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2026 - COMMUNITY SERVICES CLUSTER MEETING- 20260128_120025-Meeting Recording

January 28, 2026, 8:00PM

29m 27s

● **Christine Frias** started transcription

LF **Lopez, Francisco** 0:06

Francisco Lopez.

SM **Sanchez, Manny** 0:06

Manny Sanchez, SD 2.

GI **Gracian, Isela** 0:06

Sorry.

He said La Gracian ST2.

WT **Webb, Tyler** 0:14

Tyler Webb, SD 2.

DG **Duran-Medina, Guadalupe** 0:20

ST3.

EE **Ellison, Emily** 0:25

Emily Elson, ST3.

DG **Duran-Medina, Guadalupe** 0:32

SC4.

PD **Perez, Daritza** 0:34

Hi Doritza Perez here with SD4.

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GE **Garcia, Esteban** 0:37

And Esteban Garcia with SG4.

DG **Duran-Medina, Guadalupe** 0:41

And ST5.

PD **Perry, Dave** 0:43

Do you carry SD5?

DG **Duran-Medina, Guadalupe** 0:46

Is there any other board offices introductions that we missed that have joined?

RW **Rehman, Waqas** 0:54

Guadalupe, there's no cost joining from First District as well.

OA **Ordower, Aaron** 0:54

This is it.

And hi, this is Erin Nordhauer from the third district.

DG **Duran-Medina, Guadalupe** 1:00

OK.

Wonderful. Ask me next. A roll call in regards to our departments, weights and measures.

KF **Kurt Floren** 1:17

Kurt Florin, AD commissioner, director, awaits the messages here.

Good morning or good afternoon.

DG **Duran-Medina, Guadalupe** 1:22

Good afternoon. Animal care and control.

DU **Danny Ubario** 1:26

Good afternoon, Daniel Barrio, chief deputy.

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DG Duran-Medina, Guadalupe 1:30

Beaches and harbours.

GJ Gary Jones 1:35

Hello everyone.

Gary Jones, director of beaches and harbours.

DG Duran-Medina, Guadalupe 1:39

Parks and rec.

AO Astrid Ochoa 1:42

Hi everyone.

Good afternoon. Astrid Ochoa, special assistant here for director Garcia Gonzalez.

DG Duran-Medina, Guadalupe 1:49

Public Library.

SP Skye Patrick 1:52

Guy Patrick.

Public libraries.

DG Duran-Medina, Guadalupe 1:55

Public works.

AG Angela George-Moody 1:58

Angela George Moody, chief deputy public works. Thank you.

DG Duran-Medina, Guadalupe 2:03

Regional planning.

AB Amy Bodek 2:04

Hi there Amy Bodak for regional planning.

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DG Duran-Medina, Guadalupe 2:09

Chief sustainability officer.

CEO.

BB Bryan Bell 2:19

Hi there, Brian Bell, CEO.

DG Duran-Medina, Guadalupe 2:22

Is there any other compartments that we missed?

Seeing none, CEO.

If you could, please call the agenda.

BB Bryan Bell 2:35

On today's agenda, we have a motion by SD5 delegating authority to enter into a cooperative agreement between Southern California Edison and the County of Los Angeles for relocation of facilities owned by Southern California Edison. That conflict with the construction of phase one of the old road over.

Santa Clara River and Southern Pacific Transportation Company Bridge project.

We also have a presentation for administrative services, core Service Area award of Contracts, Leadership, Academy Training Service program.

DG Duran-Medina, Guadalupe 3:11

Wonderful. So we if we could start off then with, you know, the board motion from ST5.

Who do we have here?

From SC 5.

PD Perry, Dave 3:22

Dave Perry.

DG Duran-Medina, Guadalupe 3:24

Wonderful. The floor is yours.

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PD **Perry, Dave** 3:25

All right.

Thank you.

Thank you very much.

So December 2024, the board certified the EEIR and approved the old road project.

Public works is moving forward with a phase construction approach.

This road in particular runs parallel and immediately adjacent to the I-5 and the Santa Clarita Valley, which is the country's most vital international goods movement corridor between Canada and Mexico.

So on a typical day, the old road plays an important role in the mobility of our SUV residents. Santa Clarita valley.

Excuse me, residents and visitors, but it's also playing a critical role during emergencies and when the I-5 is cut off.

This project is going to address major constraints. Structurally deficient bridges, substandard roadway design.

It's also going to implement protected bike lanes consistent with our county wide BMP.

And expand the local multi use trail network.

An agreement between the county and Edison is required for the relocation of Edison's facilities to support the project construction.

Our motion is going to grant the authority necessary to enter into that agreement, keep the project on schedule with construction expected to begin in late spring, early summer of this year.

Edison has prior rights, so we have to pay them to relocate their facilities.

Public works is estimating the cost between 250 to \$500,000.

The department's been in negotiations with Edison for over a year on this agreement, and the draft is currently being reviewed by both parties.

And the relocation will be coordinated with the county's contractor as the contractor progresses with Phase one construction.

And that's pretty much it.

DG **Duran-Medina, Guadalupe** 5:21

Any questions from the board, colleagues.

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A friendly reminder on the first round.

To two questions per office, and then we'll open it up to all the others.

SD1.

I don't know if what 'cause you have any questions.

RW **Rehman, Waqas** 5:42

No question. I know Dave knows my involvement with this project goes many, many years.

So glad it's moving forward and.

For all of the reasons he laid out, it is a critical route that doesn't only address a lot of our goods movement, but also and local traffic, but also emergency route in case of five I5 closures that has come about for several years now.

So just glad to see it moving forward.

DG **Duran-Medina, Guadalupe** 6:18

Any questions from SD 2?

GI **Gracian, Isela** 6:22

I don't have any, but let me pause with my colleagues. Have any questions?

Hearing none.

Thank you, Dave.

DG **Duran-Medina, Guadalupe** 6:31

And C3.

ST4.

PD **Perez, Daritza** 6:44

No questions. Thanks.

GE **Garcia, Esteban** 6:44

Not much.

DG **Duran-Medina, Guadalupe** 6:48

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Any other parting comments ST5?

Before we leave the item.

PD Perry, Dave 6:56

Thank you to the department for all their work on this and.

Thank you colleagues.

DG Duran-Medina, Guadalupe 7:04

Thank you.

Now moving on to the presentation from public works, I believe we have, Jeff.

AG Angela George-Moody 7:15

Hi, Guadalupe. This is Angela George Moody.

I'm just gonna do.

I just wanna make sure everyone knows that.

Yeah. We brought Jeff Howard here.

Who's our administrative deputy?

He's got and I just heard something.

I'm not sure if that was for me.

But Jeff is here to to provide you with an overview of an item that is going to appear on the February 10th Board agenda.

It is related to a leadership Academy that public works.

I have been working on for quite a long time with regards to training. This is how we leave the organization or set the organization up for.

For the future, there's a lot of technical knowledge, a lot of general leadership knowledge that is necessary to move forward.

Jeff is going to talk to you a little bit about what we are forecasting or foreseeing.

Is the the justification for the need for this Academy?

And with that in mind, he and I are both here to address any questions that you may have, Jeff.

JH Jeff Howard 8:23

Thank you, Angela.

Good afternoon, everyone.

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Jeff Howard, administrative deputy at Public Works.

I'd like to start off before I get into the presentation, just with a little historical perspective through my eyes. When I started with the department 25 years ago and shortly thereafter, I was assigned as a new supervisor. Public works put me through a 12 week training program.

As a new supervisor, public works also invested in me to get to the Section Head Academy, which we had back then.

A significant investment in helping me develop.

My leadership skills, and I think I benefited greatly as well as the staff that I worked with. Unfortunately since then in 2008, when the economy took a turn for the worst public works training budget was slashed and those kinds of opportunities became much more limited we.

Have a lot of trainings available to us all.

A lot of it is online in the county.

Just don't get nearly the same benefit out of it and easily. I think people are distracted.

Certainly I don't. If I get new emails.

So it's time for us to get back to having a lot more in person.

Training and developing our leaders.

We have the Department of Human Resources does a great job with the executive Leadership Development program, but our access to it is very limited for the spring session, we only got one seat and we have hundreds of managers who need training in public works and then additionally just.

A few months back, we issued a culture survey within the organization and what we found across the department is our employees are looking for more opportunities to develop their skill sets and get ready for promotional opportunities.

So with that, I'll get started here with.

Content here.

So as Angela stated.

So we're looking at some operational challenges here in the organization.

Since COVID, we've seen a significant increase in retirements and as a result, a lot of our managers have a lot less time in grade than they used to. Our managers as a whole, 25% less for our senior managers, which is our division heads and our DEP. 55% shorter than just four years ago.

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They just don't have the same experience and institutional knowledge that they used to.

And we don't think that that challenge is going to be anytime soon.

We're looking right now over half of our managers are gonna be eligible for retirement just within the next five years.

Used to see that a lot of the people leaving the organization were baby boomers.

Now we're seeing just last year in the last 12 months, 25% of people retire were Gen. Xers. Some of our managers now even leaving in their early 50s.

So the need to develop our staff, try to shorten their learning curve is more important than ever.

An overview of the program that we have planned for the department.

Get to the target population in just a minute, but this is going to be department wide for our leaders.

This is going to be paired in alignment with a management philosophy known as the leadership pipeline model, which I know that some other departments have adopted as well. It's based on a famous management book and it's focused on making sure that people understand their role within the organ.

And the duties and values that they hold are in alignment with their respective level that they hold.

Just to give you an overview here in terms of I won't get into detail, but I thought it was worth sharing this slide.

This is one of the concepts in leadership pipeline. As people rise to the ranks, think that success at one level increases the likelihood of success at the next level and that shortcircuiting one of these passages here can undermine that success.

There's three main challenges as people progress. They need to develop new skills. They need to reevaluate how they spend their time, focus it differently and their values change as they progress through the organization. Oversimplification be somebody who goes from being a high performing frontline person to transitioning to a leader should transition from valuing the success of their subordinates over their.

Own personal accomplishments.

We're going to have free trials.

Executive advanced and foundational these are examples of some of the classifications that will be involved.

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We have almost 500 classifications of public works, so the impossible to list them on a slide.

And the grand total here, just based on the incumbents we have in the department right now is over 600 staff.

That'll be trained and we know over the course of the next five years, we're going to see more retirements and new people appointed to leadership positions.

So we know this number is only going to grow. This is the floor.

Just as an example, again, this advanced leadership track is our assistant division heads and division heads the training modules right now are in development, but these are examples of the topics that we're going to include in the training program. Anticipate that each program.

Each cohort will be about 10 four hour sessions.

Overview The contract.

We've identified 6 qualified consultants.

And we're asking for authorities to up to 1,000,000 1/2 per year.

For a total of no more than 66 months total, and I think it's an important point that funding is going to come from the special districts. No net county cost.

Received some questions about why we are going with a bench of qualified trainers instead of defining the entire program and then asking one or two consultants to provide the whole program for us and having everything defined on the front end, we see multiple advantages to using this, Ben.

Of qualified trainers among them, we think training this volume of staff is going to require substantial resources.

Giving us greater opportunity to achieve that goal.

If we can work with multiple consultants, we have 6 consultants that have varied experience, working with a lot of prominent organizations and we think it's gonna expand our access to best practices and lessons learned that they can share with us and perhaps the most important thing to me.

Is and what we've seen with the training programs that we currently run a public works, for example, we have a quarterly training session for all of our senior managers in the department and for a time, we tend to bring back.

The same presenters.

And in the last couple of years, we've mixed it up and start bringing in a variety of presenters and people stay a lot more engaged and a lot more interested seeing a

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different presentation style as well as different perspectives.

So if we think there's a lot of value in having variety in terms of the presenters, we think people are gonna stay a lot more engaged and be a lot more interested and focused in the content.

Another question I received.

How are we gonna make sure that this program is success? How are we gonna? Evaluate them first.

We're gonna be piloting training modules. I'm working with a team of division heads to develop the training content and they are gonna be sitting in the initial sessions.

We're gonna be distributing and collecting course evaluation forms to solicit feedback from the participants.

We're gonna be conducting actor action reviews to see if we need to adjust the content and work with the consultant to do so.

And then I mentioned early in the presentation that we had issued a culture survey. We will issue that cultural survey again and we're hoping we're gonna see and the responses we get from the workforce that this is having a positive impact that people recognize and appreciate that we're investing in them and developing them for higher level roles in the organization.

Oops. And that is him.

 **Duran-Medina, Guadalupe** 16:34

Thank you. You know, in regards to, you mentioned the target is 600 employees and like the frequency of these training sessions, how frequent in the year do you anticipate? And I know there are 4 hour sessions.

10 right I believe you said.

You know, just curious.

 **Jeff Howard** 17:02

How?

I'm not sure I understand the question.

 **Duran-Medina, Guadalupe** 17:07

How the frequency of these training sessions in the year? Do you have an idea?

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JH **Jeff Howard** 17:12

You mean, how often will we?

How often will we run cohorts?

DG **Duran-Medina, Guadalupe** 17:16

Yes.

JH **Jeff Howard** 17:17

So we project. It's gonna be 10 consecutive weeks.

For our session each week and at least in the first year, the contract would expect to run at least 4 cohorts.

We plan to get at least 100 employees trained just in the first year and then we anticipate that that rate is going to increase in subsequent years.

DG **Duran-Medina, Guadalupe** 17:40

And and I don't what 'cause you have any question?

RW **Rehman, Waqas** 17:46

No question in my end. Thank you.

DG **Duran-Medina, Guadalupe** 17:49

In in regards to like gender, I'm just curious in terms of who's, you know, targeted for the trainings for leadership.

In terms of gender, do you have a balance?

Or, you know, will you have that in mind to make sure?

JH **Jeff Howard** 18:07

Sure. So it's it's gonna be based on classification, but unfortunately I don't have them ready right now. One of the things I can share with you is the significant increase in the representation of women in our leadership ranks at public works, particularly since director Pastrella was appointed dire.

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DG Duran-Medina, Guadalupe 18:11

Mm-hmm.

JH Jeff Howard 18:25

So the field of engineering as a whole is still.

CJ CLAUDIA JEREZ 18:26

Hello.

JH Jeff Howard 18:28

There's still more men in the field than there are women, but in public works we've seen a huge increase.

CJ CLAUDIA JEREZ 18:32

Yeah, just run me over.

I should be.

I wanna available for 2:00. Is that OK?

DG Duran-Medina, Guadalupe 18:37

I think someone is.

Someone's off mute. If you could please mute.

JH Jeff Howard 18:46

So again, it's going to be, it's going to be based on classification, but we certainly have seen a significant increase in leadership, particularly at the senior levels in the organization. Just since director first relative charge of public works.

DG Duran-Medina, Guadalupe 19:00

Got it.

Thank you.

Moving on to SC2, any questions?

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GI **Gracian, Isela** 19:06

I have a comment, but if I'm gonna have a question you can go first.

LF **Lopez, Francisco** 19:10

Thank you, Stella.

Jeff, appreciate the presentation and just walking us through this. As you already know, our office definitely supports investing in our workforce even here in our office. Supervis mentioned this too. I think Doctor Pastrilla last week. So appreciate you sharing this. But the one thing we do need to.

Balance here, especially during these fiscal prudent times these budget constraints. You mentioned in 2008 economic crisis your budget was slashed.

Recognizing that the times we are in and my initial question was going to be, are we using NTC for this funding source?

But through that presentation, can you just clarify the funding source?

Because I don't see it on the board letter.

JH **Jeff Howard** 19:53

So this is going to be a charge to special districts and only about a little over a percent of our budget is NCC.

So we have about 148 different funds and so that that's where those costs are going to be allocated, the special districts.

And it yeah.

LF **Lopez, Francisco** 20:20

Just to clarify, yeah, go ahead.

JH **Jeff Howard** 20:20

From our perspective, sorry, go ahead.

LF **Lopez, Francisco** 20:22

Go ahead.

I was asked because I don't see it in the board letter. Is is. Is there something I should

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be looking at directly that would state that that's being charged or is it just common knowledge?

JH Jeff Howard 20:35

You know Angela.

AG Angela George-Moody 20:36

I think we'll take another look at that.

Francisco, let us take a look.

I don't have it up in front of me, but we'll take a look and get back to you.

Let me see.

LF Lopez, Francisco 20:46

Well, so much, thank you, isila.

GI Gracian, Isela 20:48

Thank you.

Thank you, Jeff.

Just one comment for consideration. I think it's wonderful that you all are doing this training program to prepare folks internally.

As the modules and pieces are coming together, we just like to offer for consideration maybe having some sort of like panel with some of the deputies, so that as the staff is growing in responsibility and potential interaction with our offices. That maybe they could hear from us, like what's helpful.

Like, what's challenging?

So that as they're deepening their leadership skills, not only their management skills, that they can take that into consideration.

So just an offering.

As the training gets shaped up a little bit more.

JH Jeff Howard 21:39

Thank you.

AG Angela George-Moody 21:39

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Yes, hello.

That's great.

Yeah, we we do right now.

Do something with the Public Works Board, deputies, but based on your comment, we'll we'll make sure that we check to see how we're doing that program and then and circle back with all of your offices. Thank you.

 **Duran-Medina, Guadalupe** 21:58

Thank you.

Moving on to St. three, any questions or comments?

 **Ordower, Aaron** 22:02

Sure. Yeah.

Thank you, Guadalupe, and thank you Jeff and Angela for the presentation. The presentation today was very helpful in answering a lot of the questions that we had. It's clear that investing in leadership development of a very large and dynamic department of a lot of you know, rising technical experts into management especially is is very valuable, including as we deal with such a changing landscape dealing with. Response to crises like last year, etc.

Just a follow up on the how you're planning to track the metrics for this program?

I heard a lot about culture and you know enrollment in there.

I'm wondering if there's also metrics that are worth tracking around sort of overall retention or sort of growth in the in the organization as well as any other sort of the core business outcomes that we might be able to tie.

Tied to this is that something you've considered?

 **Jeff Howard** 23:06

Yeah. And that's and those are metrics that we're already tracking for the organization and I certainly hope that we see an increase in retention, increase in participation promotional exams, certainly something that that we I've thought about. I just need to figure out how to, you know, tie it.

To the training programs number of factors that contribute to that. You know, one of the things that we're seeing which I think is driving some of the retirements which are happening early before is just people's change in perspective on life, but.

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Certainly.

That's that.

We're tracking it on a quarterly basis. Every quarter I report out to the Director on those metrics.

And I'm hoping we'll see an improvement in the trend and and and maybe we can tie that back to this training program.

OA Ordower, Aaron 23:49

Great. It would be worth keeping that all into the same conversation.

And my second question is a little bit building on that of.

It's, you know, I don't go to many of the other clusters.

I don't if any of the other very large departments have their own proprietary training programs like this, but it may be worth us reflecting those board offices on, you know a year or two into this.

What has worked well and also if there's a chance to share experiences or best practices?

Either with our Department of Human Resources or other departments and wondering how you might plan to do that or if you wanna come back to us to share some thoughts.

JH Jeff Howard 24:30

Angela.

AG Angela George-Moody 24:32

So great, Aaron, great to hear that. We've actually started having conversations with DHR. We met with Lisa and her chief deputy to talk a little bit about how we could build and and share knowledge about how this program is going.

They are very supportive and very willing to move forward.

So I think more to come as we establish those, that relationship with DHR and we will report back out to you guys on on the success of the program.

Hopefully the success of the program and I I I think it's really a comment of what can we do more of and what can we do less of right.

So more to come.

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JH **Jeff Howard** 25:13

It was we gonna add.

I know it seems on the surface like it's a lot.

It is a lot of money, but what I can tell you just even from prior to my current role, I was Chief of Human Resources at Public Works for nine years and the.

Mistakes that our managers can make when they don't understand their role well, just even a handful, can lead to a huge cost to the organization.

Cost, you know, in terms of settlements, impact on morale. So from my perspective this, this, this is an investment that should more than pay for itself.

DG **Duran-Medina, Guadalupe** 25:57

Well, thank you.

Moving on to SD4.

PD **Perez, Daritza** 26:01

Thank you, Guadalupe.

I was actually going to make the same point Erin just made about sharing best practices.

I think that there are other departments who would love to have something like this, but given the current budget crisis and being largely NCC, they just don't have the opportunity to.

So I heavily encourage you to whether it's sharing best practices or at some point down the line, expanding this program to include other.

Leadership position in other departments. I I really encourage that.

Thank you.

DG **Duran-Medina, Guadalupe** 26:35

Any other question or comments from Mr. Ford?

ST5.

PD **Perry, Dave** 26:48

No comments.

Thank you.

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DG Duran-Medina, Guadalupe 26:53

Any other questions from board officials?

Across all offices.

Or comments.

Seeing none, we now I think we're going to go into public comment to see if there's any comments with respects to any of these two items. And do we have any?

BB Bryan Bell 27:19

If any members of the public would like to address any item on the today's agenda, please raise your hand on teams. Or if you are with us by phone, please press *6 to speak.

We allow one minute for each person.

DG Duran-Medina, Guadalupe 27:42

Looks like we have none, right?

BB Bryan Bell 27:45

No.

DG Duran-Medina, Guadalupe 27:45

So carry no comments. We will be adjourned. And so everyone.

AG Angela George-Moody 27:56

Thank you.

PD Perry, Dave 27:57

Thank you.

BB Bryan Bell 27:59

Thank you everybody.

Webb, Tyler stopped transcription