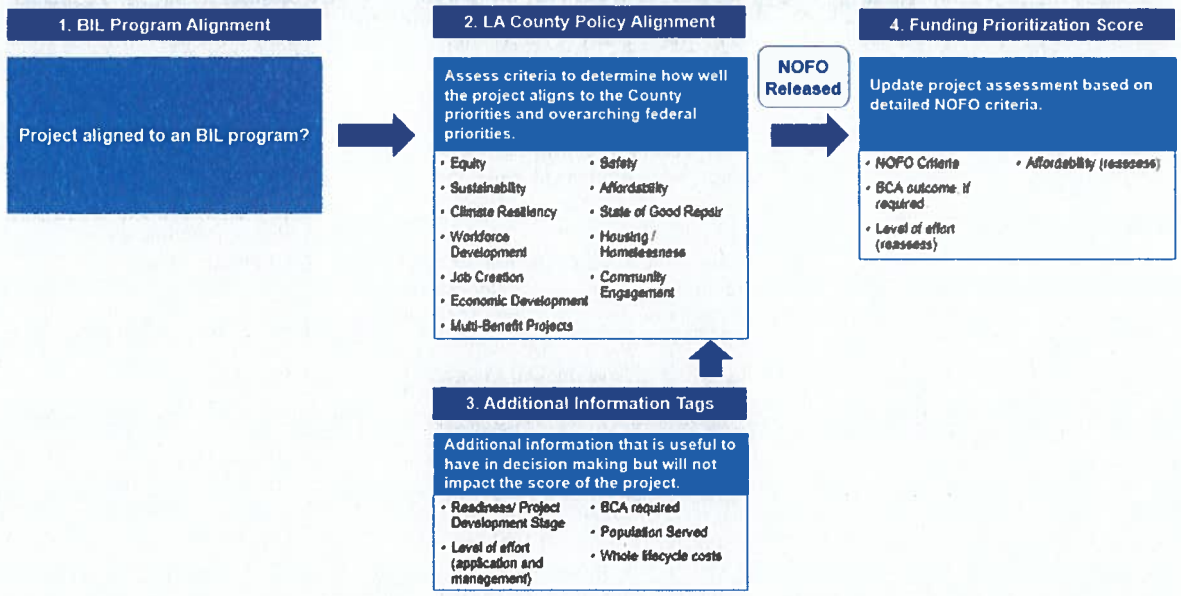
The Project Evaluation Methodology utilizes a staged approach. This allows for the evaluation of a project considering the Board priorities and policy aims in advance of the release of a NOFO, which will contain the detailed BIL funding program requirements. The initial scoring can then be provided to the Review Committee to assist in making make a recommendation to the PW and ISD and then the CEO to present to the Board for approval. Once the NOFO is released, confirmation of the NOFO requirements as well as a final assessment of some initial criteria (such as affordability and level of effort) will be performed by the PMO with information provided by the Lead Applicant. This final scoring will be provided to the Review Committee to confirm no changes to project recommendation are required. (See the Governance Plan document for the detailed decision-making process).

The Project Evaluation Methodology criteria have been designed to assess a project holistically, where practicable. As a result, some very specific criteria (e.g., elimination of traffic deaths) discussed during stakeholder meetings are not included as their own criteria but instead captured under more general themes such as 'Safety'. The criteria are divided into sub-criteria, where required, to evaluate specific themes within an evaluation criterion. The Project Evaluation Methodology can be applied to every County project considered for BIL funding in the same way, with the understanding that one type of project may score higher in a given criteria, such as climate resiliency, but the projects that support more of the goals established by the County and meet the requirement of the funding program will likely be the relatively highest scoring projects.

Stages of the County Project Evaluation Process

As described above, the evaluation will be completed in stages. The figure below describes the evaluation stages as well as indentifies which criteria are evaluated at each stage.

Figure 1: LA County Project Evaluation Methodology for the BIL Funding



Stage 1 - BIL Program Alignment: During the first stage of the assessment the project will be assessed for alignment with a BIL funding program. The project must align with a BIL funding program that it could be funded through to continue with the rest of the project evaluation. While a project may be an otherwise laudable project, if it cannot be funded through the BIL it is not considered for the purposes of this evaluation. Project alignment to a BIL funding program is assessed based on the description of the program and eligible uses issued by the White House and/or by the federal agency administering the program.

Stage 2 – LA County Policy Alignment: During this stage, the Project Submission Form will be evaluated against the stated goals and priorities of the County and overarching criteria established by the federal government. A score will be provided for each criterion in the evaluation based on the responses to the sub-criteria questions. These scores are tallied to provide a policy-level score for the project.

Stage 3 – Additional Information Tags: Directly following, or concurrently with Stage 2, additional information tags will be assigned to the project. These tags have no impact on the score of the project but are included as additional information that will likely be requested or required as part of the decision-making process.

Stage 4 – Funding Prioritization Score: Once a NOFO is released, an assessment of the project against the eligibility and evaluation criteria of the BIL funding program will be completed. Additionally, certain criteria evaluated as part of Stages 2 and 3 should be reassessed. The outcome of this stage of the evaluation will be a final funding priority score for the project.

The Project Evaluation Methodology is applied during the Evaluation and Prioritization phase of the Infrastructure Initiative. The key steps in the Evaluation and Prioritization align to the stages in the Project Evaluation Methodology, as shown in Table 6 below. For more details on this process, refer to the Governance Plan document.

Table 4: Evaluation and Prioritization Alignment to Evaluation Methodology Stages

Key Steps from Evaluation and Prioritization Phase	Activities	County Project Evaluation Methodology Stage
Alignment	Department and PMO consider project alignment to potential funding categories/BIL funding areas (Stage 1 of the Project Evaluation Methodology).	Stage 1 - BIL Program Alignment
Scoring	PMO evaluates projects based on submission provided by the Lead Applicants against Project Evaluation Methodology criteria for pre-NOFO consideration and	Stage 2 – LA County Policy Alignment

Key Steps from Evaluation and Prioritization Phase	Activities	County Project Evaluation Methodology Stage
	alignment with the County priorities (Stage 2 of the Project Evaluation Methodology). Departments may provide supplemental information following initial scoring to improve project outcomes. PMO may also seek additional information to ensure completeness of evaluation pre- and post-NOFO.	
Additional Information	PMO updates information tags using the Project Submission Form and any additional context regarding the project that may be relevant for later review post-NOFO (Stage 3 of the Project Evaluation Methodology).	Stage 3 – Additional Information Tags
Reconsideration	Should projects need to be re-evaluated based on new opportunities or consideration, CEO to direct PMO to complete re-evaluation.	Stage 2 – LA County Policy Alignment
Notice of Funding Opportunity Released		
Re-evaluation	PMO works with the department to review NOFO, update Project Submission Form, and re-evaluate project using Project Evaluation Methodology.	Stage 4 – Funding Prioritization Score
Updating of the Evaluation Methodology and Tools	The PMO should work with Lead Applicants and Advisory Offices, during the life of the Infrastructure Initiative to determine whether any changes or updates are needed for the Project Evaluation Methodology (e.g., new County priorities, updated data sources).	

Project Re-Evaluation

Following the completion of Stage 2 and Stage 3 evaluations, in advance of a NOFO, a department has the opportunity to improve or revise the submitted project (Project Submission Form) to receive an improved policy alignment score. This will provide the Lead Applicants with an opportunity to review why a proposed project may have scored low in certain criteria and allow the option to more fully describe or incorporate additional elements in the project that are aligned with the Board's stated priorities. For example, if the project did not plan to incorporate any workforce development programs, however, upon receiving the policy alignment score identified that if could easily be added to the proposed project, they may do so and have the project re-evaluated by the PMO upon submission of a revised Project Submission Form. The goal of the Project Evaluation Methodology is to assess the most appropriate projects from the County to pursue BIL funding. If a project's concept and scope can be improved to meet additional policy alignment criteria, it can be. Understanding and giving visibility into how a project could be improved to provide additional benefits or support additional County goals before applying is one of the benefits of using the staged Project Evaluation Methodology.

Similarly, if a project is not selected to be put forward for a specific BIL funding program following the Stage 4 evaluation, there is still an opportunity for that project to be selected for another BIL funding program it is eligible for. Re-evaluation of the policy alignment score is not required for a resubmission under another BIL funding program, however, the Stage 4 – Funding Prioritization Score should be reevaluated upon release of a NOFO.

Project Evaluation Methodology Evaluation Criteria

A description each Project Evaluation Methodology criteria is included below in Table 7. The description of the evaluation criteria provides, at a high level, what the aim of the evaluation is for each of the given criteria. The sub-criteria and evaluation questions that will be used to perform the assessment are included in the next section, in Tables 8 to 11.

Table 5: Project Evaluation Methodology Criteria Descriptions

Stage	Project Evaluation Methodology Criteria	What is this evaluating?
2	**Equity**	If the proposed project plans demonstrate a clear benefit to historically excluded and disadvantaged communities and describes how resources will benefit those communities.
2	**Sustainability**	If the proposed project plans to support one or more of the goals described in the OurCounty Sustainability Plan and the strategies included in the LA County Climate Action Plan.
2	**Climate Resiliency**	If the proposed project plans to support mitigation and/or adaptation to the impacts of climate change and/or climate hazards.
2	**Workforce Development**	If the proposed project plans to promote economic competitiveness and invigorate economic activity through reinvestment of wages and by ensuring local employers have access to a diverse, local and qualified workforce through community and partner engagement, creation of industry-informed education and training programs and work-based learning opportunities, and access supportive services for trainees and workers.
2	**Job Creation**	If the proposed project plans to create jobs of good quality?
2	**Economic Development**	If the proposed project plans to contribute to the economic prosperity of the region where there is shared community benefit and newly created opportunities for small, local, or disadvantaged businesses.
2	**Multi-Benefit Project**	If the proposed project will serve more than one purpose, including but not limited to providing parks and open space, water conservation, water quality improvement, energy conservation, pollution reduction, greenhouse gas reduction, workforce development, job creation, cross-agency and department collaboration, climate resilience, and preserving ecosystems, habitats, and biodiversity.
2	**Safety**	If the proposed project plans to improve protection or reduce the likelihood of danger, risk, or injury for the general public.
2	**Affordability**	If the proposed project has evaluated the project cost and if the funding to contribute the required local match has been identified (if applicable).
2	**State of Good Repair**	If the proposed project plans to improve the condition of existing infrastructure that is currently not in a state of good repair.
2	**Housing / Homelessness**	If the proposed project plans to address the supply of affordable housing or otherwise provide support for the homeless population.
2	**Community Engagement**	If the proposed project has or plans to perform any community engagement activities collect feedback and input.
3	**Readiness/ Project Development Stage**	The stage of development within the project lifecycle (i.e., planning, design, etc.)
3	**Level of Effort**	The level of effort required to develop a BIL grant application for the project and to manage the grant funding throughout the life of the project.
3	**Population Served**	The size of the population likely to benefit from the project. (Is there a wider benefit to the District, County, or State?)
3	**Whole-of-Life Cost**	If the project plans have considered the costs of maintenance, operations, and capital repairs once the project has been completed.
3	**Benefit-Cost Analysis (BCA)**	If a BCA is required for the grant application.
4	**NOFO Criteria**	If the proposed project meets the eligibility and application requirements for the NOFO.
4	**BCA Outcome (if required)**	The outcome of the BCA, if one was required and completed.
4	**Level of Effort (Reassessment)**	Based on the information provided in the NOFO, the level of effort required to fully develop the application and manage the grant funding for the life of the project.

Stage	Project Evaluation Methodology Criteria	What is this evaluating?
4	**Affordability (Reassessment)**	A re-evaluation of the project budget and confirmation of a funding source to contribute the required local match funding (if required).

The sub-criteria and questions used in the Project Evaluation Methodology are included below, organized by each stage of the assessment.

The following section includes the Project Evaluation Methodology sub-criteria and questions that will be used to evaluate each of the criteria described above.

Stage 1 – BIL Program Alignment

The first stage of the assessment will evaluate the project for alignment to a BIL funding program.

Table 6: Stage 1 Project Evaluation Methodology Sub-Criteria and Questions

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
1	**Alignment**	BIL Funding Pathway	Is this project able to be funded through a BIL Program based on program scope and eligibility criteria?	Y= Continue with assessment N= End assessment

Stage 2 – LA County Policy Alignment

The next stage of the assessment will evaluate the project for alignment to LA County's Board priorities and policy goals.

Table 7: Stage 2 Project Evaluation Methodology Sub-Criteria and Questions

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
2	**Equity**	Providing Equitable Resources and Opportunity	Does the project eliminate/reduce a historic barrier or increase equitable access to resources, opportunity, delivery, and/or services among underserved communities that have been denied such access, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; LGBTQ+ persons; persons with disabilities; and other community members otherwise adversely affected by persistent poverty or inequality.	**Green = Yes, the Project Submission Form clearly links the main project purpose and proposed outcomes to addressing known historic barriers and/or increases equitable access to resources and opportunity; and supports this with data.** **Yellow = The Project Submission Form identifies barriers to access or inequitable access to resources and opportunity that could be addressed by the project but data to demonstrate this is not provided.** **Red = There is no clear link between the project and the reduction of known historic access barriers or equitable access to resources and opportunity.** **Project Type Scoring Considerations** **Streets & Roads**: Access barriers include a lack of traffic flow and calming measure, lack of access to commerce, excessive or uncontrolled stormwater runoff, pedestrian safety, lack of tree canopy or shade, lack of bicycle lanes and/or space for active forms of transit, lack of walkability, differed or overdue maintenance, siting impact assessment, etc. **Transportation**: Access barriers include a lack of onboarding locations, routes, affordability, commerce connectivity, etc. **Water Infrastructure**: Access barriers include a lack of equitably distributed green infrastructure, potable water, and sewer pipe expansion, etc. **Broadband**: Access barriers include lack of distribution, connectivity, speed, and points of access. **Clean Energy**: Access barriers include lack of customer benefit distribution, siting impact assessment. **Resilience**: Access barriers include lack of neighborhood distribution, affordable integration into housing/commercial development, multi-social benefit design consideration. **Safety**: Access barriers include lack of neighborhood distribution, targeting improvement to address threats among specific communities, multi-social benefit design consideration. **Environmental Remediation**: Access barriers include lack of neighborhood distribution, targeting improvement to address threats among specific communities, multi-social benefit design consideration.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
3	**Equity**	Consistent, Systematic Fair, and Just Selection and Implementation	Would the selection and implementation of the project be the result of a process that fairly and justly considered and prioritized the needs and input of the whole community, particularly input from historically underserved and underrepresented community groups?	Green = Yes, the Project Submission Form clearly links the main project purpose to inclusive community planning processes or studies that identify project types similar in scope, location, or purpose as means of addressing historic barriers or otherwise investing in the growth and wellbeing of underserved and marginalized communities; and will involve long-term community input related to project implementation. Yellow = The Project Submission Form identifies secondary elements of equitable outcome focused project types from community planning processes or studies but are not the main project purpose. Red = There is no clear link between the project and project types recommended for achieving equitable outcomes as part of identifiable community planning processes or studies.
4	**Equity**	Equity Principles	Does the project meet one of the ten Board approved equity principles (Equity Principles)?	Green = Yes, the Project Submission Form lists two or more equity principles which the project will meet. Yellow = Yes, the Project Submission Form lists one equity principles which the project will meet. Red = No, the Project Submission Form does not describe or include equity principles which the project will meet.
5	**Equity**	Equitable Project Design	Does the project explain how equity was considered in the proposed design?	Green = Yes, the Project Submission Form clearly describes how equity was considered in the proposed design, which includes using data and indexes, from the LA County Equity Explorer to identify community needs and/or cites the use of an inclusive community planning process or study that identify project type similar in scope, location, or purpose as means of addressing equity. Yellow = Yes, the Project Submission Form describes considering equity in the proposed project design but does not describe the use of data as part of evidence. Red = No, the project does not describe how equity was considered when designing the project. There is no clear link between the project and project types recommended for achieving equitable outcomes as part of identifiable community planning processes or studies.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
6	**Equity**	Social Sensitivity	What is the social vulnerability index of the population that is expected to receive the project's intended benefiting [reducing access barriers and/or core policy (other key policy aims) investment] (As defined by the LA County Climate Vulnerability Assessment, October 2021 and the LA County Climate Vulnerability Assessment Tool)?	Green = At least 50% of the census tracks expected to receive the project's benefits are assessed to have a high sensitivity level. Yellow = At least 50% of the census tracks expected to receive the project's benefits are assessed to have a high or medium sensitivity level. Red = Less than 50% of the census tracks expected to receive the project's benefits are assessed to have a high or medium sensitivity level.
7	**Equity**	Redressing Historic Disinvestment	Does the project directly address identifiable systemic barriers to investment in underserved or marginalized communities, including but not limited to redressing historic distribution of resources, inhibitive land use zoning, disruptive infrastructure to neighborhood cohesion and economic investment; and/or demonstrating an investment based on a forecast of a disadvantaged community's future needs and growth opportunities?	Green = Project would remove physical barriers to neighborhood growth or economic investment; involve inclusionary zoning or other revised land use designations compatible with incentivizing commercial corridor investment and affordable housing, or provide multiple social benefits as part of program design and use; or is located in either special government designated zones for reinvestment: Category C (Declining) & Category D (Hazardous) Redline designations, whereby "C and D" levels were used to house communities of color and detailed to white homeowners that it was too risky to secure mortgages in those areas. Yellow = N/A Red = Category A (Best) & B (Still desirable) - Levels "A and B" signified more desirable locations and ensured that it was safe for individuals to secure mortgages and loans.
8	**Equity**	Climate, Environmental & Economic Justice Investment (Justice40)	Does the project serve a disadvantaged community as identified by the White House Council on Environmental Quality (CEQ) Climate and Economic Justice Screening Tool (CEJST)?	Green = Yes, in more than one category. Yellow = Yes, in one category. Red = No.
9	**Sustainability**	Enhances or Supports Improvements in Human and Community Health	Does the project invest in direct features or otherwise accommodate subsequent community investments in improvements in human and community health indicators,	Green = The project supports one or more of the identifies strategies. Yellow = The project does not meet any of these strategies. Red = N/A

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
			relevant to the nature of the project investment type?	Project Type Scoring Considerations **Streets & Roads:** Increases urban tree canopy and/or green spaces; converts heat-trapping surfaces to cool or green surfaces; reduces nonpoint runoff pollution into recreational waterways; increases pedestrian and driver safety measures; etc. **Transportation:** Improves safe access and use of access points; improves air quality through reduced emissions; increases urban tree canopy and/or green spaces; converts heat-trapping surfaces to cool or green surfaces; etc. **Water Infrastructure:** Improves water treatment quality; reduces nonpoint runoff pollution into recreational waterways; reduces stormwater flood risk; increases urban tree canopy and/or green space access as additional social benefits; etc. **Broadband:** Utilizes CALGreen building standards for related facilities; minimizes residential hazards attributed to above ground networking; improves access to telehealth and other virtual healthcare services. **Clean Energy:** Utilizes CALGreen building standards for related facilities; measurably reduces air or water pollution sources, particularly in identifiable neighborhoods in close proximity to current non-renewable fuel generation or storage sources. **Resilience:** Any of the above heath indicators among other project types **Safety:** Any of the above heath indicators among other project types **Environmental Remediation:** Measurably reduces air, water, hazardous waste pollution sources, particularly in identifiable neighborhoods in close proximity those hazards.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
10	**Sustainability**	Transit & Pedestrian Oriented Sustainable Land Use	Does the project invest in direct features or otherwise accommodate subsequent community investments in increasing densities and land use diversity (within 1 mile of site); residential and commercial investment in proximity to current or planned transit nodes; and/or promote walking and bicycling over driving?	**Green = The project supports one or more of the identifies strategies.** **Yellow = The project does not meet any of these strategies.** **Red = N/A** **<u>Project Type Scoring Considerations</u>** **Streets & Roads:** Prioritizes roadway segments adjacent to planned or existing transit nodes; expands pedestrian and bicycling transit lanes; increases urban tree canopy and/or green spaces; etc. **Transportation:** Prioritizes routes and access points to and from planned or existing transit nodes; prioritizes locations for new routes and modes in alignment with neighborhood and commercial reinvestment locations; etc. **Water Infrastructure:** Prioritizes drinking, sewage, and/or stormwater investments along planned or existing transit routes planned in alignment with neighborhood and commercial reinvestment locations; reduces nonpoint runoff pollution into recreational waterways; reduces stormwater flood risk; etc. **Broadband:** Prioritizes middle and "last mile" connection investments along planned or existing transit routes planned in alignment with neighborhood and commercial reinvestment locations. **Clean Energy:** Prioritizes investments along planned or existing transit routes planned in alignment with neighborhood and commercial reinvestment locations. **Resilience:** Any of the above heath indicators among other project types **Safety:** Any of the above heath indicators among other project types. **Environmental Remediation:** Prioritizes investments in brownfield development and/or remediation of air, water, hazardous waste pollution source along planned or existing transit routes planned in alignment with neighborhood and commercial reinvestment locations.
11	**Sustainability**	Park Needs	Does the project address a need identified in the 2022 Park Needs Assessment (park needs priority, regional priority, rural priority, environmental conservation priority)?	Green = Yes, the project plans to provide a park or open space and uses the 2022 Park Needs Assessment to justify location and scope of the project. Yellow = The project purpose is not to provide a park or open space and does not include plans or reference to the Parks Needs Assessment. Red = The project plans to provide a park or open space but does not use or reference the 2022 Park Needs Assessment in the design and development of the project plan.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
12	**Sustainability**	A Fossil Fuel-Free LA County	Does the project provide to a zero-carbon energy system (such as wind or solar energy), provide a new building or renovated existing building that is net zero carbon, or provide infrastructure that supports a zero-emission transportation (such a bike lanes or electric vehicle charging stations)?	Green = The project supports one or more of the identifies strategies. Yellow = The project does not meet any of these strategies. Red = N/A
13	**Sustainability**	Reducing Car Dependency	Does the project create new transportation options (other than single occupancy cars) or expand transit service; or increase safety of active transportation (walk and biking)?	Green = The project supports one or more of the identifies strategies. Yellow = The project does not meet any of these strategies. Red = N/A
14	**Climate Resiliency**	Climate hazards	Is the project located in an area highly susceptible to any of the below climate hazards, and is a medium or high Physical Vulnerability Assessment (PVA) rating based on the project infrastructure type? 1) Extreme heat 2) Wildfire 3) Drought 4) Inland flooding 5) Extreme precipitation 6) Coastal flooding	Green = The location of the project is not highly susceptible to climate risks. Where there are moderate or low risks, the PVA for that infrastructure type is low. Yellow = The PVA of the infrastructure type is low based on any climate hazard risks that are high in proposed project locations. Red = The PVA of the infrastructure type is medium or high based on any climate hazard risks that are high in proposed project locations.
15	**Climate Resiliency**	Resilient Communities	Is the project enhancing County-led climate adaptation strategies by incorporating emergency preparedness?	Green = Yes, the project notes two or more adaptation strategies incorporated. Yellow = Yes, the project notes one adaptation strategy incorporated. Red = No, the project does not note any adaptation strategy.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
16	**Workforce Development**	Talent Pipeline	Does the project include a workforce development plan to build a local, diverse, and qualified candidate pool, such as partnership with the public workforce system, targeted community outreach and recruitment, education and training program utilization or developments, work-based learning (apprenticeship, on-the-job training), delivery of supportive services?	Green = Yes, the project includes a workforce development plan that describes at least one of the following: partnership with the public workforce system (America's Job Centers of California), targeted community outreach and recruitment, education and training program utilization or developments, work-based learning (apprenticeship, on-the-job training) and delivery of supportive services, such as tuition assistance, child care, transportation costs, or emergency aid that are often barriers for workers to participate in training. Yellow = N/A Red = Project does not include workforce development plan.
17	**Workforce Development**	Green Economy	Does the project provide quality job in the green economy (clean energy, zero emission transportation, green infrastructure, etc.) or help transition the oil and gas extraction workforce through training and readiness to support the proper abandonment of wells?	Green = Yes, the project helps a clear transition plan the oil and gas extraction workforce or provides quality job in the green economy (clean energy, zero emission transportation, green infrastructure, etc.) Yellow = N/A Red = Project does not include quality jobs in the green economy or transition jobs from the oil and gas extraction workforce.
18	**Workforce Development**	Local and Targeted Hire	Does the project establish goals to meet or exceed the countywide goals of 30% Local Workers and 10% Targeted Workers?	Green = Yes, the Project Submission Form includes a goal to meet or exceed the countywide goals of 30% Local Workers and 10% Targeted Workers. Yellow = The Project Submission Form includes that a local or targeted hire goal will be established but does not include a value (%) for that goal. Red = No, the Project Submission Form does not describe local or targeted hire goals.
19	**Job Creation**	Quality Jobs	Does the Project Submission Form describe creation of quality jobs, which include: 1) A family-sustaining wage 2) Full benefits 3) Free and fair choice to join a union (strong labor standards and	Green = Yes, through 2 of the descriptions of a quality job are mentioned in the Project Submission Forms. Yellow = Yes, through 1 of the descriptions of a quality job are mentioned in the Project Submission Forms. Red = No, none of the descriptions of a quality job are mentioned in the Project Submission Forms.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
			practices, such as project labor agreements)	
20	**Job Creation**	Number of New Jobs	How many new jobs does the project estimate will be created?	Green = At least one new job for every $30k in project estimated total cost. Yellow = Less than one new job for every $30k in project estimated total cost Red = No new jobs are described in the Project Submission Form.
21	**Job Creation**	On-going Maintenance and Operations	Will the project create new jobs for on-going maintenance and operations, following completion of the project?	Green = Yes, project infrastructure will require additional workforce to operate and maintain the infrastructure in the future. Yellow = N/A Red = No, there is no foreseeable new jobs required following the completion of the project.
22	**Economic Development**	Access to Jobs	Is the project improving access to quality jobs for a disadvantaged community through increased mobility or access broadband and connectivity?	Green = Yes, the project clear provides a disadvantaged community with improved access to jobs through improved transportation or improved broadband connectivity. Yellow = N/A Red = There is not clear indication that the project would improve access to jobs or access to broadband for a disadvantaged community.
23	**Economic Development**	Supports Inclusive Growth Opportunities within High-Growth Sectors	Does the project include implementation strategies to target and systematically offer appropriate assistance to high-growth industries? (i.e., green/clean energy, transportation and logistics, health care, biotech, construction, and hospitality and tourism)	Green = Yes, strategies are clearly defined with tangible action items identified. Yellow = Yes, strategies are presented but are not clearly defined and no tangible action items have been identified. Red = No, the Project Submission Form does not describe offer appropriate assistance to high-growth industries.
24	**Economic Development**	Small Business and Social Enterprises	Does the project outline requirements to meet County-wide procurement goals of twenty-five (25%) for certified	Green = Yes, the project specifically notes requirements meeting the County's targets for Local Small Business Enterprises and Disabled Veteran Business Enterprises and includes efforts/commitment to increasing access for small and HUB/certified businesses to access prime and subcontracts (e.g. outreach,

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
			Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises? Does the project demonstrate efforts/commitment to increasing access for small and HUB/certified businesses to access prime and subcontracts (e.g. outreach, unbundling, prompt payment, etc.)	unbundling, prompt payment, etc.) Yellow = Yes, the project specifically notes requirements meeting the County's targets. Red = No, the Project Submission Form does not describe Local Small Business Enterprises utilization goals.
25	**Multi-Benefit Project**	Cross-Departmental/Cross-Agency Collaboration	Does the project involve collaboration between multiple Agencies and/or Departments within California, either at the Local-, County-, or State-level?	Green = Yes, the project involves collaboration between 3 or more California Agencies and/or Departments and a formal working group has been established. Yellow = Yes, the project involves collaboration between 2 California Agencies and/or Departments with no formal working group. Red = No
26	**Multi-Benefit Project**	Multiple Purpose and Benefits	Does the project serve more than one purpose, including but not limited to providing parks and open space, water conservation, water quality improvement, energy conservation, pollution reduction, greenhouse gas reduction, workforce development, job creation, climate resilience, and preserving ecosystems, habitats, and biodiversity?	Green = Yes, the project has identified at least three or more benefits that it plans to achieve. Yellow = Yes= Yes, the project has identified two benefits that it plans to achieve. Red = No, the project has a singular focus and benefit.
27	**Safety**	Safety Improvement	Does the project include safety enhancements that reduce the likelihood of injuries and deaths?	Green = Yes, the projects main purpose is to reduce or eliminate an existing safety concern. Yellow = Yes, the project includes safety enhancements, but it is not the main purpose of the project. Red = The project does not include any safety enhancements.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
28	**Affordability**	Funding Gap	What is the magnitude of the project funding gap, if available?	Green = Identified funding is less than 50% of estimated project cost. Yellow = Identified funding is between 51 - 75% of estimated project cost. Red = Identified funding is greater than 76% of estimated project cost.
29	**Affordability**	Likelihood of Affordability	If the project were to receive only a fraction of the expected funding amount, what is the likelihood of successful project delivery?	Green = High Likelihood of Delivery (>85% of project funding identified post-award) Yellow = Medium Likelihood of Delivery (60 - 84% of project funding identified post-award) Red = Low Likelihood of Delivery (< 59% of project funding identified post-award)
30	**Affordability**	Local Match	If the program requires a local match, are funds available to provide the funding required from the local match?	Green = Local match funds have been identified provide the remaining funding required. Or local match is not required. Yellow = Local match funds have been identified but only provide a portion of the remaining funding required. Red = Local match funding has not been identified.
31	**Affordability**	Cost Certainty	What is the current certainty around project cost estimates?	Green = High-cost certainty (>75% Level of Design Completion) Yellow = Medium cost certainty (40 - 60% Level of Design Completion) Red = Low-cost certainty (<39% Level of Design Completion)
32	**State of Good Repair**	Extended Asset Life	Does the project improve the condition of existing infrastructure that is past, at, or nearing the end of its useful life; is in poor condition and in need of major repair; and/or provides new infrastructure in excellent condition?	Green = Yes, the project will improve infrastructure condition to be "like new" or new. Yellow = The condition of the infrastructure will be improved but will not address all defective or deteriorated components. Red = No, the project is not improving the condition of existing infrastructure.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
33	**Housing / Homelessness**	Affordable Housing	Is the project aimed at increasing the supply of affordable housing within LA County, either directly or indirectly?	Green = Yes, the project is directly aimed at increasing the supply of affordable housing through developer partnerships, zoning reformation, or affordable housing development within urban LA County. Yellow = The project describes increasing the supply for affordable housing but there are no direct elements of the project scope or data provided that provide evidence of this outcome Red = No, the project does not include provisions for affordable housing.
34	**Housing / Homelessness**	Homelessness	Is the project aimed at reducing and/or preventing homelessness within LA County, either directly or indirectly?	Green = Yes, the project is directly aimed at reducing homelessness through job training programs, homeless shelters, affordable housing expansion, or similar, and quantifies the expected benefit. Yellow = The project describes reducing homelessness but there are no direct elements of the project scope or data provided that provide evidence of this outcome. Red = No, the project does not have provisions to reduce or prevent homelessness.
35	**Community Engagement**	Community Input	Does this project incorporate community input or provide a detailed community engagement plan? Recommended community engagement to collect input includes: 1) Public Comment 2) Focus Groups 3) Community Forums, and/or 4) Surveys. Note to reviewer: the outcome of stakeholder outreach, whether positive or negative, is not being considered through this evaluation.	Green = Yes, project has performed or identifies strategies which may include, but are not limited to, 1) Public Comment 2) Focus Groups 3) Community Forums, and/or 4) Surveys. Yellow = Yes, project highlights the importance of community and stakeholder engagement strategies but does not identify clear plans. Red = No, there is no reference to previous community engagement activities performed or planned.

Stage 3– Additional Information

The third stage applied information tags to the project that do not impact the score but provide additional information around feasibility of the project.

Table 8: Stage 3 Project Evaluation Methodology Criteria and Questions

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
36	**Readiness/ Project Development Stage**	Project Stage	At what stage of development is the project (what is the project status)?	Green = Design, Permitting, Budgeted, Procurement, Construction Yellow = Planning, Scoping Red = Feasibility, Pre-Concept, Concept
37	**Level of Effort**	Application	Will the County have staff available to develop and submit a quality BIL grant application?	Green = Staff is available and knowledgeable. Yellow = Staff is limited and not familiar with federal grant applications. Red = Staff is not available.
38	**Level of Effort**	Manage	Will the County have staff available to manage the use and reporting of funds over the course of the project?	Green = Staff is available and knowledgeable. Yellow = Staff is limited and not familiar with federal grant applications. Red = Staff is not available.
39	**Population Served**	Population Served	Is the expected benefit of the project localized to a specific area or does it present wider benefit to a larger, possibly unquantifiable, population?	Green = County-wide or larger (unquantifiable) benefit Yellow = District-wide benefit Red = Local-impact (1 to 10 census tracts)
40	**Whole-of-Life Cost**	Maintenance/ Lifecycle Costs	Are significant major maintenance/lifecycle costs required to maintain high-value capital assets once the project is operationalized?	Green = Low project lifecycle cost expected, requiring only refurbishment of high-value capital assets (e.g., equipment, vehicles, and/or structures). Yellow = Moderate project lifecycle cost expected, requiring partial replacement or refurbishment of high-value capital assets (e.g., equipment, vehicles, and/or structures). Red = Significant project lifecycle cost expected, requiring full replacement of high-value capital assets (e.g., equipment, vehicles, and/or structures).

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
41	**Benefit-Cost Analysis (BCA)**	Benefit-Cost Analysis (BCA)	Is a BCA required for this project application?	Green = Yes, a BCA has been performed and the BCA over 1 or a BCA is not required. Yellow = Yes, a BCA has been performed and the BCA less than 1. Red = No, a BCA has not been performed.

Stage 4– Funding Prioritization Score

The final stage of the assessment considers the NOFO requirements to provide the final prioritization score for the project.

Table 9: Stage 4 Project Evaluation Methodology Criteria and Questions

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
42	**NOFO Criteria**	Eligibility	Does the project meet the eligibility criteria of the NOFO?	Yes = Proceed with evaluation N= End evaluation
43	**NOFO Criteria**	Likely Score	Based on each evaluation criteria provided in the NOFO, rate project outcomes' alignment to the NOFO evaluation criteria according to the following scale: • High: indicates a project has clear and direct, data-driven, and significant benefits in the stated project outcome area, that are well supported by the evidence in the application to meet the NOFO evaluation criteria requirement. • Medium: indicates a project has clear and direct benefits in the stated project outcome area stemming from adopting common practices for planning, designing or building infrastructure to meet the NOFO evaluation criteria requirement. • Low: indicates a project's claimed benefits in he stated project outcome area are plausible but minimal or the project's claimed benefits in this area are not plausible to meet the NOFO evaluation criteria requirement.	Green = More than half of the project outcome ratings are 'High' and there are no 'Low' ratings. Yellow = Less than half of the project outcome ratings are 'High' and there are no 'Low' ratings. Red = The project receives a 'Low' rating on any of the project outcomes.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
44	**BCA Outcome (if required)**	Previously Performed BCA	If a Benefit-Cost Analysis (BCA) is noted as a requirement in the released NOFO, has a BCA been performed for the project?	Green = Yes, the project has performed a Benefit-Cost Analysis. Yellow = No, but the Project Submission Form has scheduled performance of a Benefit-Cost Analysis. Red = No, and the Project Submission Form has not scheduled performance of a Benefit-Cost Analysis.
45	**BCA Outcome (if required)**	BCA Outcome	If a Benefit-Cost Analysis (BCA) over 1 is noted as a requirement in the released NOFO and a BCA has been completed, what was the outcome of the BCA?	Green = Yes, the project has a BCA over 2. Yellow = Yes, the project has a BCA between 1-2. Red = No, the project has a BCA below 1.
46	**Level of Effort (Reassessment)**	Application Development	Will the County have staff available to develop and submit a quality application?	Green = Staff is available and knowledgeable. Yellow = Staff is limited and not familiar with federal grant applications. Red = Staff is not available.
47	**Level of Effort (Reassessment)**	Project Management and Reporting	Will the County have staff available to manage the use and reporting of funds over the course of the project? This includes sufficient policies and procedures in place to meet federal requirements and perform monitoring and oversight of activities.	Green = Staff is available and knowledgeable. Yellow = Staff is limited and not familiar with federal grant applications. Red = Staff is not available.
48	**Affordability (Reassessment)**	Funding Gap	What is the magnitude of the project funding gap, if available?	Green = Identified funding is less than 50% of estimated project cost. Yellow = Identified funding is between 51 - 75% of estimated project cost. Red = Identified funding is greater than 76% of estimated project cost.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Scoring Guidance
49	**Affordability (Reassessment)**	Local Match	If the program requires a local match, are funds available to provide the funding required from the local match?	Green = Local match funds have been identified provide the remaining funding required. Or local match is not required. Yellow = Local match funds have been identified but only provide a portion of the remaining funding required. Red = Local match funding has not been identified.
50	**Affordability (Reassessment)**	Likelihood of Affordability	If the project were to receive only a fraction of the expected funding amount, what is the likelihood of successful project delivery?	Green = High Likelihood of Delivery (>85% of project funding identified post-award) Yellow = Medium Likelihood of Delivery (60 - 84% of project funding identified post-award) Red = Low Likelihood of Delivery (< 59% of project funding identified post-award)
51	**Affordability (Reassessment)**	Cost Certainty	What is the current certainty around project cost estimates?	Green = High-Cost Certainty (>75% Level of Design Completion) Yellow = Medium Cost Certainty (40 - 60% Level of Design Completion) Red = Low-Cost Cost Certainty (<39% Level of Design Completion)

Assumptions

The Project Evaluation Methodology assumes certain project information will be provided in order to complete the project assessment. These include:

- A narrative and supporting data describing how the Project Submission Forms meet the needs or identified gaps in opportunities and resources of a given community.
- A description of planned workforce development programs will be included as part of the project, if applicable.
- A commitment to the quality of jobs that will be available through the project and plans for including local hire provisions, if applicable.
- The type and frequency of community engagement activities both past and planned.
- A discussion of funding sources that would be used to make up the local match.

- Current development status.
- Availability of documentation, such as existing plans, designs, cost estimates, studies, etc. required for application.

A Project Submission Form has been included in Appendix A-1 which details the request for project information required to complete the assessment.

Parameters

The Project Evaluation Methodology was developed for the assessment of project for BIL funding and allows for the assessment of projects at various stages of development. While the evaluation criteria was developed to be a standard approach applied to all County project proposed for BIL funding, there are certain parameters for use of the assessment that should be followed.

- This methodology is specific to BIL funding and is not meant to prioritize other funding opportunities (e.g., ARPA, proposed Inflation Reduction Act, etc.).
- The evaluation only considers elements of a project that can be assessed prior to vendor selection and contracting. It does not evaluate whether contractors will adhere to the defined County requirements such as SBE/DBE thresholds or local hire requirements.

Future Considerations

During stakeholder discussions with the County Board Offices and departments additional criteria were proposed that were determined to be difficult or impractical to evaluate at this stage. Consideration may be given to the following criteria, among others, for inclusion in the Project Evaluation Methodology in the future.

Innovation: Innovative projects would be seen by federal agencies evaluating applications as attractive, however, defining and establishing an evaluation criterion for innovation is highly subjective. Future consideration should be given to how LA County defines innovation for the development of additional criteria to be included in the evaluation (e.g, nature-based solutions).

Contractor or Vendor Assurance Assessment as post-execution assessment: Based on the information that will be available at the project proposal stage it is impractical to evaluate vendors or contractors before their selection.

Project Evaluation Scoring Methodology

Overview

The scoring methodology employs a scoring rubric of traffic signal colors (red, yellow, green) to define how a particular project aligns to a given evaluation criterion. In the context of this qualitative analysis, scores indicate the following:

- Green 🟢 indicates a project is positively aligned with an evaluation sub-criterion (e.g., large equity benefits, large sustainability impact, increases safety, significant alignment to NOFO criteria)
- Yellow 🟡 indicates a project is moderately aligned with an evaluation sub-criterion (e.g., moderate equity benefits, moderate sustainability impact, moderate increase in safety, moderate alignment to NOFO criteria)
- Red 🔴 indicates a project is not aligned with, or does not include detail regarding, an evaluation sub-criterion (e.g., low equity benefits, low or no sustainability impact, does not increase safety, poor alignment to NOFO criteria)

Based on a review of each project against the respective evaluation criteria, projects are scored according to the red, yellow, green rubric. The rubric scoring is aligned to a numeric value which is used to calculate the overall project score at different stages of the evaluation process.

Given the limited amount of data currently available for proposed projects in the County's existing project list, assumptions were made to allow for testing of the scoring methodology. As the County performs the project evaluation, access to detailed project descriptions or plans is expected to generate a significant increase in project score variation. To help facilitate the collection of adequate project information a sample BIL Project Submission Form has been included as Appendix A-1. This Project Submission Form includes fields for specific qualitative information that could not be collected or inferred through review of the County's available data and will be required to assess a project against the Board's priorities and goals.

Approach

Six approaches were initially tested on five potential projects provided by the County to derive a preferred scoring approach. A full summary of the tested projects and scoring is included in Appendix A-5. These projects included:

- **Project 1:** Zuma Beach Electric Vehicle Charger Improvements
  - Assumptions:
    - The project is located in Malibu. Based on the County's Equity Explorer: 1) income is above the LA County median and above poverty-level, and 2) nearby tracts are classified within the Lowest need tiers within the COVID Vulnerability & Recovery Index.
    - The project adequately addresses Climate Resiliency, Sustainability, and Affordability criteria.
    - The project does not adequately address Equity, Safety, Community Engagement, and Multi-Benefit Project criteria.
    - The County has not performed much prior analysis on the project.
- **Project 2:** White Point Park Sewer Infrastructure
  - Assumptions:
    - The project is located in San Pedro. Based on the County's Equity Explorer: 1) income is above the LA County median and above poverty-level, and 2) nearby tracts are generally classified within the Low-to-Moderate need tiers within the COVID Vulnerability & Recovery Index.
    - The project adequately addresses Equity, Climate Resiliency, and Sustainability criteria.

    - This project does not adequately address Multi-Benefit Project, Housing / Homelessness, and Workforce development criteria.
    - The County has performed prior analysis on the project.
- **Project 3:** Old Rd / Sptco; Abnd; 1651; 53C0328 (Bridge Construction)
    - Assumptions:
        - The project is located in Santa Clarita. Based on the County's Equity Explorer: 1) income is above the LA County median and above poverty-level, and 2) nearby tracts are classified within the Low-to-Lowest need tiers within the COVID Vulnerability & Recovery Index.
        - The project adequately addresses Equity, Climate Resiliency, Affordability, and State of Good Repair criteria.
        - The project does not adequately address Multi-Benefit Project and Housing / Homelessness criteria.
        - The County has performed prior analysis on the project.
        - Bridges in the short-term don't have significant maintenance costs.
        - Significant resourcing will be needed to prepare the grant application and deliver the project.
        - Financial plans are well-developed.
- **Project 4:** Marina del Rey Boat Launch General Improvements
    - Assumptions:
        - The project is located in Marina del Rey. Based on the County's Equity Explorer: 1) income is above the LA County median and above poverty-level, and 2) nearby tracts are classified within the Lowest need tiers within the COVID Vulnerability & Recovery Index.
        - The project adequately addresses Equity, Climate Resiliency, Sustainability, Workforce Development, and State of Good Repair criteria.
        - This project does not adequately address Community Engagement, Affordability, Safety, and Economic Development criteria.
        - The County has performed prior analysis on the project.
- **Project 5:** Digital Literacy Program with DPSS
    - Assumptions:
        - The project adequately addresses Equity, Climate Resiliency, Workforce Development, Job Creation, Affordability, Economic Development, and Multi-Benefit Project criteria.
        - The project does not adequately address Community Engagement and Safety criteria.
        - The County has performed prior analysis on the project.
        - Online platforms are inexpensive compared to physical infrastructure construction, do not require many employees to maintain, and will allow for more remote jobs.

The approaches tested included variations on scoring scale, score values, weighting, and assumptions made regarding availability of project data. The tables below provide a summary of the approaches tested, along with examples of how each Project scored under certain Project Evaluation Methodology sub-criterion.

Table 10: Summary of Approaches Tested

Approach	Scores	Project Evaluation Methodology Criteria Weighting	Data Availability Assumption
Approach 1: Baseline	Green = 3 Yellow = 2 Red = 1	Evenly across all 12 criteria (~8%)	Assumed Yellow Scores for Unknowns

Approach	Scores	Project Evaluation Methodology Criteria Weighting	Data Availability Assumption
Approach 2: Baseline + Varied Weighting	Green = 3 Yellow = 2 Red = 1	Higher Weight (10% each) to Key Board Priorities: Equity, Sustainability, Climate Resiliency, Workforce Development, Job Creation, Economic Development Lower Weight (6.67% each) to Other Priorities: Safety, Affordability, State of Good Repair, Housing/Homelessness, Multi-Benefit Project, Community Engagement	Assumed Yellow Scores for Unknowns
Approach 3: New Scoring	Green = 10 Yellow = 3 Red = 0	Evenly across all 12 criteria (~8%)	Assumed Yellow Scores for Unknowns
Approach 4: New Scoring + Varied Weighting	Green = 10 Yellow = 3 Red = 0	Higher Weight (10% each) to Key Board Priorities: Equity, Sustainability, Climate Resiliency, Workforce Development, Job Creation, Economic Development Lower Weight (6.67% each) to Other Priorities: Safety, Affordability, State of Good Repair, Housing/Homelessness, Multi-Benefit Project, Community Engagement	Assumed Yellow Scores for Unknowns
Approach 5: New Scoring + Assumptions for Limited Info	Green = 10 Yellow = 3 Red = 0	Evenly across all 12 criteria (~8%)	Assumed all project data available
Approach 6: New Scoring + Assumptions for Limited Info + Varied Weighting	Green = 10 Yellow = 3 Red = 0	Higher Weight (10% each) to Key Board Priorities: Equity, Sustainability, Climate Resiliency, Workforce Development, Job Creation, Economic Development Lower Weight (6.67% each) to Other Priorities: Safety, Affordability, State of Good Repair, Housing/Homelessness, Multi-Benefit Project, Community Engagement	Assumed all project data available
Approach 7: 2/1/0 scoring + Varied Weighting + New Scoring + Assumptions for Limited Info + Varied Weighting	Green = 2 Yellow = 1 Red = 0	Higher Weight (10% each) to Key Board Priorities: Equity, Sustainability, Climate Resiliency, Workforce Development, Job Creation, Economic Development Lower Weight (6.67% each) to Other Priorities: Safety, Affordability, State of Good Repair, Housing/Homelessness, Multi-Benefit Project, Community Engagement	Assumed all project data available

Table 13: Project Scoring Examples

	Multi-Benefit Project Sub-Criterion		Sustainability Sub-Criterion	
	Does the project serve more than one purpose, including but not limited to providing parks and open space, water conservation, water quality improvement, energy conservation, pollution reduction, greenhouse gas reduction, workforce development, job creation, climate resilience, and preserving ecosystems, habitats, and biodiversity?		*Does the project promote provide to a zero-carbon energy system (such as wind or solar energy), provide a new building or renovated existing building that is net zero carbon, Provide infrastructure that supports a zero-emission transportation (such as bike lanes or electric vehicle charging stations)?*	
	Score	Scoring Guidance	Score	Scoring Guidance
Project 1: Zuma Beach Electric Vehicle Charger Improvements	Red	No, the project has a singular focus and benefit.	Green	The project supports one or more of the identifies strategies.
Project 2: White Point Park Sewer Infrastructure	Yellow	Yes, the project has identified two benefits that it plans to achieve.	Yellow	The project does not meet any of these strategies.
Project 3: Old Rd / Sptco; Abnd; 1651; 53C0328 (Bridge Construction)	Yellow	Yes, the project has identified two benefits that it plans to achieve.	Yellow	The project does not meet any of these strategies.
Project 4: Marina del Rey Boat Launch General Improvements	Red	No, the project has a singular focus and benefit	Yellow	The project does not meet any of these strategies.
Project 5: Digital Literacy Program with DPSS	Green	Yes, the project has identified at least three or more benefits that it plans to achieve benefits that it plans to achieve.	Yellow	The project does not meet any of these strategies.

During the testing, Project 5 (Digital Literacy Program with DPSS) consistently scored the highest given that assumptions made for the project consistently addressed a variety of the evaluation criteria. For example, Project 5 assumptions consistently addressed more Project Evaluation Methodology criteria (e.g., Workforce Development, Job Creation, Economic Development) compared to more singularly focused projects such as Project 2 (White Point Park Sewer Infrastructure) which addressed Workforce Development, Job Creation, Economic Development to a lesser degree based on the individual sub criterion. Accordingly, testing was primarily focused on deriving more-variable results across Projects 1-4.

After testing a baseline approach (Approach 1), the results yielded low variability in scores across the projects tested. In an effort to further increase variability between project scores, Approaches 2 through 6 were performed to test how varied numerical scores, differing criteria weights, and assumptions around the availability of project information had an effect on score variation.

These additional approaches led the team to test Approach 7 which, in addition to combining the varied criteria weights (from Approaches 2, 4, and 6) with the assumption that all project data is available (from Approaches 5

and 6), also testing a 2/1/0 scoring approach. Approach 7 resulted in the best balance between score variability and standardization, leading to the recommendation that:

- A 2/1/0 scoring approach is preferable given the even distribution between values is simple and may be viewed as less "arbitrary" than a 10/3/0 distribution. A 2/1/0 scoring approach resulted in more variability than 3/2/1 scoring.
- Project Evaluation Methodology criteria be varied in weight to both increase score variability and highlight those deemed most critical to the County (i.e., objectives identified in the Motion). Based on the values used during testing, the criteria for Equity, Sustainability, Climate Resiliency, Job Creation, and Economic Development would be evenly responsible for [60%] of the Stage 2 score, while other criteria would each be weighted evenly within the remainder at [40%]. In addition, County stakeholder feedback reinforced weighting NOFO evaluation scores highly as the primary criteria required by Federal agencies administrating the funds. Given the importance of the NOFO criteria as the primary deciding factor in the award of funding, the NOFO evaluation criteria would be responsible for [65%] of the Stage 4 score, while other criteria would each be weighted evenly within the remainder at [35%]. The Stage 2 score represents [65%] of the overall project score and the Stage 4 represents [35%] of the overall project score.
- With respect to the finding that availability of detailed project information helps increase score variability, it is recommended a red score be assigned when project data is not available or provided to address a certain sub-criterion.
- While a 5-point scale was considered, it was found that a 3-point scale yielded variability between scores, and it is recommended that use of a 5-point scale may decrease complexity and subjectivity when scoring projects.

Scoring Scale and Values

The scoring methodology selected is intended to provide standardized, objective scores by which unique projects can be assessed across County departments. In an effort to limit subjectivity, the user of the evaluation will be provided scoring guidance (as illustrated below) for each sub-criterion to assign a qualitative score (i.e., Red, Yellow, Green). The evaluation includes questions which solicit a score based on either quantitative or qualitative project data. In the quantitative scoring example below, the evaluation's user is instructed to score a sub-criterion based on a quantitative value associated with the project. In the qualitative example below, scores are assigned based on the user's qualitative understanding of the project and access to project details.

Quantitative Scoring Example:

Quantitative Example				
Evaluation Criteria	**Subcriteria**	**Question**	**Scoring Guidance**	**Score**
Equity	Specific vulnerable community benefit: Low-income communities	Is the project's intended benefiting (reducing access barriers and/or core policy (other key policy aims) investment) a discernable population that is living below 200% of the Federal Poverty Level and capable of generating related measurable outcome data?	Green = >75% of the population to measurably benefit from the project is living below 200% of the Federal Poverty Level. Yellow = 25%-75% to measurably benefit from the project is living below 200% of the Federal Poverty Level. Red = <25% to measurably benefit from the project is living below 200% of the Federal Poverty Level.	Green = 2 Yellow = 1 Red = 0

Qualitative Scoring Example:

Qualitative Example				
Evaluation Criteria	**Subcriteria**	**Question**	**Scoring Guidance**	**Score**
Population Served	Population Served	*Is the expected benefit of the project localized to a specific area or does it present wider benefit to a larger, possibly unquantifiable, population?*	Green = County-wide or larger (unquantifiable) benefit Yellow = District-wide benefit Red = Local-impact (1 to 10 census tracts)	Green = 2 Yellow = 1 Red = 0

Note: As depicted above, the scoring guidance may allow for only a Red or Green score where the ability to address a sub-criterion may be binary.

In order to provide an overall score for the project, Quantitative values are assigned to qualitative score where: Red = [0]; Yellow = [1]; and Green = [2]. Quantitative scores for each sub-criterion are then aggregated to derive overall totals for each of the criteria assessed.

Intended Use

The Project Evaluation Methodology and scoring is intended to facilitate the County's review of the project reference material against the standardized Project Evaluation Methodology to provide a score for each proposed project submitted for funding.

The numerical ratings and color scoring populated for each project and evaluation criterion can be viewed by the PMO, Review Committee, PW and ISD at (i) the criteria and sub-criterion levels, (ii) by each evaluation Stage and (iii) as an overall total score. County will be able to compare scored project results for both similar and non-similar projects and provide guidance to Lead Applicants on how individual project candidacy can be improved for future consideration. As future Federal guidance is released and County objectives evolve, the Project Evaluation Methodology criteria can be continually revised in partnership with the County.

After the PMO scores each of the projects against the evaluation criteria after the NOFO is released, the PMO will be responsible for working with Lead Applicants to refine project plans and providing the Review Committee with the results. The Review Committee then will review the evaluation scores and provide qualitative input and recommendations to PW and ISD, providing a rational if the highest scoring project is not the project selected. PW and ISD will review scores and recommendation and provide a final recommended project to Level 1 (the CEO and Board) for approval.

Conclusion and Next Steps

Summary of Deliverable

The Evaluation Methodology sets the foundation for how the County will prioritize projects and BIL funding opportunity as part of the Infrastructure Initiative. This deliverable provides the County with a standardized, yet flexible process to assist in prioritization that can be applied to all BIL funding programs, and all County projects submitted for BIL funding. The Evaluation Methodology and Output is intended to be used as part of the Evaluation and Prioritization and Decision-making/Project Selection processes, as described in the Governance Plan.

Next Steps

Following review and approval from the County of the Project Evaluation Methodology, scoring of County projects submitted for the Infrastructure Initiative can be completed. A request for additional project information should be completed prior to scoring to allow for accurate assessment of projects. A proposed template to be used to collect additional project information is included in Appendix A-1 of this document.

Proposed next steps for the overall operationalization of the Infrastructure Initiative are included in the Action Plan. The Action Plan provides a proposed roadmap for implementation with a schedule and milestones. As part of the Action Plan the following activities should be required to operational the Evaluation Methodology:

- Request for additional project information issued to departments looking to pursue BIL funding
- Train County departments in the use of the Evaluation Methodology and scoring
- Develop and maintain a schedule to track priority BIL funding programs, expected NOFO dates, and schedule for project selection and applications
- Perform project scoring and distribute Stages 1-3 scoring results to County departments and Review Committee
- Conduct lessons learned and project scoring refinement

Appendix

Appendix A-1: Project Submission Form

LA COUNTY INFRASTRUCTURE INITATIVE PROJECT SUBMISSION FORM	
LA County Departments are invited to submit a project for consideration by the Board Offices to be submitted for BIL funding. Please complete all fields in the form below providing as much detail possible to describe the project and the outcomes it will produce of the County.	
Basic Project Information	
Project or Program Name	
Lead Applicant (Dropdown)	
Supporting Department(s) (Include all applicable)	
Primary Contact Name (for Lead Applicant)	
Primary Contact Email (for Lead Applicant)	
Estimated cost of the project	
Project Status (Dropdown)	
Project Location/Community	
Latitude	
Longitude	
BIL Program information	
Program name (Dropdown)	
Sponsoring agency name	
Please provide responses to questions below providing as much detail and supporting data as possible to fully respond to the question.	
1. Provide a detailed description of the project including the scope, goals, objectives, and intended outcome(s) for the County.	
2. Will the project to eliminate/reduce a historic barrier or increase equitable access to resources, opportunity, delivery, and/or services a community that lacks resources or opportunities? How was equity considered in the project design and how does it support the Countywide equity principles? Please provide all available data which substantiates this.	
3. What is the location of the community that will benefit from this project (provide census tracts)? Is the expected benefit of the project localized to a specific area or does it present wider benefit?	

4. Describe any community engagement activities have taken place for this project. This can include 1) Public Comment 2) Focus Groups 3) Community Forums, and/or 4) Surveys, etc.	
5. Has a detailed cost estimate been performed to estimate the project cost and budget? What is the current certainty around project cost estimate?	
6. Is a local match funding required and has a source of funding been identified?	
7. Does the project include any workforce development or training programs? Please describe what these programs will include.	
8. Does the project plan to include any minimum or local hire requirements or provisions?	
9. Please describe if the project will create jobs, the number of estimated jobs created, and if the jobs created will be required through contracting to be of a certain quality (this includes requiring a family-sustaining wage, full benefits, use of local hire provisions, provisions to benefit those who have previously been disadvantaged, and labor agreements)	
10. Does the project plan to include a procurement goal of twenty-five (25%) for certified Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises?	
11. Has an analysis been competed to assess and quantify the on-going maintenance and repair costs following project completion? Has a source of maintenance or repair funding been identified?	
12. Does the project involve collaboration between multiple Agencies and/or Departments within California, either at the Local-, County-, or State-level?	

13. Does the County have available resources to support the application and to manage the funding, if awarded. Are the resources knowledgeable in federal grant management?	

14. If the BIL program has any special requirements, such as a Benefit-Cost Analysis, existing action or safety plan, study, etc. has the County already completed the actions for this special requirement and what was the outcome?	

Appendix A-2: County Stakeholders Engaged During Evaluation Methodology Development

County Departments	County Attendees	Date
Department of Public Works	• Principal Engineer, Strategic Planning & Sustainability Office	July 14, 2022
Internal Services Department	• Director of Internal Services Department • General Manager, Energy and Environmental Services	July 22, 2022
Chief Sustainability Office	• Interim Chief Sustainability Officer • Sustainability Program Director	July 25, 2022
Department of Regional Planning	• Chief Deputy Director	July 26, 2022
Internal Services Department	• General Manager, Energy and Environmental Services	July 28, 2022
Supervisorial District 2	• Senior Deputy Infrastructure and Transportation • Senior Deputy Environmental Justice • Transportation Deputy	August 2, 2022
Supervisorial District 1	• Transportation Deputy	August 3, 2022
Supervisorial District 5	• Transportation Deputy • Planning and Public Works Deputy	August 3, 2022
Department of Economic Opportunity	• Director Department of Economic Opportunity	August 4, 2022
Supervisorial District 4	• Public Works, Parks & Recreations, and Internal Services Department Deputy	August 8, 2022
Supervisorial District 3	• Public works, Parks & Recreations, and Libraries Deputy	August 8, 2022
Department of Parks & Recreation	• Deputy Director for Planning and Development • Chief of Planning and Development • Section Head Sustainability Planning • Chief of Planning	August 8, 2022
Department of Public Health	• Program Director, Climate Change and Sustainability Program • Deputy Director of Operations	August 9, 2022
Department of Public Works	• Grants Management	August 9, 2022
Anti-Racism, Diversity, and Inclusion (ARDI Initiative)	• Executive Director	August 12, 2022
Supervisorial District 2	• Senior Deputy Infrastructure and Transportation • Senior Deputy Environmental Justice • Transportation Deputy	August 15, 2022
Department of Public Works and Internal Services Department	• General Manager, Energy and Environmental Services • Principal Engineer, Strategic Planning & Sustainability Office	August 23, 2022
Anti-Racism, Diversity, and Inclusion, Chief Sustainability Office, Department of Economic Opportunity	• Executive Director, Racial Equity • Interim Chief Sustainability Officer • Sustainability Program Director • Director Department of Economic Opportunity	August 31, 2022
Supervisorial District 2	• Senior Deputy Infrastructure and Transportation • Senior Deputy Environmental Justice • Senior Deputy for Economic and Workforce Development	September 14, 2022
Supervisorial District 2	• Senior Deputy Infrastructure and Transportation • Senior Deputy Environmental Justice • Transportation Deputy	September 26, 2022

County Departments	County Attendees	Date
Chief Executive Office and Department of Public Works	• Policy Implementation and Alignment Branch • Principal Engineer, Strategic Planning & Sustainability Office	Weekly starting July 20,2022

Appendix A-3: County and External Documentation Reviewed for Development of the Evaluation Methodology

County Author, Department, Agency, or External Group	Document Reviewed	Date of Publication
Revised Motion by Supervisors Holly J. Mitchell and Sheila Kuehl	Criteria To Ensure Equitable and Sustainable Outcomes in Federal and State	April 5, 2022
Motion by Supervisor Mark Ridley-Thomas	Establishing an Antiracist Los Angeles County Policy Agenda	July 21, 2020
Revised Motion by Supervisors Holly J. Mitchell and Janice Hahn	Addressing Infrastructure Inequity	August 10, 2021
Motion by Supervisors Holly J. Mitchell	Moving Forward on Equitable Implementation of the American Rescue Plan	September 15, 2021
Motion by Supervisors Hilda L. Solis and Holly J. Mitchell	Investments to Accelerate Digital Equity	November 16, 2021
Motion by Supervisor Hilda L. Solis	A Countywide Strategy for Equitable Economic Recovery	February 9, 2021
Chief Executive Office	County of Los Angeles 2016 – 2021 Strategic Plan	N/A
Chief Executive Office	Guide to County Services	Revised March 2022
Chief Executive Office	Driving Transformative Change in Los Angeles County, Initial Steps and Future Plans	April 2016
Chief Executive Office	Office of the Chief Information Officer, Strategic Goals	N/A
Chief Executive Office	Approval of American Rescue Plan Fiscal Recovery Funds Spending Plan	July 27, 2021
Chief Executive Office	Report on Establishing A Los Angeles County Poverty Alleviation Policy Agenda and Creating a Countywide Guaranteed Income Program	February 28, 2022
Chief Executive Office, Asset Management Branch	2020 Strategic Asset Management Plan	March 6, 2020
Chief Sustainability Office	LA County Climate Vulnerability Assessment	October 2021
Chief Sustainability Office	OurCounty Sustainability Plan	August 2019
Antiracism, Diversity, and Inclusion Initiative	Ensuring Equitable Implementation of the American Rescue Plan	August 13, 2021
Antiracism, Diversity and Inclusion Initiative	Draft Racial Equity Strategic Plan	April 21 2022
Department of Public Works	Public Works Los Angeles County Strategic Plan 2022 - 2027	N/A
Internal Services Department	The County of Los Angeles Internal Services Department 2019 - 2022 Strategic Plan	January 28, 2019
Department of Regional Planning	County of Los Angeles Department of Regional Planning Strategic Plan 2015-2020	June 2015
Department of Regional Planning	Draft 2045 Climate Action Plan	April 2022
Department of Parks and Recreation	Department Operations Plan, Los Angeles County Department of Parks and Recreation	Updated 5/23/2022

County Author, Department, Agency, or External Group	Document Reviewed	Date of Publication
Department of Beaches and Harbors	County of Los Angeles Department of Beaches & Harbors Strategic Plan	N/A
Department of Public Health	County of Los Angeles Department of Public Health Strategic Plan 2018-2023	N/A
Los Angeles County Sanitation Districts	Reducing Our Carbon Footprint, The Sanitation Districts' Greenhouse Gas Reduction Initiatives	N/A
Los Angeles County Development Authority	2022-2023 One-Year Action Plan (Volume 1 & Volume 2)	May 5, 2022
Department of Consumer and Business Affairs	Director's statement on the American Rescue Plan	March 12, 2021
LA Metro	Metro Vision 2028 Strategic Plan	June 2018
LA Metro	Moving Beyond Sustainability (MBS) Strategic Plan 2020	N/A
Department of Public Health and Chief Sustainability Office	Climate Change and Health Equity Report Strategies for Action (FINAL DRAFT) - Provided by the County on 08/08/22	N/A
WHAM Taskforce and Chief Sustainability Office	WHAM Proposed Metrics - Provided by the County on 08/08/22	June 14, 2022
WHAM Taskforce and Chief Sustainability Office	WHAM Coalition Taskforce - Provided by the County on 08/08/22	June 15, 2022
WHAM Taskforce and Chief Sustainability Office	WHAM Technical Assistance Working Group: Lessons Learned & Next Steps - Provided by the County on 08/08/22	April 12, 2022
WHAM Taskforce and Chief Sustainability Office	WHAM Mapping Tool Working Group: Outcomes & Data Layers - Provided by the County on 08/08/22	March 24, 2022
UCLA and Liberty Hill Foundation	Mobilizing the Transformative Power of WHAM	Summer 2021
LA County Equity Explorer Tool	LA County Equity Explorer	2021
LA County Climate Vulnerability Mapping Tool	Los Angeles County Climate Vulnerability Assessment - Web Tool	N/A
Infrastructure LA	The Infrastructure Initiative Project Map	Updated June 28, 2022
Environmental Protection Agency (EPA) EJScreen	EPA's Environmental Justice Screening and Mapping Tool	2015
Council on Environmental Quality	Climate & Economic Justice Screening Tool	May 4, 2022
Equity in Infrastructure Project (EIP)	Home | The Equity in Infrastructure Project	N/A

Appendix A-4: Data Sources

The following table includes proposed data sources that could be used to answer the Project Evaluation Methodology questions in Stage 2.

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Data Source that could be used to answer the questions.
2	**Equity**	Providing equitable resources and opportunity	Does the project eliminate/reduce a historic barrier or increase equitable access to resources, opportunity, delivery and/or services among underserved communities that have been denied such access, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; LGBTQ+ persons; persons with disabilities; and other community members otherwise adversely affected by persistent poverty or inequality.	LA County Equity Explorer and Climate Vulnerability Assessment Tool
3	**Equity**	Consistent, systematic fair, and just selection and implementation	Would the selection and implementation of the project be the result of a process that fairly and justly considered the needs and input of the whole community, particularly input from historically underserved and underrepresented community groups?	Existing County needs assessment, plan, or study that considered community input and feedback; Community engagement feedback and results.
4	**Equity**	Equity Principles	Does the project meet one of the ten Board approved equity principles (**Equity Principles**)?	ARDI Equity Principles
5	**Equity**	Equitable Project Design	Does the project explain how equity was considered in the proposed design?	LA County Equity Explorer
6	**Equity**	Social Sensitivity	What is the social vulnerability index of the population that is expected to receive the project's intended benefiting [reducing access barriers and/or core policy (other key policy aims) investment] (As defined by the LA County Climate Vulnerability Assessment, October 2021 and the **LA County Climate Vulnerability Assessment Tool**)?	LA County Climate Vulnerability Assessment Tool
7	**Equity**	Redressing historic disinvestment	Does the project directly address identifiable systemic barriers to investment in underserved or marginalized communities, including but not limited to redressing historic distribution of resources, inhibitive land use zoning, disruptive infrastructure to neighborhood cohesion and economic investment; and/or demonstrating an investment based on a forecast of a disadvantaged community's future needs and growth opportunities?	LA County Equity Explorer- Historical-Historical Neighborhood Redlining
8	**Equity**	Climate, environmental & economic justice investment (Justice40)	Does the project serve a disadvantaged community, community of color, low-income community, or other identifiable historically marginalized or underserved community by investing in safeguards	White House Council on Environmental Quality (CEQ) Climate

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Data Source that could be used to answer the questions.
			against or to redress historic climate, environmental, or economic injustice, as identified by the White House Council on Environmental Quality (CEQ) Climate and Economic Justice Screening Tool (CEJST)?	and Economic Justice Screening Tool (CEJST)
9	**Sustainability**	Enhances or supports improvements in human and community health	Does the project invest in direct long-term features or otherwise accommodate subsequent community investments in improvements in human and community health indicators, relevant to the nature of the project investment type?	Climate Change and Health Equity Report Strategies for Action
10	**Sustainability**	Transit & Pedestrian Oriented Sustainable Land Use	Does the project invest in direct features or otherwise accommodate subsequent community investments in increasing densities and land use diversity (within 1 mile of site); residential and commercial investment in proximity to current or planned transit nodes; and/or promote walking and bicycling over driving?	LA County BIL project mapping tool
11	**Sustainability**	Park Needs	Does the project address a need identified in the 2022 Park Needs Assessment (park needs priority, regional priority, rural priority, environmental conservation priority)?	2022 Park Need Assessment
12	**Sustainability**	A Fossil Fuel-Free LA County	Does the project provide to a zero-carbon energy system (such as wind or solar energy), provide a new building or renovated existing building that is net zero carbon, or provide infrastructure that supports a zero-emission transportation (such a bike lanes or electric vehicle charging stations)?	Project Submission Form
13	**Sustainability**	A convenient, safe, clean, and affordable transportation system that enhances mobility while reducing car dependency	Does the project create new transportation options (other than single occupancy cars) or expand transit service; or increase safety of active transportation (walk and biking)?	Project Submission Form
14	**Climate Resiliency**	Climate hazards	Is the project located in an area highly susceptible to any of the below climate hazards, and is a medium or high Physical Vulnerability Assessment (PVA) rating based on the project infrastructure type? 1) Extreme heat 2) Wildfire 3) Drought 4) Inland flooding 5) Extreme precipitation 6) Coastal flooding	Climate Vulnerability Assessment Tool
15	**Climate Resiliency**	Resilient Communities	Is the project enhancing County-led climate adaptation strategies by incorporating emergency preparedness?	Project Submission Form

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Data Source that could be used to answer the questions.
16	**Workforce Development**	Talent Pipeline	Does the project include a workforce development plan to build a local, diverse, and qualified candidate pool, such as partnership with the public workforce system, targeted community outreach and recruitment, education and training program utilization or developments, work-based learning (apprenticeship, on-the-job training), delivery of supportive services?	LA County Climate Vulnerability Assessment – Climate Hazards and Physical Vulnerability Assessment
17	**Workforce Development**	Green Economy	Does the project provide quality job in the green economy (clean energy, zero emission transportation, green infrastructure, etc) or help transition the oil and gas extraction workforce through training and readiness to support the proper abandonment of wells?	LA County Climate Vulnerability Assessment – Climate Hazards and Physical Vulnerability Assessment
18	**Workforce Development**	Local and Targeted Hire	Does the project establish goals to meet or exceed the countywide goals of 30% Local Workers and 10% Targeted Workers?	Project Submission Form
19	**Job Creation**	Quality Jobs	Does the Project Submission Form describe creation of quality jobs, which include: 1) A family-sustaining wage 2) Full benefits 3) Free and fair choice to join a union (strong labor standards and practices, such as project labor agreements)	Project Submission Form
20	**Job Creation**	Number of New Jobs	How many new jobs does the project estimate will be created?	Project Submission Form
21	**Job Creation**	On-going Maintenance and Operations	Will the project create new jobs for on-going maintenance and operations, following completion of the project?	Project Submission Form
22	**Economic Development**	Access to Jobs	Is the project improving access to quality jobs for a disadvantaged community through increased mobility or access broadband and connectivity?	Project Submission Form
23	**Economic Development**	Supports Inclusive Growth Opportunities within High-Growth Sectors	Does the project include implementation strategies to target and systematically offer appropriate assistance to high-growth industries? (i.e., green/clean energy, transportation and logistics, health care, biotech, construction, and hospitality and tourism)	Project Submission Form
24	**Economic Development**	Small Business and Social Enterprises	Does the project outline requirements to meet County-wide procurement goals of twenty-five (25%) for certified Local Small Business Enterprises and three (3%) percent for Disabled Veteran Business Enterprises? Does the project demonstrate efforts/commitment to increasing access for small and HUB/certified businesses to access prime and subcontracts (e.g. outreach, unbundling, prompt payment, etc.)	Project Submission Form

ID	Project Evaluation Methodology Criteria	Project Evaluation Methodology Sub-Criteria	Project Evaluation Methodology Question	Data Source that could be used to answer the questions.
25	**Multi-Benefit Project**	Cross-Departmental/Cross-Agency Collaboration	Does the project involve collaboration between multiple Agencies and/or Departments within California, either at the Local-, County-, or State-level?	Project Submission Form
26	**Multi-Benefit Project**	Multiple Purpose and Benefits	Does the project serve more than one purpose, including but not limited to providing parks and open space, water conservation, water quality improvement, energy conservation, pollution reduction, greenhouse gas reduction, workforce development, job creation, climate resilience, and preserving ecosystems, habitats, and biodiversity?	Project Submission Form
27	**Safety**	Safety Improvement	Does the project include safety enhancements that reduce the likelihood of injuries and deaths?	Project Submission Form
28	**Affordability**	Funding Gap	What is the magnitude of the project funding gap, if available?	Project Submission Form
29	**Affordability**	Likelihood of Affordability	If the project were to receive only a fraction of the expected funding amount, what is the likelihood of successful project delivery?	Project Submission Form
30	**Affordability**	Local Match	If the program requires a local match, are funds available to provide the funding required from the local match?	Project Submission Form
31	**Affordability**	Cost Certainty	What is the current certainty around project cost estimates?	Project Submission Form
32	**State of Good Repair**	Extended Asset Life	Does the project improve the condition of existing infrastructure that is past, at, or nearing the end of its useful life; is in poor condition and in need of major repair; and/or provides new infrastructure in excellent condition?	Project Submission Form
33	**Housing / Homelessness**	Affordable Housing	Is the project aimed at increasing the supply of affordable housing within LA County, either directly or indirectly?	Project Submission Form
34	**Housing / Homelessness**	Homelessness	Is the project aimed at reducing and/or preventing homelessness within LA County, either directly or indirectly?	Project Submission Form
35	**Community Engagement**	Community Input	Does this project incorporate community input or provide a detailed community engagement plan? Recommended community engagement to collect input includes: 1) Public Comment 2) Focus Groups 3) Community Forums, and/or 4) Surveys. Note to reviewer: the outcome of stakeholder outreach, whether positive or negative, is not being considered through this evaluation.	Project Submission Form

Appendix A-5: Project Evaluation Methodology Scoring Example

Criteria	Zuma Beach Electric Vehicle Charger Improvements	White Point Park Sewer Infrastructure	Old Rd / Sptco Abnd ; 1651 ; 53C0328 (Bridge Construction)	Marina del Rey Boat Launch General Improvements	Digital Literacy Program with DPSS
Stage 2: LA County Policy Alignment					
Equity	1%	2%	8%	1%	10%
Sustainability	8%	7%	2%	3%	2%
Climate Resiliency	7%	5%	5%	3%	3%
Workforce Development	4%	5%	1%	1%	5%
Job Creation	2%	2%	0%	0%	3%
Economic Development	3%	3%	0%	0%	5%
Safety	0%	0%	3%	0%	0%
Affordability	3%	3%	2%	5%	4%
State of Good Repair	3%	3%	3%	3%	3%
Housing / Homelessness	7%	3%	3%	3%	3%
Multi-Benefit Project	7%	7%	2%	2%	7%
Community Engagement	0%	0%	0%	0%	3%
Stage 2: LA County Policy Alignment Subtotal	**44%**	**40%**	**29%**	**21%**	**49%**
Stage 3: Additional Information					
At what stage of development is the project (what is the project status)?	Green	Green	Green	Yellow	Green
Will the County have staff available to develop and submit a quality BIL grant application?	Green	Green	Green	Yellow	Green
Will the County have staff available to manage the use and reporting of funds over the course of the project?	Green	Red	Green	Yellow	Yellow
Is the expected benefit of the project localized to a specific area or does it present wider benefit to a larger, possibly unquantifiable, population?	Green	Green	Green	Green	Green
Are significant major maintenance/lifecycle costs required to maintain high-value capital assets once the project is operationalized?	Yellow	Red	Yellow	Red	Green
Is a BCA required for this project application?	Green	Green	Green	Red	Red
Stage 4: Funding Prioritization Score					
NOFO Criteria	49%	49%	49%	33%	65%
BCA Outcome	12%	12%	12%	0%	0%
Level of Effort (Reassessment)	0%	12%	12%	12%	12%
Affordability (Reassesment)	12%	9%	10%	12%	7%
Stage 4: Funding Prioritization Score Subtotal	**72%**	**81%**	**82%**	**56%**	**84%**
Overall Score	**44%**	**43%**	**40%**	**26%**	**56%**

Appendix A-6: BIL Programs the County can apply to through the State/Regional Federal Agency

Program name as per latest BIL Guidebook by Whitehouse	Agency	Type of Funding
Carbon Reduction Program	U.S. Department of Transportation	Formula
Clean Water State Revolving Fund-Emerging Contaminants	U.S. Environmental Protection Agency	Formula
Clean Water State Revolving Fund	U.S. Environmental Protection Agency	Formula
Drinking Water State Revolving Fund Emerging Contaminants (incl. PFAS)	U.S. Environmental Protection Agency	Formula
Drinking Water State Revolving Fund	U.S. Environmental Protection Agency	Formula
Drinking Water State Revolving Fund Lead Service Lines Replacement	U.S. Environmental Protection Agency	Formula
Emergency Watershed Protection Program	U.S. Department of Agriculture	Competitive
Hazard Mitigation Revolving Loan Funds/Safeguarding Tomorrow through Ongoing Risk Mitigation (STORM) Act (Robert T Stafford Act, Sec 205)	U.S. Department of Homeland Security	Competitive
Secure Rural Schools	U.S. Department of Agriculture	Formula
State and Local Cybersecurity Grant Program	U.S. Department of Homeland Security	Formula
Surface Transportation Block Grant Program	U.S. Department of Transportation	Competitive
Weatherization Assistance Program	U.S. Department of Energy	Formula
Nationally Significant Federal Lands and Tribal Projects	Department of Transportation	Grant
Distance Learning, Telemedicine, And Broadband Program: Reconnect Program	U.S. Department of Agriculture	Competitive
National Electric Vehicle Infrastructure Formula Program	Department of Transportation	Formula

COUNTY OF LOS ANGELES

Infrastructure Initiative

Task 4: Infrastructure Initiative Action Plan

December 2022

Report prepared by KPMG for LA County

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Infrastructure Initiative - Background and Context

What is the LA County Infrastructure Initiative?

The Infrastructure Initiative is a countywide coordinated effort to maximize Los Angeles County's share of federal funding through the Bipartisan Infrastructure Law (BIL). The Infrastructure Initiative (or "Initiative") was introduced by the Board of Supervisors through a **Motion** that directed the Chief Executive Officer (CEO), in collaboration with other impacted departments including the Department of Public Works (PW), the Internal Services Departments (ISD), and the Economic and Workforce Development Department (now the Department for Economic Opportunity (DEO))), to establish key elements of the Infrastructure Initiative including a Governance Plan (Task 2), Evaluation Methodology and Output (Task 3), and Data Tracking and Reporting KPIs (Task 5). The Infrastructure Initiative is focused on elevating projects that advance the Board's priorities including, equity, sustainability, and climate resiliency as well as establishing processes for identifying, evaluating, scoring, and requesting BIL funding for project proposals.

What is the Infrastructure Initiative Action Plan?

The Infrastructure Initiative Action Plan (Action Plan) is the roadmap for implementing the Infrastructure Initiative. It is a 'living document' that is used to guide the implementation and operationalization of the Governance Plan and BIL funding program Evaluation Methodology and Project Evaluation Methodology (collectively "the Evaluation Methodology") for the County. In this context, a 'living document' means it will be updated regularly to reflect ongoing activities and progress of the County as well as the next steps. The Action Plan includes activities and actions for the County to take in the short, annual, and five-year periods, throughout the life of the BIL funding. As applications for many BIL funding programs are active now with some deadlines have already passed, there are more detailed actions required in the short-term to stand up the Infrastructure Initiative. The plan for the medium- and long-term focuses on reporting progress, identifying improvements, and assessing the overall impact of the Infrastructure Initiative.

How was it developed?

The Infrastructure Initiative Action Plan builds off the Infrastructure Initiative Governance Plan, the Evaluation Methodology and Output, and the Data Tracking and Reporting KPIs, which are all separate Infrastructure Initiative documents. These documents were developed through engaging with multiple County departments, analysis of the BIL funding program opportunities for the County, as well as reviewing the County's strategic and policy implementation plans. County stakeholders engaged in the development of these documents included PW, ISD, DEO, the Chief Sustainability Office (CSO), and the Anti-Racism, Diversity, and Inclusion Initiative (ARDI), among others. This Action Plan takes these as inputs and identifies discrete and timebound actions needed to implement the Infrastructure Initiative.

How should it be used?

This document should be used to guide the County in the implementation and ongoing maintenance of the Infrastructure Initiative. The document includes a description of each action, the action owner, supporting stakeholders, key next steps, and key benefits/outcomes. The action owner will be responsible for leading the action and providing updates to the County on the status as well as reviewing and maintaining key next steps during the regular reviews and updates of the Action Plan.

The Action Plan should be reviewed and updated at regular intervals (quarterly is suggested) to ensure the focus of the initiative for the short-term is kept up to date and all activities related to upcoming BIL funding programs and NOFOs can be captured and communicated. Throughout the plan, call-out boxes have been included where the activity should be reviewed as part of the regular updates. An example of the call-out is included in the image to the right.

Update Action: Activities that should be reviewed and updated as part of the living document are called out with these boxes.

In the appendix (Appendix A-1) of this Action Plan is a schedule of BIL funding programs the County is eligible to apply for directly[1]. This schedule should be reviewed and maintained regularly as Notices of Funding Opportunities (NOFOs) are issued and application deadlines become known. The schedule can be used as a tool to track and plan for upcoming BIL funding program applications. The Action Plan also includes a grant application checklist in the appendix (Appendix A-2). The checklist should be used to guide the County in preparing and submitting BIL funding program applications.

Infrastructure Initiative Action Plan Owner

The owner of this document is the Infrastructure Initiative Project Management Office (PMO). The owner is responsible for regular reviews and updates as well as following up with action owners on the status of the planned and completed activities.

Relationship to other documents

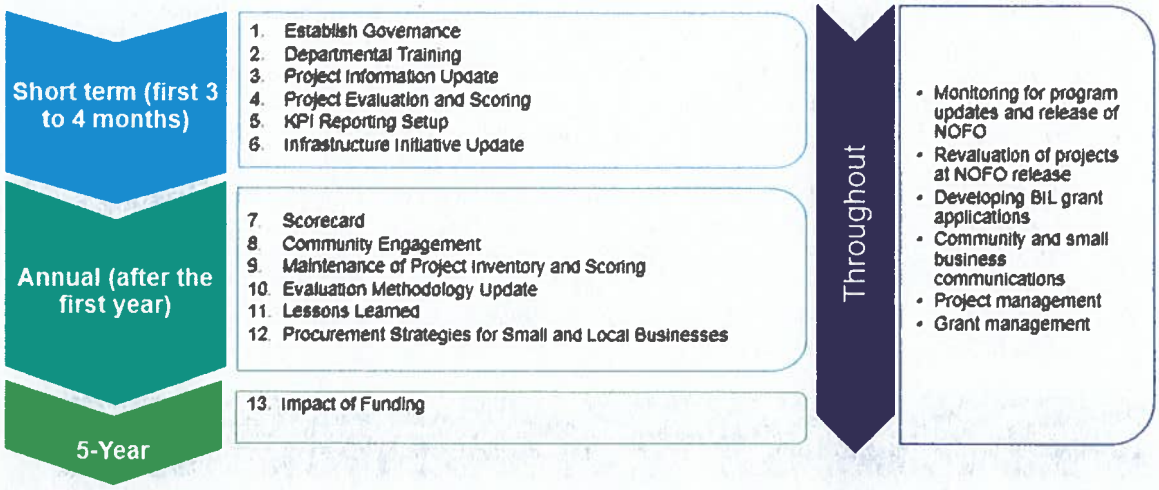
Governance Plan	Evaluation Methodology and Output	Data Tracking and Reporting Key Performance Indicators (KPIs)	This document (Infrastructure Initiative Action Plan)
• Governance structure, framework, roles, and responsibilities • Decision-making and execution processes	• Evaluation and prioritized list of BIL funding programs • Standardized evaluation methodology framework for assessing proposed County projects	• Measures of assessing funding use with performance and compliance measures	• Implementation actions and schedule to operationalize the Infrastructure Initiative

Infrastructure Initiative to date

To date, the County has been actively monitoring BIL funding programs and has submitted several grant applications. PW has led meetings countywide and with individual departments and has acted as the coordinator. ISD is leading all efforts related to pursuing energy, electric vehicle, and broadband grants. Tools developed for the Infrastructure Initiative, such as the BIL mapping tool and Infrastructure Initiative calendar, are shared through the LA Infrastructure website. This Action Plan builds on the progress and actions the County has already completed and is intended to formalize the Infrastructure Initiative organizational structure and prioritization process to help ensure the County's approach to capturing BIL funding is aligned to the Board's priorities of equity, sustainability, and climate resiliency, among others.

[1] As of October 14, 2022, some BIL funding programs had little information available to perform the assessment for County eligibility to apply directly. Once the NOFO/FOA or additional information is released about the program, including information on eligibility and eligible uses of funding and a description of the BIL funding program's primary and secondary criteria, these programs should be reassessed for County eligibility.

The Action Plan in the Short-, Medium-, and Long-Term



Short-Term

Activities in the short-term, the first three-to-four months, focus on establishing the Governance Plan as well as initial scoring of projects submitted by Lead Applicant departments for prioritization. This is intended to establish the foundation of the Infrastructure Initiative operations and the County's priorities previously noted.

1. Establish Governance

As an immediate first action, it is anticipated that the County will operationalize the governance structure. This includes confirming Level 1 and Level 2 roles and responsibilities are understood and convening initial PMO, Review Committee and PW/ISD meetings to set the charter for how these groups will function. The governance structure, including roles, responsibilities, and processes for the Infrastructure Initiative are detailed in the Governance Plan.

Key Stakeholders

Action Owner	Supporting
Project Management Office (PMO) Review Committee PW and ISD	CEO

Key Next Step(s)

- Convene initial PMO meeting to establish meeting frequency of meetings, methods of communication, and point of contact within the PMO for departments.
- Establish PMO tools such as a grant application schedule and checklist, the Project Submission Form, the project evaluation Excel workbook, a registry of project plans and applications, templates for reporting, etc.
- Convene the Review Committee to confirm its purpose and goals, establish methods of communication, frequency of meetings, etc.
- Convene the PW and ISD meeting to establish methods of communication, frequency of meetings, and coordinating recommendations to the Board, etc.
- Review and become knowledgeable on the Infrastructure Initiative processes, roles, and responsibilities.
- Establish Level 1 reporting format frequency and content based on the established Infrastructure Initiative Data Tracking and Reporting KPIs.
- Test a sample of ten projects with complete project information (as described in the project submission form within Task 3) using the Project Evaluation Methodology to confirm submission process and estimate time to complete evaluations. Address any changes to the Project Evaluation Methodology.

Update Action: Confirm all governance actions have been completed.

Key Benefits/Outcomes

Confirming that the central management and governance bodies are clear on the Initiative operations, processes, and their roles will improve transparency, communication, and reporting. This will help to ensure the existence of a primary point of contact for knowledge, decisions, and questions, and can help ensure priorities of the Infrastructure Initiative and the Board are carried out.

2. Departmental Training

Following establishing Level 1 and Level 2 of the governance structure, County departments, as part of Level 3 in the organizational structure, will require training and communication on their roles and responsibilities, Infrastructure Initiative process phases and key steps, and the Project Evaluation Methodology and criteria. Additionally, departments should be made aware of BIL funding opportunities and where to find the latest information on BIL program updates.

Key Stakeholders

Action Owner	Supporting
PMO	CEO

Key Next Step(s)

- Complete information sessions for departments to present the Governance Plan.
- Issue a formal communication to Level 3 departments with information on BIL funding programs eligible for County departments (including the evaluation and prioritized list of BIL funding programs which includes program descriptions and eligibility criteria (See Task 3 BIL funding program evaluation Excel workbook) and where to get additional information on BIL funding programs as well as their roles and responsibilities under the Infrastructure Initiative.
- Communicate to Level 3 departments resources that can advise and assist in project and application development. This includes support from Key County Policy Offices (ARDI, CSO, and DEO).
- Complete information session for Level 3 departments on the project submission requirements, project Evaluation Methodology and criteria. This should include coordinating internal department deadlines and with project submission and review deadlines.

Update Action: Assess the need for continued training and information session for departments.

Key Benefits/Outcomes

Lead Applicant departments will be knowledgeable of the process and requirements and have the information required to submit quality project proposals for evaluation.

3. Project Information Update

To complete the project Evaluation Methodology and assign policy alignment scores, additional information is required to fully assess project alignment to the Board's priorities. A project submission form (included with the Task 3 Evaluation Methodology and Output) should be completed by the Lead Applicant (County departments) for each project. The PMO should provide Lead Applicants with the scoring criteria against which projects will be evaluated, such that Lead Applicants can provide the relevant information necessary to promote project candidacy.

Key Stakeholders

Action Owner	Supporting
Lead Applicants	PMO Key County Policy Offices (ARDI, CSO, DEO)

Key Next Step(s)

- Distribute project submission form to the Lead Applicants and convene an information session on the use of the form. Use this session to respond to any questions regarding the form use.
- Complete project submission forms, including required research and data that demonstrate how equity was considered in design for the project.
- If applicable, Lead Applicants should consider community input and engagement to complete the project submission form.
- Collect and log all project submission forms.
- Review project location through the BIL mapping tool to identify opportunities to develop projects which have multiple benefits.

Key Benefits/Outcomes

Project submissions considered for BIL funding program applications will include enough detail to assess if they align to and are likely to advance the Board's priorities. This level of detail will also provide the information required for decision-making and prioritization.

4. Project Evaluation and Scoring

Once a project submission form is submitted and the PMO confirms no additional information is necessary to ensure completeness of the evaluation, the initial scoring of the project against the Board's priorities can be completed (Stages 1, 2, and 3 in the Project Evaluation Methodology). This will result in a policy alignment score for each project. The scores will be made available to the Lead Applicant, Review Committee, and PW and ISD. Lead Applicants (given each department's project ownership and understanding) may provide supplemental information via an updated project submission form following the initial scoring and identification of an opportunity to improve a given project's candidacy.

The initial scoring process is intended to provide a preliminary prioritization of projects based on a standardized evaluation methodology and indicate to Lead Applicants where a project plan may be improved; a decision will not be made on the selected project until after the NOFO has been released. Once an initial score is completed, the Lead Applicant should begin developing application materials (using previous NOFO as a reference, if available) to help ensure timely submission of an application once the NOFO is released (if not already done as part of the project submission form development).

When a NOFO is released, the Stage 4 scoring and the final project prioritized list will be completed. Additional review and approvals by the Review Committee, PW, ISD, CEO and the Board is only required if the prioritized order has changed based on the eligibility requirements included in the NOFO.

Key Stakeholders

Action Owner	Supporting
PMO	Review Committee PW and ISD CEO Lead Applicants

Key Next Step(s)

- Perform initial project scoring upon receipt of a project submission form.
- Log project prioritization scores and communicate the scoring outcome to Lead Applicants, Review Committee, and PW and ISD.
- Provide detailed scoring results to Lead Applicants to allow for review and improvements to project submission form details and proposed project scope. Improvements to a project submission form may include expanding scope to include highlighting multiple project benefits (i.e., indicating a multi-benefit project), workforce development or training programs, additional climate resiliency measure, etc. Lead Applicant may consider whether to prioritize the improvement of certain project submission forms based on the detailed results from the initial scoring and relation to competing project scores.
- Perform final project scoring and circulate final prioritized list of projects upon release of a NOFO.

Key Benefits/Outcomes

The project evaluation and scoring will help provide Lead Applicants an understanding of how their project is likely to score overall and provides transparency to the selection process.

The initial (Stage 1, 2 and 3) scoring will be used by the Review Committee to provide qualitative input on score outcomes, identify where an alternative prioritization would be recommended considering elements of the project which the project evaluation methodology may not have accurately assessed, and to provide rationale for alternative priorities. The initial project evaluation and scoring will also be provided to PW, ISD and the CEO to facilities presentation and approval of the prioritized project list to the Board in advance of NOFO release.

5. KPI Reporting Setup

The PMO should establish tracking and reporting of project submission forms from Lead Applicants immediately. Before the award of any funding, the tools necessary to track and report on KPIs for County BIL Project Performance and Grant Management and Compliance must be established in preparation for the receipt and management of funds. The reporting requirements and metrics are defined in the Data Tracking and Reporting KPIs document (Task 5). This includes developing and distributing tracking tools for the following types of reporting:

1. Infrastructure Initiative Application Reporting
2. County BIL Project Performance Reporting
3. Grants Management and Compliance Reporting

Refer to Data Tracking and Reporting KPIs (Task 5) for detailed information on reporting metrics, frequency, responsibilities, and process.

Key Stakeholders

Action Owner	Supporting
PMO Lead Applicants	Key County Policy Offices CEO

Update Action: Assess the need for improvements to the Infrastructure Initiative metrics and reporting following initial setup and use.

Key Next Step(s)

- Use the template for Infrastructure Initiative Application Reporting to begin tracking and reporting to the Review Committee, PW, ISD, CEO, and the Board on metrics for project applications (e.g., Project Proposals Submitted, Re-evaluation Rate, Funding Pathways, etc.).
- Provide monthly Infrastructure Initiative Application Report to Review Committee, PW, ISD, CEO, and the Board.
- Use the template for County BIL Project Performance Reporting to begin tracking and reporting to the Review Committee, PW, ISD, CEO, and the Board on metrics for project applications (e.g., Number of Community Engagement Activities, Disadvantaged Communities Served/Benefitted etc.).
- Work with Lead Applicant grant award recipients to select applicable KPIs (see Task 5 for a detailed description of the selection process).
- Provide quarterly a County BIL Project Performance Report to Review Committee, PW, ISD, CEO, the Board, and external stakeholders once the first award of funding is announced.
- Establish Grant Financial Systems or shadow systems (i.e., Excel, QuickBooks) are equipped to track, monitor, and report on key financial performance and compliance metrics if one is not already in place.
- Review and assess tracking and reporting needs based on mandatory policies, procedures, and metrics set by the regulatory body for grant management.

Key Benefits/Outcomes

Establishing these key management tools in the short-term will allow for reporting on progress and performance following the initial phase of the Infrastructure Initiative. Data Tracking and Reporting KPIs will support the County in efforts to manage the Infrastructure Initiative efficiently and effectively by monitoring metrics related to the operation of the Infrastructure Initiative, funding used to advance the Board priorities, and compliance and management of federal funds. Data tracking will allow for comprehensive reporting to the Board which summarizes a high-level summary the use of awarded BIL funding and the key outcomes achieved.

6. Infrastructure Initiative Update

Following initial activities in the short-term, the County will provide communications internally and externally on the progress of the Infrastructure Initiative. This will include updates on internal training and information sessions, communication on federal agency program information sessions, and external updates to the community on the ongoing efforts and benefits of the Infrastructure Initiative through the LA Infrastructure website.

Key Stakeholders

Action Owner	Supporting
PMO	Review Committee PW and ISD CEO

Key Next Step(s)

- Establish a regular cadence of internal Infrastructure Initiative updates to County departments including updates and publications from federal agencies and the White House, recent NOFO release dates and deadlines published, a summary of internal stakeholder meetings, and the status of BIL funding program applications.
- Summarize Infrastructure Initiative updates related to established scoring and prioritization of County project proposals and provide external updates through the LA Infrastructure website. External communication shall be multilingual and culturally competent.

Key Benefits/Outcomes

Regular communications on activities and accomplishments of the Infrastructure Initiative will increase transparency and help ensure all stakeholders have the latest information.

Throughout the Short-Term

Throughout the short-term, the Lead Applicants and the PMO will monitor federal agency websites to keep updated on announcements relating to upcoming NOFO. The grant application checklist included in Appendix A-2 of this document provides activities that should be completed in preparation for the release of a NOFO.

The PMO will provide overall project management for the Infrastructure Initiative, in addition to facilitating and coordinating many of the short-term actions needed to stand up the Initiative.

Update Action: Include actions related to BIL funding programs which align to County project submissions in the Action Plan, using the grant application checklist (Appendix A-2) to identify required action.

Medium-Term

In the medium-term, the first year of the Infrastructure Initiative, actions will focus on external communications on the Infrastructure Initiative activities and successes, identifying opportunities for community engagement, adjusting, and refining the Infrastructure Initiative processes and evaluation methodologies, and establishing workforce and procurement strategies and policies.

7. Scorecard

To allow for transparency and help ensure accountability, a public-facing scorecard that reports on the use of funding and KPIs for project policy compliance should be developed. KPIs to be assessed and reported through the scorecard are identified in the Data Tracking and Reporting KPIs (Task 5) deliverable. The scorecard should be updated regularly through centralized data gathering and analysis. Once centralized data gathering processes are refined and streamlined, the County may elect to develop a more robust scorecard presentation.

Key Stakeholders

Action Owner	Supporting
PMO	Review Committee Lead Applicants

Update Action: Determine if any updates to KPIs or format and function of scorecards are required.

Key Next Step(s)

- Create internal and public interfaces for demonstrating cost and performance relative to mandates and community impact goals using established KPIs.
- Publish the external facing interface on the Infrastructure LA website.
- Complete ongoing analysis and data collection for reporting and quality control, as performance and cost metrics are generating data.
- Collect feedback from County stakeholders on KPIs used and how reporting can be improved in order to ensure the reporting benefits continuously support the effort needed to track the required data points.

Key Benefits/Outcomes

Scorecards allow for transparency, updated information, and consolidate many data points into a visual, easily understood format that can be shared widely. The robustness of such scorecards may be continually developed as data tracking and collection processes are refined and evolve.

8. Community Engagement

As recommended by the WHAM coalition, early community engagement can help shape a project scope and establish desired outcomes for projects. While evidence of early community engagement, or use of County plans and needs assessments that incorporated community engagement, is reflected positively during initial project scoring evaluations. Community engagement should also be performed for selected projects post-NOFO and post-award based on project-specific and BIL funding program requirements, and to ensure ongoing community input throughout project development and delivery. Where possible, community input should be collected through public comment, focus groups, community forums, and surveys. The County shall also provide multilingual and culturally competent communication on funding awards and associated benefits of funded projects.

Key Stakeholders

Action Owner	Supporting
Lead Applicants	PMO Review Committee Key Policy Offices

Update Action: Identify if specific community engagement activities can be completed for priority BIL funding programs and include actions within the plan.

Key Next Step(s)

- Using the project evaluation initial scoring outputs, identify where communication engagement has been performed for each project and assess if additional engagement and community feedback can be completed, where applicable.
- Identify opportunities to establish community working groups for project ideation based on the list of prioritized BIL funding programs.
- Upon award of funding, provide announcements through the Infrastructure LA website and other applicable channels. Communications should highlight the associated benefits of the funded project and identify opportunities for community engagement, local and small business participation. **Community outreach should be conducted by lead applicants, as they would be most familar with the projects.**

Key Benefits/Outcomes

Community engagement can help shape a project scope and establish desired project outcomes for LA County communities.

9. Maintenance of Project Inventory and Scoring

While an initial collection of LA County projects to be considered for BIL funding programs will have been completed in the short-term, maintenance of the County's inventory of projects should be completed annually. Maintenance of the inventory will include both review and update of project policy alignment scoring and for inclusion of new projects. Of particular interest to the Board is the ideation of creative and innovative projects. Candidate BIL funding programs for new project ideation include programs that score highly for alignment with the Board's priorities but do not yet have a project included in the County BIL project register.

Key Stakeholders

Action Owner	Supporting
PMO	Lead Applicants

Key Next Step(s)

- Issue a call for new projects to all County departments with information on BIL funding programs and opportunities.
- Review and maintain the County BIL project register.
- Host meetings for project ideation based on high-priority BIL funding programs with no existing projects submitted.

Key Benefits/Outcomes

Maintenance and regular review of the County BIL project register will help identify if there is an opportunity to develop new project proposals aligned to the priority BIL funding programs and aid in the overall planning and management of the Infrastructure Initiative.

10. Evaluation Methodology Update

The BIL funding program and project evaluation methodology should be reviewed to identify opportunities to improve the assessment process and evaluation criteria. Adjustments to the BIL funding program and project evaluation methodology may be completed based on usability, the willingness of departments to complete project submission forms, qualitative input from the Review Committee, feasibility considerations from PW and ISD, or lessons learned through the implementation of the evaluation methodology.

Key Stakeholders

Action Owner	Supporting
PMO	Review Committee PW and ISD CEO Lead Applicants

Key Next Step(s)

- Conduct working sessions with Lead Applicants to gather feedback on the project evaluation methodology.
- Assess if the BIL program evaluation methodology has produced accurate results and if there is a benefit or need for changes to the BIL program evaluation methodology.
- Review qualitative input from the Review Committee and prioritized list of projects developed by PW and ISD to identify how the project evaluation methodology may be improved or refined.
- Apply any updates to the BIL funding program and project evaluation methodology and communicate changes to County departments.

Key Benefits/Outcomes

Opportunities to iterate and improve on the BIL funding program and project evaluation methodology following initial implementation can provide operational efficiencies and improve decision-making.

11. Lessons Learned

Conduct a lessons learned session with all applicable County departments to facilitate knowledge sharing based on past applications and awards experience. Lessons learned may be derived from successful BIL funding program applications, unsuccessful applications, and decisions to either pursue or not pursue certain BIL funding programs. This session should be used to capture practices that have been most successful to capture BIL funding and should be documented and shared across County departments.

Key Stakeholders

Action Owner	Supporting
PMO	Lead Applicants Review Committee PW and ISD CEO

Update Action: Conduct lessons learned session annually.

Key Next Step(s)

- Conduct session(s) to allow for departments and other Infrastructure Initiative stakeholders to share their experience with the Infrastructure Initiative and BIL funding program applications and document successful practices to distribute across County departments .
- Identified opportunities for cross-department or cross-agency collaboration.

Key Benefits/Outcomes

Lessons learned provide valuable insight and a powerful method of sharing ideas and improving processes.

12. Procurement Strategies for Small and Local Businesses

To help ensure small and local businesses are both made aware of contracting opportunities available through BIL funding programs and provide opportunities for small and local businesses to partner with prime contractors or serve as the prime contractor, the County should develop awareness and procurement strategies. These strategies can include call for small and local business registration and certification through the County's existing programs, and external communications on the upcoming opportunities for BIL-funded projects.

Key Stakeholders

Action Owner	Supporting
Department of Economic Opportunity	ISD

Key Next Step(s)

- Develop communication materials, including but not limited to guidance for small and local businesses on upcoming opportunities for contracting through BIL-funded projects and notification of upcoming opportunities for participation in BIL-funded projects.
- Issue a call for small business registration and certification through the Los Angeles Office of Small Business.

Key Benefits/Outcomes

Developing strategies for small and local business participation in the Infrastructure Initiative will help ensure the policy goals and priorities of the Infrastructure Initiative are realized.

Throughout the Medium-Term

Throughout the medium-term, the County will implement the project evaluation methodology to score, prioritize, and select projects. Applications will be developed for the selected projects and the County will be actively monitoring and tracking BIL funding awards.

When the County is awarded BIL funding, grant management activities and processes will be deployed and the Lead Applicants to help ensure compliance with the specific requirements detailed in the Notice of Award (NoA). General activities for effective and compliant grant management are included in Appendix A-2 of this document and leading practice reporting metrics are included in the Data Tracking and Reporting KPIs (Task 5) document.

Communications to communities and small businesses will occur throughout the medium-term for both information on specific BIL funding program awards and the progress of the Infrastructure Initiative overall.

Long-Term

In the long-term, following the first year of the Infrastructure Initiative through the 5-year BIL period, the Infrastructure Initiative actions will focus on quantifying the impact BIL funding has had on the County and reporting on the qualitative and quantitative benefits, establishing, and communicating lessons learned for the Infrastructure Initiative should include recommendations for how County may structure, organize, plan, and execute for future BIL funding.

13. Impact of Funding

To assess and quantify the impact of the BIL funding for LA County, an economic impact analysis should be performed. The long-term metrics and reporting KPIs are proposed in the Data Tracking and Reporting KPIs (Task 5) document. The analysis can include:

- The value of the BIL funding has contributed to local economies.
- The societal value the BIL funding has provided to disadvantaged and historically underserved communities; and
- The long-term value of the BIL funding has contributed to climate resiliency and sustainability.

Key Stakeholders

Action Owner	Supporting
CEO	PMO Lead Applicants Key Policy Offices

Key Next Step(s)

- Assess the effects and impact of BIL funding with a focus on economic value (e.g., national competitiveness, state of good repair, jobs, and wealth creation), societal value (societal well-being and social justice and equity), and long-term value (climate resilience and sustainability).
- Publish a report summarizing the impact of the BIL funding in LA County.

Key Benefits/Outcomes

Major benefits from infrastructure may not be realized until well after project completion. Quantifying the impacts on the community, region, and local economy can justify or provide rationale for the investment and help to inform long-term infrastructure strategies for the County.

Appendix

Appendix A-1

BIL Program NOFO Release Schedule

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
Transportation Infrastructure Finance and Innovation Act	U.S. Department of Transportation	Open for applications	N/A	Currently open for applications
Community Wildfire Defense Grant Program For At-Risk Communities	U.S. Department of Agriculture	Open for applications	10/7/2022	Currently open for applications
Distance Learning, Telemedicine, And Broadband Program: Reconnect Program	U.S. Department of Agriculture	9/6/2022	11/2/2022	Currently open for applications
Marine Debris	U.S. Department of Commerce	8/1/2022	9/30/2022	Currently open for applications
All Stations Accessibility Program	U.S. Department of Transportation	7/27/2022	9/30/2022	Currently open for applications
Railroad Crossing Elimination Grants	U.S. Department of Transportation	7/6/2022	10/4/2022	Currently open for applications
Habitat Restoration	U.S. Department of Commerce	7/6/2022	10/14/2022	Currently open for applications
Reconnecting Communities Pilot Program - Capital Construction	U.S. Department of Transportation	7/6/2022	10/13/2022	Currently open for applications
Reconnecting Communities Pilot Program - Planning Grants	U.S. Department of Transportation	7/6/2022	10/13/2022	Currently open for applications
Middle Mile Grant Program	U.S. Department of Commerce	7/6/2022	9/30/2022	Currently open for applications
Water & Groundwater Storage, And Conveyance	U.S. Department of the Interior	NOFO Open in September 2022	Not available/TBD	Currently open for applications
Watershed Management Projects	Department of the Interior	First Round of Funding Allocated / Selections Announced in Aug/Sept 2022	N/A	Currently open for applications
Superfund	Environmental Protection Agency	Cleanup activity is funded on a rolling basis	N/A	Applications accepted on rolling basis
Battery and Critical Mineral Recycling	U.S. Department of Energy	Estimated application opening date, 4th quarter 2022	N/A	Grouped by same quarter/season
Carbon Capture Demonstration Projects Program	Department of Energy	Estimated application opening date, **4th quarter 2022**	N/A	Grouped by same quarter/season
Carbon Capture Large-Scale Pilot Programs	Department of Energy	Estimated application opening date, **4th quarter 2022**	N/A	Grouped by same quarter/season
Energy Improvement in Rural or Remote Areas	U.S. Department of Energy	FOA Open in Q4 2022	Not available/TBD	Grouped by same quarter/season
Industrial Emission Demonstration Projects	Department of Energy	FOA Open in Q4 2022	N/A	Grouped by same quarter/season
Carbon Dioxide Transportation Infrastructure Finance (CIFIA) Program	U.S. Department of Energy	Guidance Released in Q4 2022	Not available/TBD	Grouped by same quarter/season
Energy Efficiency and Conservation Block Grant Program	U.S. Department of Energy	NOI Released in Q4 2022	Not available/TBD	Grouped by same quarter/season
Energy Efficiency and Conservation Block Grant	U.S. Department of Energy	NOI Released in Q4 2022	Not available/TBD	Grouped by same quarter/season
Hydroelectric Incentives	Department of Energy	NOI Released in Q4 2022	N/A	Grouped by same quarter/season

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
Flood and Inundation Mapping and Forecasting, Water Modeling, and Precipitation Studies	Department of Commerce	First Round of Funding Allocated / Selections Announced in Q4 2022	N/A	Grouped by same quarter/season
Ocean And Coastal Observing Systems	Department of Commerce	First Round of Funding Allocated / Selections Announced in Q4 2022	N/A	Grouped by same quarter/season
Multi-Benefit Projects To Improve Watershed Health	U.S. Department of the Interior	NOFO Open in Fall 2022	Not available/TBD	Grouped by same quarter/season
Pilot Program for Enhanced Mobility	Department of Transportation	NOFO Open in Fall 2022	N/A	Grouped by same quarter/season
Program Upgrading Our Electric Grid and Ensuring Reliability and Resiliency	U.S. Department of Energy	FOA to Open in Fall 2022	Not available/TBD	Grouped by same quarter/season
Strengthening Mobility and Revolutionizing Transportation (SMART) Grants	U.S. Department of Transportation	NOFO Open in Fall 2022	Not available/TBD	Grouped by same quarter/season
State of Good Repair Formula Grants	U.S. Department of Transportation	Additional Round of Funding Allocated / Selections Announced in Fall 2022	Not available/TBD	Grouped by same quarter/season
Urbanized Area Formula Grants	U.S. Department of Transportation	Additional Round of Funding Allocated / Selections Announced in Fall 2022	Not available/TBD	Grouped by same quarter/season
Reduce, Reuse, Recycling Education and Outreach Grants	U.S. Environmental Protection Agency	Funds will be made available for application in fall/winter 2022	Not available/TBD	Grouped by same quarter/season
Building Resilient Infrastructure and Communities (Robert T Stafford Act Section 203(i))	U.S. Department of Homeland Security	9/30/2021	1/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 9/30/2022 NOFO due date: 1/28/2023
Flood Mitigation Assistance Grants (National Flood Insurance Act Sec 1366)	U.S. Department of the Interior	9/30/2021	1/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 9/30/2022 NOFO due date: 1/28/2023
Vehicle Safety and Behavioral Research	Department of Transportation	NOFO Open in Winter 2022	N/A	Grouped by same quarter/season
Ecosystem - Sagebrush-Steppe	Department of the Interior	NOFO Open in Winter 2022/23	N/A	Grouped by same quarter/season
Water Desalination Projects	Department of the Interior	NOFO Open in Winter 2022/23	N/A	Grouped by same quarter/season
Wildlife Crossings Pilot Program	U.S. Department of Transportation	NOFO Open in Winter 2022-23	Not available/TBD	Grouped by same quarter/season
Highway Safety Research & Development	Department of Transportation	Cooperative Agreement Award announcement in Winter 2022	N/A	Grouped by same quarter/season
Commercial Driver's License Implementation Program	Department of Transportation	12/30/2021	2/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 12/30/2022 NOFO due date: 2/28/2023
Restoration & Enhancement Grant Program	U.S. Department of Transportation	11/6/2019	1/6/2020	NOFO most likely to be released based on last year dates: NOFO release:

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
				11/6/2022 NOFO due date: 1/6/2023
Contracts And Agreements For Restoration On Federal Lands	U.S. Department of Agriculture	Additional Round of Funding Allocated / Selections Announced in 2023	N/A	Only year stated and not quarter/season
Dam Safety Program	Department of the Interior	Additional Round of Funding Allocated / Selections Announced in 2023	N/A	Only year stated and not quarter/season
Department of Interior Wildfire Management - Preparedness	U.S. Department of the Interior	Additional Round of Funding Allocated / Selections Announced in FY 2023	Not available/TBD	Only year stated and not quarter/season
Section 243 Hydroelectric Efficiency Improvement Incentives (Sec 40332)	Department of Energy	NOI Released in Q2 2023	N/A	Grouped by same quarter/season
Charging and Fueling Infrastructure Grants (Community Charging)	U.S. Department of Transportation	NOFO Open in Spring 2023	N/A	Grouped by same quarter/season
Charging and Fueling Infrastructure Grants (Corridor Charging)	U.S. Department of Transportation	NOFO Open in Spring 2023	N/A	Grouped by same quarter/season
Congestion Relief Program	U.S. Department of Transportation	NOFO Open in Spring 2023	Not available/TBD	Grouped by same quarter/season
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) - Discretionary	U.S. Department of Transportation	NOFO Open in Spring 2023	Not available/TBD	Grouped by same quarter/season
Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) - Discretionary Planning	U.S. Department of Transportation	NOFO Open in Spring 2023	Not available/TBD	Grouped by same quarter/season
Joint Chiefs Landscape Restoration Partnership Program	Department of Agriculture	A solicitation for FY24 proposal is planned for spring 2023	N/A	Grouped by same quarter/season
Aquatic Ecosystem Restoration And Protection Projects	U.S. Department of the Interior	April 2023 - First round of funding expected to be announced	Not available/TBD	Grouped by same quarter/season
Local and Regional Project Assistance Grants (RAISE)	U.S. Department of Transportation	1/14/2022	4/14/2022	NOFO most likely to be released based on last year dates: NOFO release: 1/14/2023 NOFO due date: 4/14/2023
Water Recycling	Department of the Interior	1/14/2022	3/15/2022	NOFO most likely to be released based on last year dates: NOFO release: 1/14/2023 NOFO due date: 3/15/2023
High Priority Activities Program	Department of Transportation	2/1/2022	3/31/2022	NOFO most likely to be released based on last year dates: NOFO release: 2/1/2023 NOFO due date: 3/31/2023

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
Airport Terminal Program	U.S. Department of Transportation	2/22/2022	3/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 2/22/2023 NOFO due date: 3/28/2023
Hazardous Materials and Emergency Preparedness Grants	Department of Transportation	2/28/2022	5/23/2022	NOFO most likely to be released based on last year dates: NOFO release: 2/28/2023 NOFO due date: 5/23/2023
Public Transportation Technical Assistance and Workforce Development	U.S. Department of Transportation	3/17/2022	5/6/2022	NOFO most likely to be released based on last year dates: NOFO release: 3/17/2023 NOFO due date: 5/6/2023
National Infrastructure Project Assistance (Megaprojects)	U.S. Department of Transportation	3/22/2022	5/23/2022	NOFO most likely to be released based on last year dates: NOFO release: 3/22/2023 NOFO due date: 5/23/2023
Nationally Significant Freight and Highway Projects (INFRA)	U.S. Department of Transportation	3/22/2022	5/23/2022	NOFO most likely to be released based on last year dates: NOFO release: 3/22/2023 NOFO due date: 5/23/2023
Rural Surface Transportation Grant Program	U.S. Department of Transportation	3/22/2022	5/23/2022	NOFO most likely to be released based on last year dates: NOFO release: 3/22/2023 NOFO due date: 5/23/2023
National Oceans and Coastal Security Fund	U.S. Department of Commerce	3/30/2022	4/21/2022	NOFO most likely to be released based on last year dates: NOFO release: 3/30/2023 NOFO due date: 4/21/2023
Airport Infrastructure Grants: Contract Tower Competitive Grant Program	U.S. Department of Transportation	4/20/2022	5/16/2022	NOFO most likely to be released based on last year dates: NOFO release: 4/20/2023 NOFO due date: 5/16/2023
Cyber Response and Recovery Fund	Department of Homeland Security	4/27/2022	7/21/2022	NOFO most likely to be released based on last year dates: NOFO release: 4/27/2023 NOFO due date: 7/21/2023

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
Bridge Investment Program	U.S. Department of Transportation	5/1/2022	9/8/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/1/2023 NOFO due date: 9/8/2023
Brownfields Projects	U.S. Environmental Protection Agency	5/1/2022	Different due dates available for programs	NOFO most likely to be released based on last year dates: NOFO release: 5/1/2023
Battery Materials Processing Grants	U.S. Department of Energy	5/2/2022	7/1/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/2/2023 NOFO due date: 7/1/2023
Battery Manufacturing and Recycling Grants	U.S. Department of Energy	5/2/2022	7/5/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/2/2023 NOFO due date: 7/5/2023
Electric Drive Vehicle Battery Recycling And 2nd Life Apps	U.S. Department of Energy	5/2/2022	7/19/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/2/2023 NOFO due date: 7/19/2023
WaterSMART Grants: Drought Resiliency Projects	U.S. Department of the Interior	5/2/2022	FY23 Water and Energy Efficiency Grant funding opportunity- 7/28/2022 FY23 Drought Resiliency Projects funding opportunity- 6/15/2022 Small-Scale Water Efficiency Projects- 4/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/2/2023 NOFO due date: FY23 Water and Energy Efficiency Grant funding opportunity- 7/28/2023 FY23 Drought Resiliency Projects funding opportunity- 6/15/2023 Small-Scale Water Efficiency Projects- 4/28/2023
WaterSMART Grants: Small-Scale Water Efficiency Projects	U.S. Department of the Interior	5/2/2022	FY23 Water and Energy Efficiency Grant funding opportunity- 7/28/2022 FY23 Drought Resiliency Projects funding opportunity- 6/15/2022 Small-Scale Water Efficiency Projects- 4/28/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/2/2023 NOFO due date: FY23 Water and Energy Efficiency Grant funding opportunity- 7/28/2023 FY23 Drought Resiliency Projects funding opportunity- 6/15/2023 Small-Scale Water Efficiency Projects- 4/28/2023

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
Safe Streets and Roads for All	U.S. Department of Transportation	5/16/2022	9/15/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/16/2023 NOFO due date: 9/15/2023
Natural Gas Distribution Infrastructure Safety and Modernization Grants	U.S. Department of Transportation	5/24/2022	7/25/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/24/2023 NOFO due date: 7/25/2023
Pilot Program for Transit Oriented Development	U.S. Department of Transportation	5/26/2022	7/25/2022	NOFO most likely to be released based on last year dates: NOFO release: 5/26/2023 NOFO due date: 7/25/2023
Grants for Planning, Feasibility Analysis, and Revenue Forecasting (Bridge Investment Program Set-aside)	Department of Transportation	6/10/2022	7/25/2022	NOFO most likely to be released based on last year dates: NOFO release: 6/10/2023 NOFO due date: 7/25/2023
Long-Duration Energy Storage Demonstration Initiative and Joint Program	Department of Energy	June 16, 2022 - Submissions closed in response to Request for Information	N/A	Grouped by same quarter/season
Energy Storage Demonstration and Pilot Grant Program	Department of Energy	FOA Open in Q3 2022	N/A	Grouped by same quarter/season
Hydropower Research, Development, and Demonstration	Department of Energy	FOA Open in Q3 2022	N/A	Grouped by same quarter/season
Regional Clean Hydrogen Hubs	Department of Energy	FOA to Open in Q3 2022	3/21/2022	Grouped by same quarter/season
Carbon Utilization Program	U.S. Department of Energy	FOA Open in Q3 2022	N/A	Grouped by same quarter/season
National Culvert Removal, Replacement, & Restoration Grant	U.S. Department of Transportation	NOFO Open in Summer 2022	Not available/TBD	Grouped by same quarter/season
Capital Investment Grants	U.S. Department of Transportation	Not available- Additional Round of Funding Allocated / Selections Announced in Summer 2022	Not available/TBD	Grouped by same quarter/season
Advanced Transportation Technologies & Innovative Mobility Deployment	U.S. Department of Transportation	7/22/2021	8/23/2021	NOFO most likely to be released based on last year dates: NOFO release: 7/22/2023 NOFO due date: 8/23/2023
Firewood Banks	Department of Agriculture	RFI Closed in August 2022	N/A	Grouped by same quarter/season
Strategic Innovation for Revenue Collection (Set-aside)	Department of Transportation	Report to Congress summarizing results of pilot projects and	N/A	N/A or TBD

BIL Funding Program Name	Federal Agency	Past & Upcoming NOFO Release Date/Milestones	Previous & Upcoming Application Close Date	NOFO Status and Notes
		national pilot program, and providing recommendations in Fall 2024		
Wildfire	Department of Commerce	Funding likely to be distributed internally at this stage, so not external NOFO at this time	N/A	N/A or TBD
Enhanced Mobility of Seniors and Individuals with Disabilities	U.S. Department of Transportation	April 2022, Full year FY22 apportionment tables released	Not available/TBD	N/A or TBD
Research, Development, Demonstration and Deployment Projects	Department of Transportation	Other: FTA supports various research initiatives using this funding. Funding can be issued through various means, including cooperative agreements and Notices of Funding Opportunity. FTA will announce these opportunities on its website when they become available.	TBD	N/A or TBD
Aquatic Ecosystem Restoration (AER) Projects	Department of Defense – Army Corps of Engineers	N/A	-	N/A or TBD
Highway Research & Development Program	Department of Transportation	N/A	N/A	N/A or TBD
Intelligent Transportation Systems Program	Department of Transportation	N/A	N/A	N/A or TBD
Soil Moisture and Snowpack Pilot Program	Department of Commerce	N/A	N/A	N/A or TBD
Water Infrastructure Finance and Innovation Program Account	Department of Defense – Army Corps of Engineers	To be determined	N/A	N/A or TBD
Watershed And Flood Prevention Operations	Department of Agriculture	To be determined	N/A	N/A or TBD

Appendix A-2

Grant Application Checklist and Schedule

Pre-NOFO Activities

A. Prepositioning and Community Outreach (6 months before NOFO)

- ☐ Evaluate potential projects using the Infrastructure Initiative Project Evaluation Methodology.
- ☐ Review scoring and assess if a modified or improved project plan could increase the Project Evaluation score.
- ☐ Schedule and conduct meetings with internal and external County stakeholders to discuss the upcoming grant application and solicit feedback to establish clear objectives and priorities.
- ☐ Review any previous NOFOs for the BIL funding program available on the federal agency website. This will provide insights into the application processes, timelines and requirements, and assess if the County would benefit from prepositioning.
- ☐ Assess expected requirements for local match funding. Confirm whether funds exist for expected local share, or whether a local match can be accomplished through alternative sources.
- ☐ If the potential project would benefit from prepositioning, the Lead Applicant should commence prepositioning by interfacing with the appropriate federal agency personnel. Discussions should be to clarify any questions about the expected program (eligibility and acceptable uses), how the agency will be assessing proposals, what type of project the agency is looking to fund, and an overview of the County project(s).
    - Establish a relationship with the regional offices of the federal agencies that are key to addressing the community's needs, as regional federal offices can help provide technical assistance to the County.
- ☐ Identify opportunities to strengthen the project proposals through cross-agency and cross-department collaboration.
- ☐ Assess the need for economic impact analysis, benefit-cost analysis, action plans, feasibility studies, and/or planning and development activities of the selected project.
- ☐ Identify if any additional special requirements for the BIL funding program application submission are expected to be required.
- ☐ If applicable, determine the type and frequency of community engagement activities required, and initiate. The recommended framework developed by the LA County WHAM Committee can be used as a guide for the recommended type of community engagement.

B. Planning and Preparation (3 months before NOFO)

- ☐ Confirm all internal policy assessments are complete and additional information tags have been added and are up to date, as per the Infrastructure Initiative Project Evaluation Methodology.
- ☐ Communicate shortlisted projects and expected timing of NOFO to the Board.
- ☐ Identify the source for local match funding, if required, to determine if the project will meet the percent match requirement.
- ☐ Track the federal agency website on a more regular basis to keep updated on announcements relating to upcoming NOFO.
- ☐ If the federal agency is hosting listening or informational sessions or is soliciting feedback on the upcoming NOFO, designate an appropriate individual to participate in the sessions (and take notes), and provide feedback in writing when sought by the federal agencies.

Release of NOFO Activities

C. NOFO Release and Application Activities: Development, coordination, and submission

- ☐ Organize and participate in a kick-off discussion to review the application requirements, project overviews, and available supplemental information. This meeting will be to understand the County's priorities related to the grant applications and align selection criteria to the County's priorities.

- ☐ Complete final scoring based on requirements and eligibility criteria in the NOFO.
- ☐ Submit final funding priority scores for potential projects. This includes scoring to test and ensure the alignment of project submission details with the primary, secondary, eligibility criteria, and evaluation criteria (if provided) set forth in the NOFO. Send completed final funding priority scores to the Review Committee and PW and ISD for presentation to the CEO and Board.
- ☐ Receive Board approval for the selected project.
- ☐ Develop detailed grant application schedule, milestones, and internal review deadlines.
- ☐ Develop grant application evaluation criteria requirements map and checklist that lists the key requirements of the NOFO. Use this tool through the application development process to ensure that the application is responsive to each of the NOFO requirements listed in the checklist. This can also serve as a compliance and quality assurance tool prior to BIL funding program application submission.
- ☐ Develop a NOFO criteria checklist that lists the key requirements of the NOFO.
- ☐ Finalize analysis, action plan, feasibility studies, planning, and development activities for the selected project, including Benefit-Cost Analysis (BCAs), if applicable.
- ☐ Contact the grant administrator and/or regional federal office for any further clarification questions.
- ☐ If the federal agency is hosting listening or informational sessions, participate in the sessions (and take notes).
- ☐ Draft and revise grant application, in partnership with relevant stakeholders, if applicable. Topics to be addressed within the application may include, but not be limited to: Project Description, Project Partners, Source and Uses of Funds, Racial Equity and Barriers to Opportunity, Quality of Life, Resiliency and Environmental Justice, Safety, Innovation, and Partnership.
- ☐ Confirm the source and availability of local matching funds.
- ☐ Three weeks prior to the submission deadline of the NOFO, complete appropriate compliance and quality reviews from both the departmental stakeholders and County leadership. Ensure all compliance requirements are met using the BIL funding program application criteria requirements map and checklist.
- ☐ Plan to submit the application one week before the deadline to allow for time to resolve technical issues during submission.
- ☐ Submit a copy of the application to the PMO to maintain a County directory of BIL funding program applications.
- ☐ Notify all internal stakeholders (County departments and County leadership) that the BIL funding program application has been submitted.

Post Award

D. NOFO Application Successful: Announce and prepare for compliance

- ☐ Monitor communications from the federal agency or local congressional representatives (who often will be the first to announce awards).
- ☐ Review the Notice of Award (NoA) to understand the budget period, amount of federal assistance, award terms and conditions, and reporting/monitoring requirements.
- ☐ In the NoA, locate the contact information of the grants management officer and/or BIL funding program officer to direct any questions. These individuals will review reports and conduct site visits, so it is suggested that a line of communication is established.
- ☐ Inform all stakeholders, County departments and County leadership of the award.
- ☐ Develop multilingual (Spanish inclusive), public-facing, culturally competent communications to announce the award of funding to be shared through Infrastructure LA's website.
- ☐ Send communications directly to local and small business enterprises announcing the award and contracting opportunities with the project.

- ☐ Review the NoA and confirm the payment method (this could be cash request or cash request on a reimbursement basis, among others). It should be noted that the funding amount per budget period will be based on the assessed level of effort for that period. The rate and types of expenditures must be consistent with the approved project and budget. The agency providing BIL funds may question or restrict expenditures that appear inconsistent.
- ☐ Identify the financial system that will be used to monitor grant expenditures.
- ☐ Conduct current state organizational assessment among implementing partners to assess readiness and capacity needs based on the grant terms and conditions and reporting/monitoring requirements.
- ☐ Review existing policies and procedures and revise as needed to accommodate grant compliance elements.
- ☐ Finalize purchase orders (POs), contracts, and internal accounting to commence grant use.
- ☐ Develop or modify QA/QC controls to meet grant compliance and program metrics.
- ☐ Finalize processes for generating and reporting performance metrics and fund use data.
- ☐ Develop a process for generating progress reports and variance analysis.
- ☐ Develop a process for grant budget tracking and billing.
- ☐ If the project expends $750,000 or more during the fiscal year, typically it will be subject to audit requirements. If this is the case for your project, learn more about the audit requirements before the audit is completed.
- ☐ Select key performance indicators (KPIs) to be used for county tracking and reporting on project performance.
- ☐ Develop a grant closeout plan. A grant closeout will typically require final financial and programmatic reports. The terms of the grant will still apply until the federal awarding agency confirms all grant work and administrative tasks are complete.

E. NOFO Application Not Successful: Feedback and next strategy

- ☐ Request from federal agency detailed feedback with a summary of the strengths, weaknesses, and comments.
- ☐ Provide an update to internal stakeholders on the award outcome.
- ☐ Conduct a lessons-learned session with all stakeholders and the PMO.

COUNTY OF LOS ANGELES

Infrastructure Initiative

Task 5: Data Tracking and Reporting
Key Performance Indicators (KPIs)

December 2022

Report prepared by KPMG for LA County

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Infrastructure Initiative - Background

Background

On April 5, 2022, the LA County Board of Supervisors (Board) approved the Criteria to Ensure Equitable and Sustainable Outcomes in Federal and State Infrastructure Funding Board Motion (Motion). This Motion directed the Chief Executive Office (CEO) along with the Department of Public Works (PW), Internal Service Department (ISD), and the Economic and Workforce Development Department (now the Department for Economic Opportunity (DEO)) to launch the Infrastructure Initiative (or "Initiative"). The objective of the Infrastructure Initiative is to maximize the County's share of the federal infrastructure funding for regional and unincorporated areas while also providing a strategic and coordinated approach to prioritizing and pursuing Bipartisan Infrastructure Law (BIL) funding. A primary mandate of the Infrastructure Initiative is to advance projects that support the Board's equity, sustainability, and climate resiliency goals.

The Infrastructure Initiative builds off strategic and policy goals established by the County through previous motions, strategic plans, action plans, tools, and other federal funding initiatives. Some of these key sources include OurCounty Sustainability Plan, LA County Climate Action Plan, LA County Climate Vulnerability Assessment, the "Moving Forward on Equitable Implementation of the American Rescue Plan" motion and equity principles and funding formally developed by Antiracism, Diversity and Inclusion Initiative (ARDI), the "Investments to Accelerate Digital Equity" motion, LA County Equity Explorer tool, LA County Climate Vulnerability Assessment tool, the Draft Racial Equity Strategic Plan, and Climate Change and Health Equity Report Strategies for Action (FINAL DRAFT), among others.

To support the maximizing of the County's share of federal infrastructure funds, and to promote transparency and accountability throughout the Infrastructure Initiative, the Board has asked for comprehensive data tracking and key performance indicators (KPIs) to report on the use of funding for performance and compliance with the Board's priorities. This document proposes key metrics and measures that can be used to track and monitor the County's efforts and project implementations as part of the Infrastructure Initiative and towards advancing the Board's priorities for the Initiative.

Data Tracking and Reporting Objectives

Data tracking and reporting will support the County to manage the Infrastructure Initiative efficiently and effectively by monitoring metrics related to the operation of the Infrastructure Initiative, the funding used to advance the Board priorities, and the compliance and management of federal funds. Data tracking will support comprehensive reporting to the Board that summarizes a high-level summary the use of awarded federal funding and the key outcomes that have been achieved. The data may also be used to report on the Infrastructure Initiative externally to County stakeholders using a scorecard or similar visual/interactive reporting method. The objectives of this document and the metrics proposed include:

- Support the CEO, Project Management Office (PMO), and departments in the development of data tracking and regular comprehensive reporting on fund use with performance and compliance measures related to the Board's priorities.
- Establish and manage the Infrastructure Initiative and support transparency and accountability across all departments and agencies.
- Visualize progress in realizing intended policy aims with each implemented project through regular and centralized data gathering and analysis and instituting public-facing and internal performance scorecards, reporting, and community engagement opportunities.
- Track non-performance risk factors among partners by evaluating pursuit/ implementation capabilities, conducting ongoing monitoring, and regularly reporting progress.

There are three groupings of proposed data tracking, reporting and KPIs for the Infrastructure Initiative.

1. **Infrastructure Initiative Application Reporting** will be maintained by the Infrastructure Initiative PMO to manage and track the operations of the Infrastructure Initiative in the pursuit and award of BIL funding. The purpose is to monitor the project application process from application submission from a Lead Applicant (departments leading the project applications) to project approval by the Board for the submission of a BIL funding program application, to the tracking of award issuance.
2. **BIL Project Performance Reporting** will also be coordinated by the PMO with the information provided by the Lead Applicant to track the use of funds against the Board's priorities using specific metrics and KPIs. The purpose is to manage and track progress on overall project goals and outcomes against the Board's priorities.
3. **Grants Management and Compliance Reporting** will be used by Lead Applicant and Supporting Departments to track the project fund use and maintain accurate records for compliance, reporting, and audits. The purpose is to provide County departments with a leading practice set of metrics for grants management and compliance.

The below sections further describe the proposed data reporting and KPIs for each of the groupings as well as the proposed reporting process for Lead Applicant and the PMO in reporting on the performance and progress of the Infrastructure Initiative.

The Board's Priorities

The metrics described in this document are based on those priorities the Board has named in the **Motion #30** and aligned to those same priorities used in the BIL Program Evaluation Methodology and Project Evaluation Methodology (collectively "the Evaluation Methodology") to assess projects for LA County policy alignment. These are equity, sustainability, climate resiliency, workforce development, job creation, and economic development. The metrics used in the County BIL Project Performance Reporting seek to monitor and demonstrate how the Infrastructure Initiative is advancing the Board's priorities and delivering outcomes for the County.

Relationship to other documents

This document is designed to be reviewed and used with the other supporting documentation for the Infrastructure Initiative. The respective roles and responsibilities of the County stakeholders are defined in the Governance Plan. The Board priorities and the Evaluation Methodology that inform the metrics in the County BIL Project Performance Reporting are included in the Evaluation Methodology and Output deliverable. The actions for establishing governance and management of the infrastructure Initiative, including establishing and populating reporting and tracking tools, are included in the Infrastructure Initiative Action Plan. A summary of the four Initiative documents is included below in Table 1.

Table 1: Summary of the Infrastructure Initiative Documentation

Governance Plan	Evaluation Methodology and Output	This document (Data Tracking and Reporting Key Performance Indicators (KPIs))	Infrastructure Initiative Action Plan
• Governance structure, framework, roles, and responsibilities • Decision-making and execution processes	• BIL program evaluation criteria • Prioritized list of BIL programs • Process, framework, and scoring methodology to complete County project evaluations	• Measures of assessing funding use with performance and compliance measures	• Implementation actions and schedule to operationalize the Infrastructure Initiative

1. Infrastructure Initiative Application Reporting

The Infrastructure Initiative Application Reporting metrics are designed be maintained by the PMO to track the County's internal efforts in the assessment of proposed projects, selection of projects submitted for BIL funding programs, and BIL funding award outcomes. These metrics can be used as both a project management tool as well as a means of reporting progress, efficiency, and success of the Infrastructure Initiative to the Review Committee, the CEO, and the Board.

Table 2: Infrastructure Initiative Application Reporting Responsibility, Audience, and Frequency

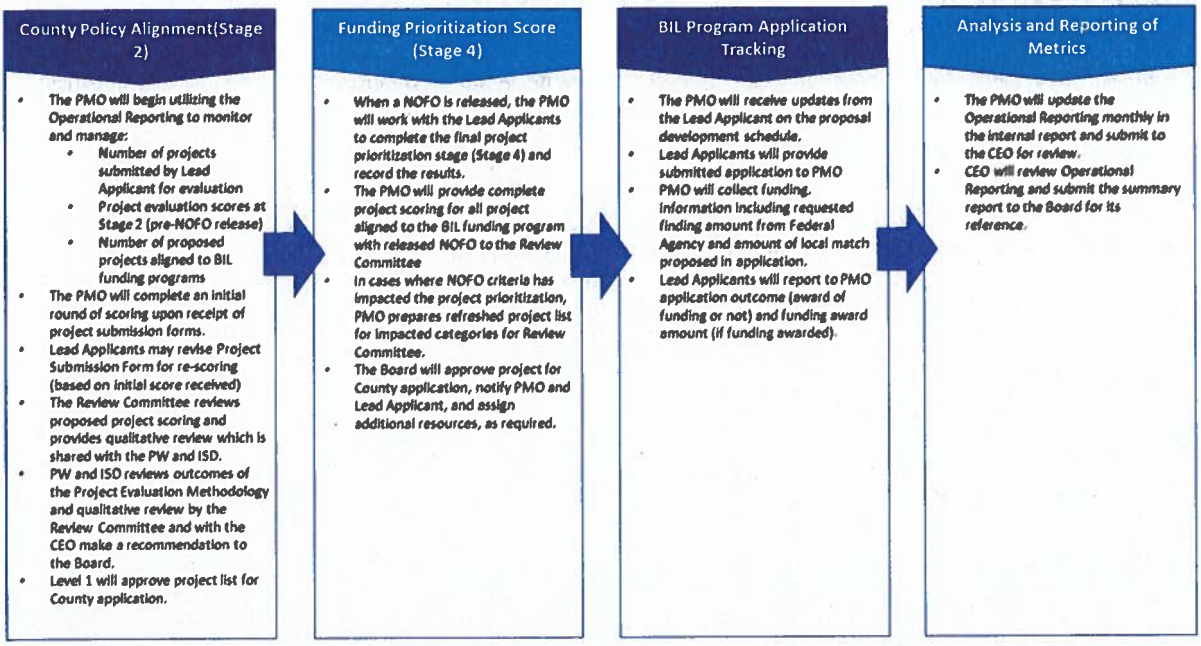
Data Tracking and Reporting Responsibility	PMO
Report Prepared for	PMO internal management, Review Committee, PW, ISD, CEO, and the Board
Internal or External	Internal
Data Collection Frequency	Ongoing
Frequency of Reporting	Monthly and ad-hoc progress requests
Final Decision	Board

Process

In the initial phase of this process, the PMO should collate the information from Project Submission Forms submitted by Lead Applicants into a County BIL Project Register. This will include the BIL funding program(s) the project is aligned to as well as the Stage 2 – LA County Policy Alignment scoring results once completed. An initial round of scoring should be completed upon receipt of the project submission forms as well as on an as needed basis as new projects are submitted and if a Lead Applicant chooses to revise and resubmit a proposed project for re-evaluation. Once a Notice of Funding Opportunity (NOFO) is released the PMO should work with the Lead Applicant to complete the Stage 4 – Funding Prioritization Score and document the results. The PMO can provide the completed scoring results of all projects submitted to the BIL funding program with the recently released NOFO to the Review Committee. The Review Committee should review the results and additional information provided (Stage 3 – Additional Information Tags) to provide qualitative input. PW and ISD can then review both the evaluation scoring and the Review Committee comments and together with the CEO provide recommendation the Board, who will provide the ultimate decision.[1] The PMO should collect and maintain the selection results. To track grant applications as they are prepared by the Lead Department, the PMO should request a development schedule and receive notification once the application has been submitted. The Lead Applicant should provide a copy of the application to the PMO so that they may collect/confirm information, such as requested BIL funding amounts, and maintain a repository of submitted applications. The PMO should be notified by the Lead Department of the grant award decision and record the results. The PMO should maintain the Infrastructure Initiative Application Reporting metrics on an ongoing basis and provide a monthly report to the CEO. The CEO can review the monthly report and submit it to the Board for its reference.

[1] The Board's ultimate decision may be based on qualitative data and considerations, in addition to the quantitative results from the Project Evaluation.

Figure 1: Infrastructure Initiative Application Reporting Process



Metrics

The metrics for Infrastructure Initiative Application Reporting are organized by the three phases: LA County Policy Alignment (Stage 2), Funding Prioritization Score (Stage 4), and BIL Funding Program Application Tracking. Lead Applicants should provide much of the information that is required for this reporting and the PMO should work closely with the Lead Applicants and Supporting Departments to ensure timing and correct information is provided.

Table 3: Proposed Metric and KPIs for Application Reporting

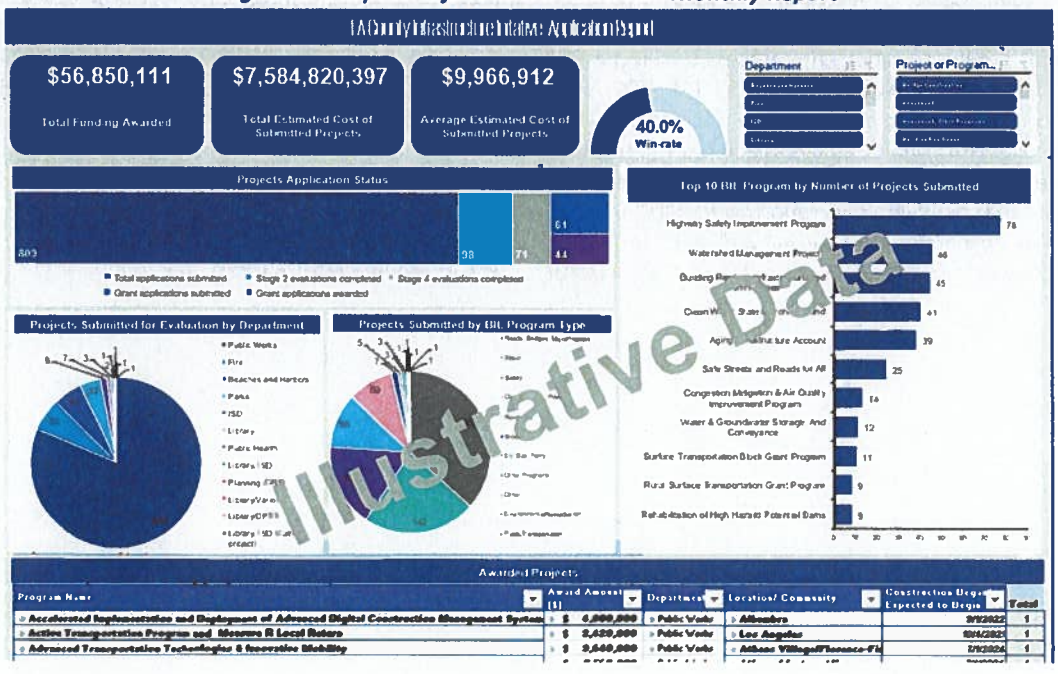
Category	Metric	What is it measuring?	Data Sources and Tracking Tools
County Policy Alignment (Stage 2)	Project Proposals Submitted	# of project proposals submitted, summarized by department	Project Evaluation Excel Workbook County BIL Project Register
	Evaluation Results (Stage 2)	Results for each project proposal evaluation (score by criteria and overall policy alignment score)	Project Evaluation Excel Workbook
	Re-evaluation Rate	% of project proposals resubmitted for re-evaluation	Project Evaluation Excel Workbook County BIL Project Register
	Projects to Programs	# of project proposals submitted for each BIL funding program	County BIL Project Register
	Funding Pathways	# of projects submitted for assessment, summarized by BIL program type	County BIL Project Register

Category	Metric	What is it measuring?	Data Sources and Tracking Tools
	Average Projects per BIL funding program	Average # of projects submitted for assessment for each County eligible BIL funding program	County BIL Project Register
Project Evaluation (Stage 4)	Evaluation Results (Stage 4)	Results for each project proposal evaluation (score by overall priority alignment score)	Project Evaluation Excel Workbook
	Board Approved Projects	Total # of projects approved by the Board	County BIL Project Register
BIL Funding Program Application Tracking	Applications in Development	# of BIL funding program applications in development but not yet submitted	PMO Application Tracking
	Win-Rate	Total # of projects funded out of the total # of grant applications submitted	PMO Application Tracking
	Total Funding Awarded	Total funding ($) awarded to the County through the BIL Program	PMO Application Tracking
	Funding Rate	Total amount of funding ($) requested versus total amount of funding requested	PMO Application Tracking
	Grants Awarded by Federal Agency	Total grant funding awarded ($), summarized by federal agency awarding funding	PMO Application Tracking

Sample Report

Below is a template report for the Infrastructure Initiative Application Reporting to provide a summary level view of the metrics and data tracking.

Figure 2: Template Infrastructure Initiative Monthly Report



2. County BIL Project Performance Reporting

The purpose of County BIL Project Performance Reporting is to track and report on the use of BIL funds towards advancing Board's priorities and planned project outcomes. These metrics are designed not only to track the use of funds against budgeted expenditures, but also how BIL funds have created measurable improvements for the quality of life for County residents and for the environment.[2] As the BIL funds a wide spectrum of different types of infrastructure, this reporting allows for flexibility in the selection of metrics used to report on a specific project. While there is flexibility in the metric selection, metrics are grouped by the Board priorities and the group of metrics the Lead Applicant may select from will be determined by the evaluation scoring completed at the project proposal stage. The data tracking for this reporting will be the responsibility of the Lead Applicant. It is intended that the PMO will manage the collection of the data and collate the information into a comprehensive, standardized reporting scorecard that can be shared with the CEO, the Board, as well as externally.

Table 4: County BIL Project Performance Reporting Responsibility, Audience, and Frequency

Data Tracking and Reporting Responsibility	Lead Applicant and PMO
Report Prepared for	Review Committee, PW, ISD, CEO, the Board, External Stakeholders
Internal or External	Internal and External
Data Collection Frequency	Quarterly
Frequency of Reporting	Quarterly

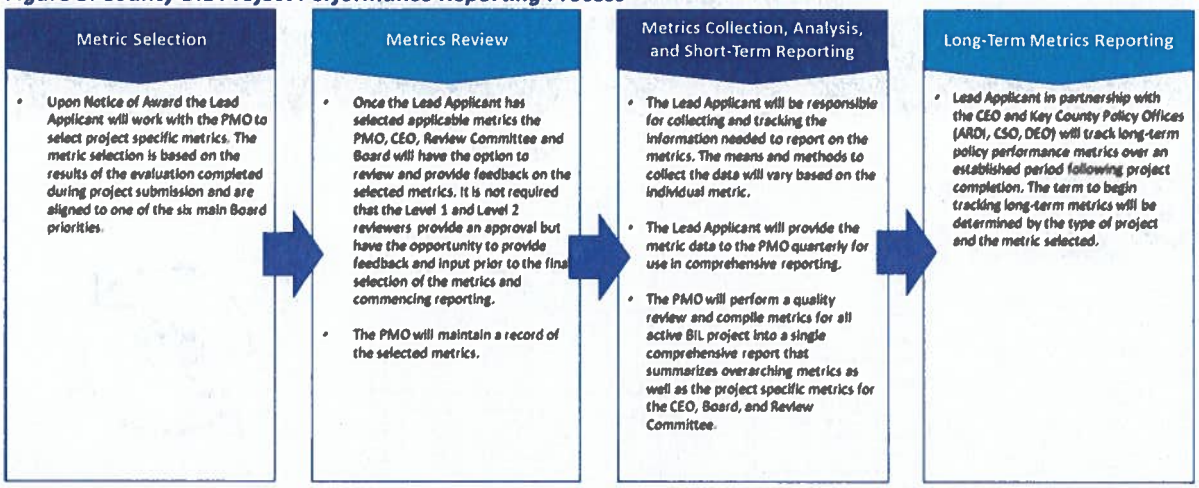
Process

There are two processes described in this section. The first process describes the overall reporting process and responsibilities for the selection, review, collection, and reporting of the metrics. The second process describes how project specific KPIs should be selected based on the results of the evaluation completed at the project proposal stage.

Once the Lead Applicant has been awarded a grant, they should work with the PMO to select project-specific reporting metrics. These metrics will be based on the project evaluation completed and that was used in the decision for project selection. The process to select and approve the metrics is describe below in in the following section. The PMO, Review Committee, ISD, PW, CEO, and the Board will have the opportunity to review and provide feedback on the selected metrics. Once the metrics have been approved the Lead Applicant will be responsible for the data collection and any analysis required to report on the selected metrics as well as the overarching metrics, applicable to all projects. The Lead Applicant should provide quarterly updates to the PMO. The PMO should collect and update the comprehensive reporting for all County BIL projects. For metrics measure over the long-term, those which measure outcomes achieved well after project completion, should be tracked by the Lead Applicant in partnership with the CEO and the Key Policy Offices (ARDI, Chief Sustainability Office (CSO), and DEO).

[2] Metrics are designed to track such measurable improvements to the extent such data is able to be quantitatively measured.

Figure 3: County BIL Project Performance Reporting Process



Project-Specific Metric Selection

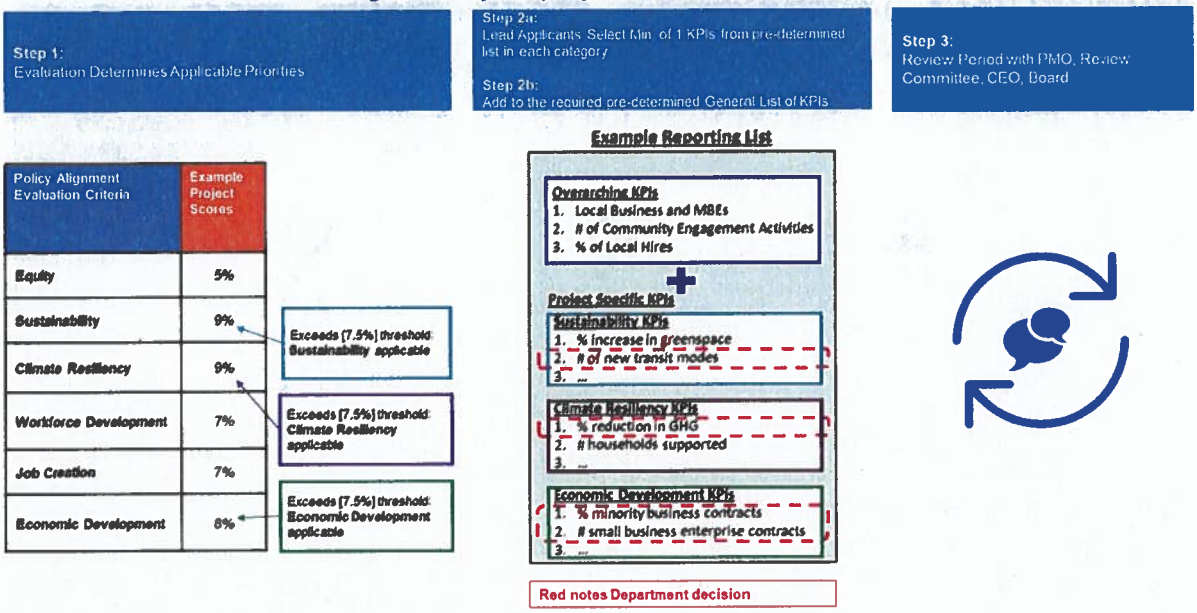
Upon the award of a grant the Lead Department will have the opportunity to select which metrics and KPIs most align and represent their awarded project. The evaluation results that were completed project proposal stage can be used to determine which group of metrics the applicant can select from. If a project scored above a [7.5%] threshold in the policy alignment evaluation for equity, sustainability, climate resiliency, workforce development, job creation, or economic development the intention is that the Lead Department must select a minimum of one (1) metrics for each criterion above threshold. The Lead Department can select as many metrics to report as they choose, including those from criteria which did not meet the threshold. In addition to project-specific metrics, overarching metrics will apply to all projects. These metrics have been selected as overarching as they are most likely to be applicable to all project types, which can include planning, construction, roads, transit, water, energy, safety, resiliency, etc.

Lead Department should review and consider applicability of existing data and reporting resources as well as data that may already be collected as part of the project management and grant management actives when selecting KPIs for each project. Where possible, exiting sources and data should be leveraged to minimize the additional effort required for reporting and tracking of data.

If in the event an awarded project has not met the threshold values for any of the Board priority criteria, the Lead Applicant should be required to select a minimum of one (1) metric for at least two (2) of the priority policy alignment evaluation criteria as well as report on the overarching metrics.

Once the Lead Applicant has selected project specific metrics, there will be a period of review where the PMO, Review Committee, ISD, PW, CEO, and the Board may provide comments and feedback on the selected metrics. This is intended to be an iterative process to come to an agreement on the selected metrics which allows for oversight and input from governing and management roles within the Infrastructure Initiative.

Figure 4: Project-Specific KPI Selection Process



Metrics

To develop these metrics, a variety of sources were reviewed and analysis to determined which metrics may be applicable to the Infrastructure Initiative. These included:

- Metrics and data used by LA County to report on the use of American Rescue Plan Act (ARPA) funding
- Metrices and indicators to measure social equity outcomes reported by federal agencies including the US Department of Transportation, US Department of Commerce, and the US Department of Energy
- Metrics and data used by other cities, states and local governments are tracking and reporting on the use of federal funding (such as ARPA), including the City of Chicago, the City of San Diego, and the City of Phoenix
- Review of the existing County metrics used in the OurCounty Sustainability Plan, the Climate Action Plan, the Climate Vulnerability Assessment, and the Climate Change and Health Equity Strategies for Action
- Review and input from environmental economic subject matter specialists
- Review and input from grants management subject matter specialists familiar with ARPA and FEMA grant management and reporting requirements

There are both overarching metrics and project specific metrics in the County BIL Project Performance Reporting. The overarching metrics are applicable to all projects and are included as a separate category in Table 5 below. Project-specific metrics are categories and grouped by Board priority. Within each priority there are several different metrics that can be selected from for project-specific reporting, as described above in Figure 3.

The metrics included below have also been classified as either applicable in the short-term or long-term reporting timeframe. This classification has been added as some of the project benefits of full outcomes may not be realized until well after project completion. Long-term duration metrics are intended to be more outcome based quantifying community benefit from a project over time once implemented and functioning. Short-term metrics are more output based metrics capturing gains that are possible during and directly following the execution of a project.

Table 5: Proposed Overarching Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Overarching	Short-term	Local Small Businesses and MBEs	The # of small, local, woman-owned, minority-owned, and other defined MBE businesses contracted with for BIL funded projects
Overarching	Short-term/Long-Term	Number of Community Engagement Activities	The # of high-quality activities performed in the planning and execution of the project (e.g., public comment, focus groups, community forums, surveys, community benefit agreements executed, and/or public-private partnerships enacted related to long-term project use and maintenance)
Overarching	Short-term/Long-term	Local Hire	The % of persons hired from within Los Angeles County – and disadvantaged areas in particular – for project design, construction, implementation and/or maintenance
Overarching	Long-term	Community Investment in Adjacent Neighborhoods	% increase from baseline of historical trends, examination of projected and actual affordable housing and small business commercial development in areas surrounding project(s)
Overarching	Long-term	General Socioeconomic Impact in Adjacent Neighborhoods	% increase from baseline of historical trends, examination of projected and actual demographic and housing changes for areas surrounding project(s)

Table 6: Proposed Equity Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Equity	Short-term/Long-term	Disadvantaged Communities Served/Benefitted	The # of communities (census tracts or non-geographically concentrated communities) identified as disadvantaged or high/highest need (through use of the LA Equity Explorer indicators such as percentage living under 200% of the federal poverty level, historic redlined, social vulnerability, etc.) served or benefitted by the project ("served or benefitted" should be defined more clearly by using metrics that capture the intended service benefit or barrier removal that the nature of the project would address (e.g., traffic/injury reduction, flood reduction, commercial corridor reinvestment, recreation access, digital divide reduction, etc.)
Equity	Short-term	Broadband	# of households receiving between 25/3 Mbps and 100/20 Mbps broadband service as result of project
Equity	Long-term	Broadband	% increase from baseline in outcomes from increased broadband service such as added or expanded telehealth, virtual education capability, home based small business operations, etc.)
Equity	Long-term	Health Outcomes	Impact of project on health outcomes in underserved or otherwise identified as disadvantaged communities compared to baseline communities

Table 7: Proposed Sustainability Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Sustainability	Short-term	Greenspace	The % increase in greenspace out of a total locality area
Sustainability	Short-term	Walk Score	# of communities with a walk score of 70 or higher
Sustainability	Short-term	Biodiversity and Ecosystem Preservation	Additional area of protected natural areas or wildlife corridors
Sustainability	Short-term	EV Chargers	# of new EV chargers installed
Sustainability	Short-term	Transit Oriented Development	# of affordable housing units/small business or neighborhood scale commercial units created by transit node
Sustainability	Short-term	Transit Nodes	# of new transit nodes
Sustainability	Short-term	Recycle Resources	Amount (weight or volume) of recycle resources used during project construction
Sustainability	Short-term/Long-term	Energy Efficiency	% change in energy used and corresponding CO_2 emissions from baseline during construction or for operations of fleets and facilities following construction
Sustainability	Short-term/Long-term	Percent of waste diverted	% of waste stream diverted as compared to baseline
Sustainability	Short-term/Long-term	Traffic Related Fatalities	Number traffic related fatalities in the locality area
Sustainability	Short-term/Long-term	Energy consumption target (e.g., energy use intensity)	Energy consumption as a % of target during construction/site operations as well as during facility/asset operation
Sustainability	Short-term/Long-term	Water Consumption	% decrease in indoor and outdoor water consumption, or percentage increase in recycled/graywater use
Sustainability	Short-term/Long-term	Air Pollutant Reduction	% reduction in annual average PM2.5 concentration at project location or location benefiting from project
Sustainability	Short-term/Long-term	Water Pollutant Reduction	% reduction in point and non-point source runoff pollution, as applicable, based on the nature of completed project (e.g., bioswales, river restoration, etc.)
Sustainability	Long-term	Health Outcomes	Impact of project on Health Outcomes in underserved or otherwise identified as disadvantaged communities compared to baseline communities
Sustainability	Long-term	Reduced GHG	% reduction in greenhouse gases (GHG)

Table 8: Proposed Climate Resiliency Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Climate Resiliency	Short-term/Long-term	Climate Coping	# of households supported in measurable long-term reductions in identifiable disruptors and threats from effects of climate change and/or climate hazards (identified through the Climate Vulnerability Assessment)
Climate Resiliency	Short-term/Long-term	Property Damage Avoidance	Annual estimated property damage avoided ($)
Climate Resiliency	Short-term	Energy Resiliency	# of households with improved energy resiliency

Category	Reporting Timeframe	Metric	What is it measuring?
Climate Resiliency	Long-term	Health Outcomes	Impact of project on Health Outcomes in underserved or otherwise identified as disadvantaged communities compared to baseline communities
Climate Resiliency	Long-term	Reduce GHG	% reduction in greenhouse gases (GHG)

Table 9: Proposed Workforce Development Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Workforce development	Short-term	Enrolled Training	# of residents enrolled in job training programs as a result of the project
Workforce development	Short-term	Training Completed	# of residents that have completed job training programs as a result of the project
Workforce development	Short-term	Internship or Apprenticeship	# of apprentices or internships created as a result of the project
Workforce development	Short-term	Job access	% of population in a locality within a 30-minute transit travel time to a major urban center/employment center/central business district

Table 10: Proposed Job Creation Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Job Creation	Short-term	Quality Jobs	# of jobs created and certified by the County to be of good quality
Job Creation	Long-term	Long-term Employment	# of ongoing, fulltime jobs created as a result of the project, following project completion

Table 11: Proposed Economic Development Metrics and KPIs for County BIL Project Performance Reporting

Category	Reporting Timeframe	Metric	What is it measuring?
Economic Development	Short-term	High growth sectors	# of jobs created in high-growth industries as a result of the project
Economic Development	Short-term	Small, Local and Minority Business Enterprises	# of Small, Local and Minority Business Enterprises awarded first-time contracts
Economic Development	Long-term	Neighborhood commercial reinvestment	# of new commercial investment projects along corridors in reinvestment, empowerment, and other specially zoned commercial districts in proximity to projects (Recommend particular metrics for fresh food retail, small business retail and other professional services, and arts/culture retail)

Sample Report

Below is a template report for the County BIL Project Reporting to provide a summary level view of the metrics and data tracking.

Figure 5: Template County BIL Project Reporting - Summary

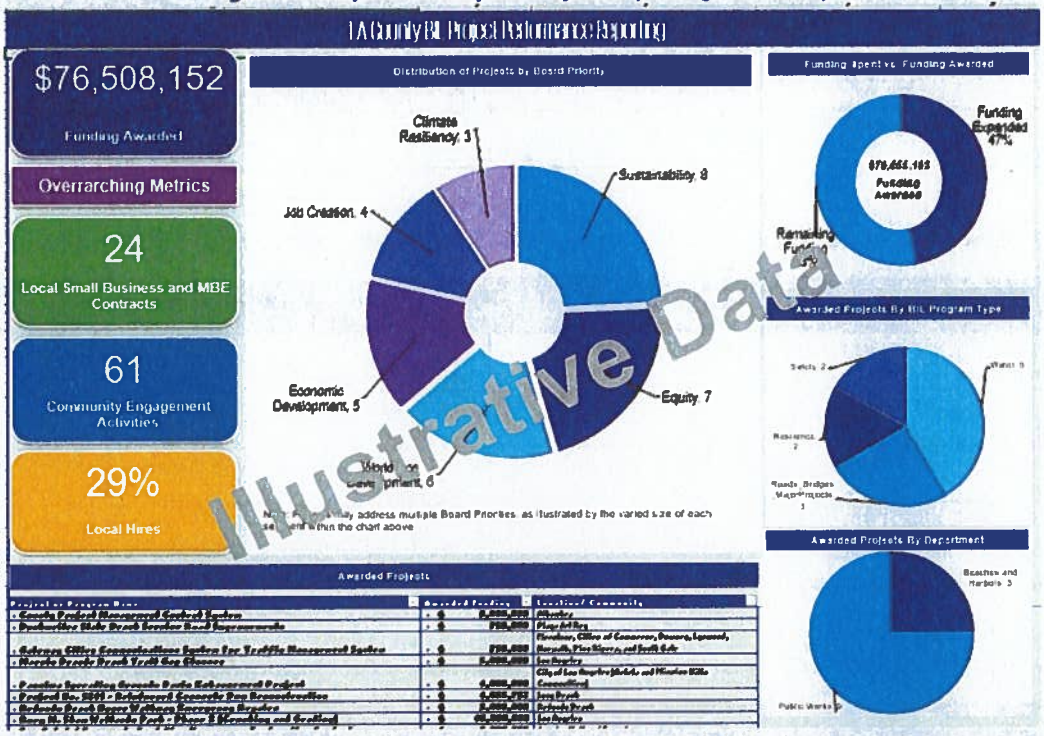
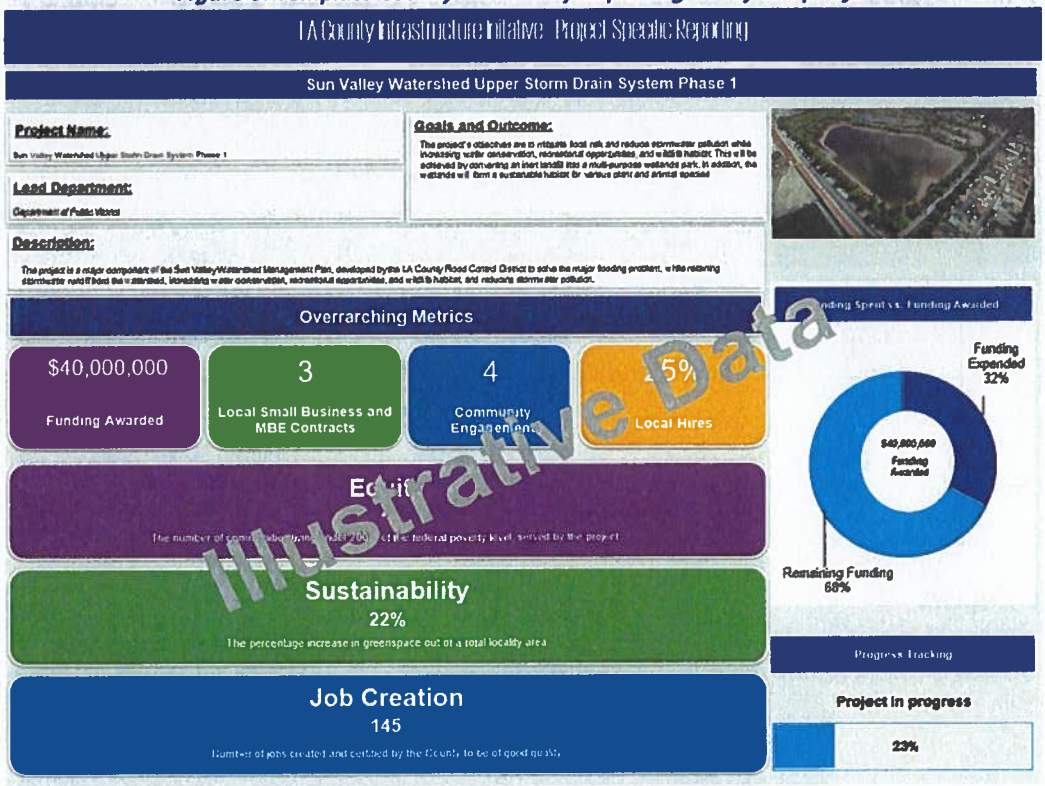


Figure 6: Template County BIL Priority Reporting – Project-Specific



3. Grants Management and Compliance Reporting

After a Lead Applicant has been approved for awarded BIL funding, spending and project progress must be closely monitored to help ensure compliance with grant contracts and efficient BIL fund use. Lead Applicants will be responsible for the day-to-day operations of the BIL funds and must be able to establish a process for BIL fund use, including accounting system, eligibility documentation, financial records, contracts, and reporting templates. The Lead Applicants must also be able to track and report on key performance indicators and grant fund use using public facing scorecards and cost tracker templates that mirror federal reporting requirements for BIL funds. To accomplish this, Lead Applicants should ensure that current grant financial systems or shadow systems (i.e., Excel, QuickBooks) are equipped to track, monitor, and report on key financial performance and compliance metrics.

It is critical that Lead Applicant review the requirements mandated by the grant's regulatory body and incorporate any mandatory policies, procedures, and metrics set by the regulatory body into their grants management processes. Mandatory indicators set by the grant's regulatory body may also align with the with Board's priorities. For example, if a project is covered under a Justice40 grant, the grant recipient will need to provide reporting on the use of BIL funding going towards disadvantage communities.

Table 12: Grant Management Reporting Responsibility, Audience, and Frequency

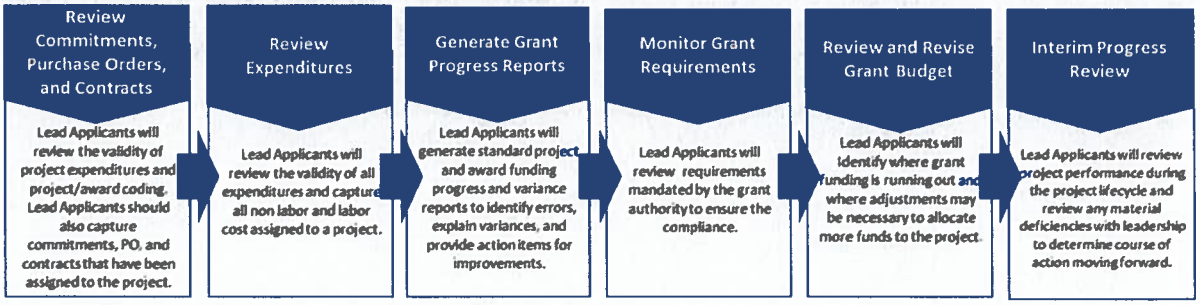
Data Tracking and Reporting Responsibility	Lead Applicant
Report Prepared for	Department internal management, Regulatory Bodies (e.g., Department of Treasury), PMO, PW, ISD, and CEO
Internal or External	Internal and External
Data Collection Frequency	Ongoing
Frequency of Reporting	Monthly and ad-hoc progress requests

Process

For efficient and effective grant management and compliance reporting the Lead Applicant should incorporate nine key steps in the processing and management of day-to-day grant functions. The Grants Management and Compliance Reporting process is comprised of steps to execute, monitor, and close out grant. The below table describes the recommended steps for an efficient and effective Grants Management and Compliance Reporting process.

The first phase, Grant Execution and Tracking, is related to executing, monitoring, and controlling the project through various activities, including reviewing commitments, purchase orders, and contracts; reviewing expenditures; generating grant progress reports; monitoring grant requirements; reviewing and revising grant budget; and conducting an interim progress review.

Figure 7: Key Steps for Grant Execution and Tracking



The second phase, Grant Billing Management, relates to the management of project billing activities, such as creating grant contracts and managing grant billing.

The third phase, Grant Close Out, relates to the financial accounting activities that require completion prior to project closure. It also comprises of processes to close and reconcile the project accounting subledger and general ledger, as well as the generation of project reporting for compliance and analysis.

Figure 8: Key Steps for Grant Billing Management

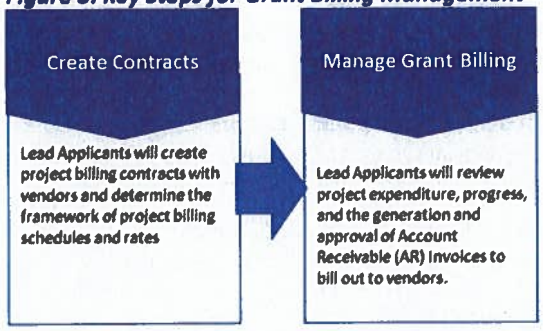


Figure 9: Key Step for Grant Close Out

Metrics

The metrics are organized by the three phases: Grant Execution and Tracking, Grant Billing Management, and Grant Close Out. The first phase includes metrics related to the Grant Execution and Tracking Phase, the second phase includes metrics related to Grant Billing Management, and the last phase will focus on grant close out metrics.

Table 13: Proposed Metric and KPIs for Grants Management and Compliance Reporting

Category	Metric	What is it measuring?	What are the data sources?
Grant Execution and Tracking	Budgeted Costs - Actual Costs	Shows the variance of costs ($) compared to allocated budget for the present period	Subledger/General Ledger Project Budget
	Quantity of manual project journal entries created	Shows the # of manual project journals entries created to understand how many manual entries and tasks are performed.	Subledger/General Ledger
	Number of expenditures which has more than a 20% variance	Shows the # of expenditures that have more than 20% variance	Subledger/General Ledger Project Budget
	The quantity of expenditures where the (Sum of costs for a specific expenditure category / total cost = %) exceeds a specific threshold	The # of expenditures whose % of costs belonging to an expenditure category (specified by the client) over total costs exceed a threshold	Subledger/General Ledger
Grant Billing Management	Total cost of each expense category (e.g., cost of equipment, supplies, personnel) per month as a of total project value ($)	Shows the total cost ($) of the project function per month as a proportion of the total value ($) of the projects. This is useful for tracking project costs.	Subledger/General Ledger
	Quantity of transactions processed for a particular period	Shows the # of transactions processed for projects and is useful to understand the level of activity related to projects.	Subledger/General Ledger

Category	Metric	What is it measuring?	What are the data sources?
	Total cost of each expense category per month	Shows the total cost ($) of the project expense category per month and is useful for tracking project cost.	Subledger/General Ledger
Grant Close Out	Sum of unprocessed transactions	Shows the # of unprocessed transactions	Subledger/General Ledger
	Sum of unaccounted transactions	Shows the # of unaccounted transactions	Subledger/General Ledger
	Number of failed project controls / Total number of project controls (e.g., number of transactions assigned to grant without an accounting code/string tied to grant)	Shows the # of failed controls (i.e., number of related policies and procedures, risk monitoring, etc.) as a % of the total number of project controls. This is useful for maintaining project related internal controls.	Subledger/General Ledger Policies and Procedures