Interim Report for the Los Angeles County Board of Supervisors

August 31, 2022

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Los Angeles County
Board of Supervisors

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PW

Public Works

OS ANGELES COUNTY

EXECUTIVE SUMMARY

Los Angeles County Public Works (PW) is leading the Equity in Infrastructure

Initiative to identify and reduce any disparities across geographies produced in

the planning, delivery, and distribution of PW investments and services and to

create and institutionalize a new approach that will drive consistently equitable

infrastructure funding and improve service delivery to underserved communities.

The Equity in Infrastructure Initiative planning process includes four phases:

1. **Onboarding and Assessment** *(March – April 2022)*

2. **Listening, Learning, and Making Meaning** *(May – December 2022)*

3. **Crafting the Framework** *(January – March 2023)*

4. **Supporting Implementation** *(March – May 2023)*

This report is the initial update to the Board of Supervisors on the progress of the Initiative to date.

PHASE I RESULTS

In Phase I, PW accomplished the following results:

- Composed key team members, including a third-party community engagement specialist

- Established Initiative teaming structure, including the Board Advisory Committee

- Developed an understanding of related Board motions

- Created an inventory of existing data and tools to leverage for this effort

- Launched strategic communications planning

PHASE II UNDERWAY

The second phase of the planning process—Listening, Learning, and Making Meaning—is the longest and contains a vital set of integrated, qualitative and quantitative data gathering and analysis activities designed to: 1) better understand how well current policies, practices, and investments are producing equitable experiences and outcomes for the constituents of Los Angeles County; 2) identify best practices, funding opportunities, and potential partnerships to guide a new framework.

Phase II has the following five workstreams:

1. Baseline Equity Assessment

2. Federal and State Policy and Funding Review and Analysis

3. Best Practices Review

4. Equity Alignment Analysis

5. Stakeholder and Community Engagement

In this initial report, PW provides in-depth updates on progress in the Baseline Equity Assessment and Stakeholder and Community Engagement workstreams.

BASELINE EQUITY ASSESSMENT: PRELIMINARY FINDINGS

The objective of the Baseline Equity Assessment is to establish a threshold understanding of any disparities being created unintentionally by PW's policies, practices, or investment decisions. The assessment explores four key questions:

Investment analysis

Are there disparities in the distribution of **recent and planned one-time built infrastructure** project investments within existing PW service areas?

Performance analysis

Are there disparities in the **quality of infrastructure condition and services** currently provided within existing PW service areas (underserved areas)?

Burden analysis

Are there disparities in the **distribution of negative** impacts on communities within PW service areas (overburdened areas)?

Policy review

Are any of PW's existing policies, procedures, or practices **functioning as systemic barriers** to achieving equitable outcomes? (This is the area where PW will learn more about the impact of programs and services.)

This initial report provides preliminary findings from the policy review and the investment analysis.

Policy Review

This report presents findings from the first step in the policy review—the review of Department-wide policies.

- Overall, all the divisions interviewed have practices and procedures in place that exist to advance equity, but not all are formalized as written policies. The most substantive efforts to improve equity have taken place in the areas of recruitment and hiring and contracting.

- While there are many efforts taking place across PW divisions to advance equity, these efforts are not always strategically coordinated. This lack of coordination risks duplication of efforts or conflicting efforts.

Investment Analysis

The Preliminary Infrastructure Investment Analysis looked at planned and built projects five years back and two years forward. For this analysis, "project" is defined as a one-time, physical infrastructure construction project that has a discrete spatial location. This definition excludes ongoing operations and maintenance expenditures that are budgeted annually and expected to take place regularly as part of routine asset management. This definition also excludes vertical construction projects (for example: public health facilities, recreation facilities etc.) that PW manages on behalf of other County departments. Therefore, the analysis focused on Transportation, Water Resources, and Environmental Services: the Core Service Areas with projects meeting the definition.

Based on preliminary[1] findings from the infrastructure investment analysis:

- There are a total of **1,109** one-time physical infrastructure construction projects that: 1) are currently in the construction or design/planning phases of development or 2) were completed between January 1, 2017 - June 15, 2022.

- Of these projects, **51% (565) are located in disadvantaged communities** as defined by the draft Climate and Economic Justice Screening Tool Climate and Economic Justice Screening Tool (CEJST). The White House Council on Environmental Quality (CEQ) developed the CEJST, a geospatial web-based mapping application, to identify disadvantaged communities that are marginalized, underserved, and overburdened by pollution.

- While 51% of projects are distributed to disadvantaged communities, projects located in these communities only account for **32% ($1,015,748,159) of the total investment ($3,131,308,918)** in completed, current and planned PW projects.

STAKEHOLDER AND COMMUNITY ENGAGEMENT

The objective of the Stakeholder and Community Engagement workstream is to engage external stakeholders and community in understanding PW's work and guiding how the work can be delivered in a more equitable way.

Liberty Hill Foundation will use the following three primary methods of outreach to ensure representation from the entire community, while centering the voices and insights of those that have historically been left out of policy and planning discussion:

1. Targeted Disadvantaged Community Outreach

2. Key Stakeholder Outreach

3. General Public Outreach

A key tactic for targeted community outreach will be partnering with community-based organizations in accordance with three levels of activity:

- CBO Anchors will lead stakeholder engagement; consult on communications and material targeting adversely impacted populations; and review synthesized outreach data, and the draft and final reports to ensure accurate representation of lessons learned and key takeaways

- Key CBOs will target populations and geographic areas not covered by CBO Anchors, with a lighter touch on materials review.

- Support CBOs will supplement outreach in densely populated high need areas with outreach relating to projects or campaigns intersecting with PW workstreams

The community engagement process is scheduled to begin in Fall 2022.

NEXT STEPS

In the coming months, PW will continue working closely with the Board Advisory Committee to complete Phase II of the Initiative. A second update will be provided to the Board in February 2023, which will highlight findings from the Phase II: Listening, Learning and Making Meaning and the resulting recommended strategic priorities. A final report to the Board in April 2023 will share the new, proposed Equity in Infrastructure Framework for the Board's consideration.

1 Analysis findings are preliminary at this juncture as data is still in the process of being verified with CSAs.

CHAPTER 1:
INTRODUCTION

On July 21, 2020, the Board of Supervisors (Board) adopted a motion to establish an Anti-Racist Policy Agenda, recognizing, affirming, and declaring that "racism is a matter of public health in Los Angeles County (County) and that racism against Black people has reached crisis proportions that result in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing." The Board issued several related directives, including the development of a strategic plan and underlying policy platform to address the elimination of racism and bias in the County, as well as the establishment of an organizational unit within the Chief Executive Office dedicated to implementing the plan. This led to the creation of the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, which is responsible for overseeing the development and implementation of a County-wide policy agenda that eliminates structural racism and bias in all its forms.

Since its inception, the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative has developed tools and metrics to equitably allocate resources and services through the American Rescue Plan Act. ARDI is currently supporting County departments with designing equity-centered projects using a repository of equity tools, including a public-facing dashboard and geospatial mapping to increase public accountability. Additionally, ARDI proposed a set of equity principles that have been approved by the Board and is working to finalize the County-wide Racial Equity Strategic Plan as a framework that assists departments in achieving desired long-term life outcomes. Equity principles are generally values-based and incorporate and express ethical premises. They aim to articulate how to do things right (effectively) and the right thing to do (express the values basis for action). Finally, principles selected as County-wide Equity Principles were identified as: 1) inherently actionable (accountability), 2) measurable (data collection), and 3) can be documented (reporting out).

THE CALL FOR AN ANTI-RACIST INFRASTRUCTURE AGENDA

On August 10, 2021, the Board passed a motion "to accelerate the County's Anti-Racist agenda, specifically as it relates to infrastructure investments overseen by [Los Angeles County Public Works]." The motion, which built on the Board's unanimous decision one year prior to establish an Anti-Racist County policy agenda, includes this compelling call to action:

"Placing equity at the center of our work means evaluating everything that we do through a lens of equity, prioritizing what we do based on data, community-articulated needs, and a more formulaic approach to investments. Placing equity at the center of our work means thinking broadly about the sphere of control and influence that our County departments possess, and then setting audacious goals to correct for these disparities. As the new federal administration looks to invest billions of dollars into our nation's infrastructure and advance its Justice40 Initiative (a goal to invest 40 percent of the benefits of infrastructure investments in disadvantaged communities), the County and its lead agency for infrastructure investments must set a national example of an Anti-Racist Infrastructure agenda."

Los Angeles County Public Works (PW) immediately began developing a workplan and assembling a team. In partnership with ARDI, and supported by the consulting team of MIG, Inc., PW officially launched the Equity in Infrastructure Initiative (Initiative) in March 2022. Broadly, the Initiative is designed to identify and reduce any disparities across geographies produced in the planning, delivery, and distribution of PW investments and services and to create and institutionalize a new approach that will drive consistently equitable infrastructure funding and improve service delivery to underserved communities. More specifically, PW is:

- conducting an equity review to better understand how well current practices and policies are producing equitable experiences and outcomes for the constituents of Los Angeles County;

- identifying the areas for improvement and meaningful benefit to the constituents of Los Angeles County, particularly for communities that have historically been underserved; and

- ultimately creating a new paradigm that ensures all programmatic and operating decisions are made using equity-informed practices and tools.

PW is leveraging ARDI's extensive work to inform the development of a new equity framework, including building on tools and metrics to address disparities and equitably allocate resources, aligning with established definitions and principles, and collaborating in the policy, procedure, and practice review. The collaboration between PW and ARDI will ensure alignment between the resulting infrastructure framework and both County and Federal priorities.

This report is the initial update to the Board of Supervisors on the progress of the Initiative to date. Two additional reports will be provided to the Board: 1) one in February 2023, which will highlight findings from the Phase II: Listening, Learning and Making Meaning and the resulting recommended strategic priorities; and 2) a final report in April 2023, sharing the new, proposed Equity in Infrastructure Framework for the Board's consideration.

CHAPTER 2:
PLANNING PROCESS OVERVIEW AND PROGRESS TO DATE

As the graphic (see **Figure 1**) illustrates, the Equity in Infrastructure Initiative planning process includes four phases:

1. **Onboarding and Assessment** *(March – April 2022)*

2. **Listening, Learning, and Making Meaning** *(May – December 2022)*

3. **Crafting the Framework** *(January – March 2023)*

4. **Supporting Implementation** *(March – May 2023)*

Figure 1 Equity in Infrastructure Initiative Planning Process
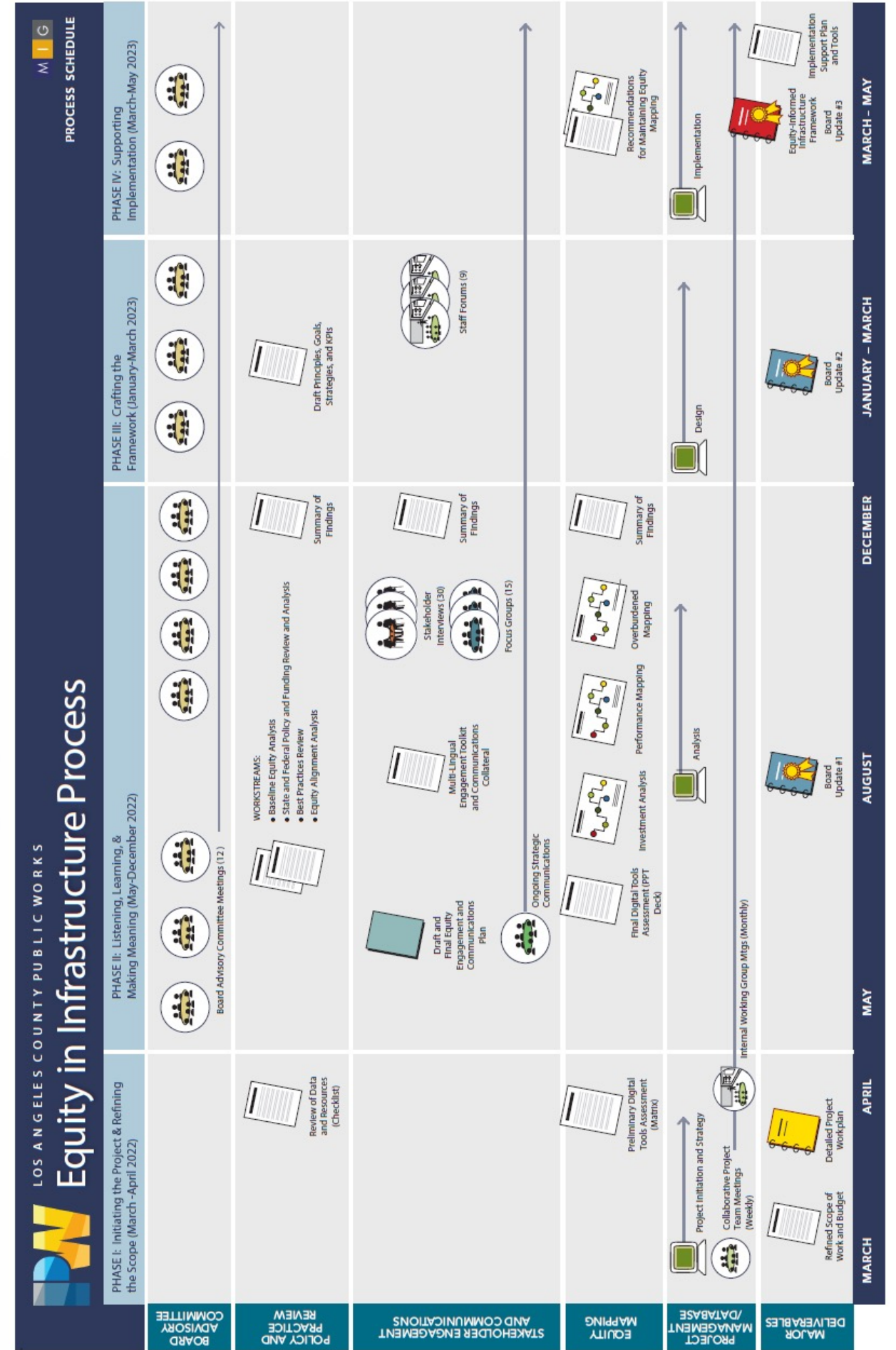
PHASE I COMPLETED

The purpose of Phase I: Onboarding and Assessment was to establish the foundation for Initiative success. PW's primary objective was to create a planning process that would:

1. leverage existing PW strengths, resources, and data;

2. be fully aligned with the ARDI Initiative and County-level equity-related efforts; and

3. build ownership throughout the planning process for the new PW equity framework across PW staff, County partners, and community members to ensure support for and active engagement in implementation.

To that end, PW worked with the team to accomplish the following results:

Engaged a community partnership specialist— Through its planning consultant, MIG, Inc., PW distributed a Request for Qualifications seeking a community engagement subconsultant with deep experience in Los Angeles County. Liberty Hill Foundation, a Los Angeles-based public foundation and nonprofit, was selected and joined the team in May 2022. They have deep experience in providing support for social justice campaigns and leading research and policy initiatives designed to drive systemic change.

Established Initiative teaming structure— Understanding that strong communication with the Board, throughout PW, and with key partners would be key to success, PW created a teaming structure, including the following groups:

- **Board Advisory Committee (BAC)—**Advise PW framework development in alignment with Board motion; membership includes two deputies from each Supervisorial District; launched in May 2022; meets monthly

- **Collaborative Project Team—**Manage the overall Initiative planning process; membership includes a core team of a PW Equity Team Manager, Alicia Ramos, and two team members, ARDI Initiative Director, Dr. D'Artagnan Scorza, and ARDI support team members, MIG Team, and Liberty Hill Foundation representatives; launched March 2022; meets weekly

- **Internal Working Group—**Provide information from core services areas (CSA) and business units to inform the Initiative process; membership includes one representative from each CSA and business unit; launched in April 2022; meets monthly

- **PW M3 Group—**Function as a liaison for the Initiative to their core service areas and business unit within PW and inform Initiative process; this is an existing PW team that meets monthly and includes PW Executives, Deputy Directors, and Division Heads; Ms. Ramos and MIG consultants met with the team in-person in May 2022 and leverage meetings as needed throughout the process

Through this structure, key stakeholders and decision makers are strategically informed and engaged to ensure consistent understanding, solicit guidance, and make timely decisions to move the process forward.

Developed an understanding of related Board motions and PW and/or County-wide initiatives— The Project Team has accomplished the following:

- gathered and studied all Board motions that are related to equity and/or infrastructure;

- conducted several sessions with the ARDI Initiative team to learn in greater depth about their work, including their framework, developing strategic plan, definitions of equity terms, analytical tools developed and evaluated, and specific projects supported to date;

- learned about the County-wide effort to maximize Federal funding available through the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act) and put steps in place to ensure strong coordination with the Equity in Infrastructure Initiative; and

- learned about the new Results Based Accountability process being implemented across County departments and how that process is shifting the performance indicators PW is tracking to measure its success.

Created an inventory of existing PW/ARDI data and tools—MIG worked with PW, ARDI, Regional Planning, and Internal Services Department to inventory and understand the existing data and digital tools currently in use to ensure that the Initiative work aligns with and builds on these existing resources.

Launched strategic communications planning— Working with internal communications staff from both PW and ARDI, as well as the MIG Team and their subconsultants, Pivotal Strategies and Liberty Hill Foundation, PW has begun work on developing key messages and a strategic communications plan for both internal and external audiences. The plan is expected to be finalized by the end of August and implementation will begin in the Fall to guide community and stakeholder engagement.

PHASE II WORKSTREAMS

The second phase of the planning process—Listening, Learning, and Making Meaning—is the longest and contains a vital set of integrated, qualitative and quantitative data gathering and analysis activities designed to: 1) better understand how well current policies, practices, and investments are producing equitable experiences and outcomes for the constituents of Los Angeles County; 2) identify best practices, funding opportunities, and potential partnerships to guide a new framework. Phase II has five workstreams (see Figure 2 for a color-coded illustration of the workstreams).

4. Baseline Equity Assessment (Green)

5. Federal and State Policy and Funding Review and Analysis (Blue)

6. Best Practices Review (Orange)

7. Equity Alignment Analysis (Yellow)

8. Stakeholder and Community Engagement (Purple)

In this initial report, PW will provide in-depth updates on progress in the Baseline Equity Assessment and Stakeholder and Community Engagement workstreams.

Figure 2: Phase II Workstreams

Baseline Equity Assessment	Federal &State Policy & Funding Review & Analysis	Best Practices Review	Equity Alignment Analysis	Stakeholder & Community Engagement
Objective: Establish a baseline understanding of any disparities being created unintentionally by PW's policies, practices, or investment decisions.	**Objective:** Provide a clear understanding of Federal and State infrastructure policy guidance and new funding opportunities, as well as recommendations for leveraging new funds.	**Objective:** Identify best practices for equity in infrastructure, and based on equity assessment findings, make recommendations for PW implementation.	**Objective:** Working closely with ARDI, inventory County-wide equity efforts and identify key points of alignment to inform the new PW Equity Framework.	**Objective:** Engage external stakeholders and community in understanding PW's work and guiding how the work can be delivered in a more equitable way.
Timeline: Step 1 June-July; Step 2 August-Sept	**Timeline:** June-July	**Timeline:** June-Oct	**Timeline:** Aug-Dec	**Timeline:** Step 1 June-Aug; Step 2 Sept-Jan

CHAPTER 3:
BASELINE EQUITY ASSESSMENT OVERVIEW

As shown in Figure 2, the objective of the Baseline Equity Assessment is to establish a threshold understanding of any disparities being created unintentionally by PW's policies, practices, or investment decisions. The assessment explores four key questions (see Figure 3 for an illustration of the assessment):

Investment analysis—Are there disparities in the distribution of recent and planned one-time built infrastructure project investments within existing PW service areas?

Performance analysis—Are there disparities in the quality of infrastructure condition and services currently provided within existing PW service areas (underserved areas)?

Burden analysis—Are there disparities in the distribution of negative impacts on communities within PW service areas (overburdened areas)?

Policy review—Are any of PW's existing policies, procedures, or practices functioning as systemic barriers to achieving equitable outcomes? (This is the area where PW will learn more about the impact of programs and services.)

In Appendix A, PW provides clear definitions for the terms used in the Baseline Equity Assessment, such as equity, project, project investment, program/service, and performance.

To answer these questions, PW is working with ARDI and the MIG Team to gather investment and performance data and conduct GIS mapping, review policy documents and interview PW staff, and engage historically underserved communities. The findings from the assessment will guide PW in identifying priority issues to address in the new equity framework.

Figure 3: Baseline Equity Assessment
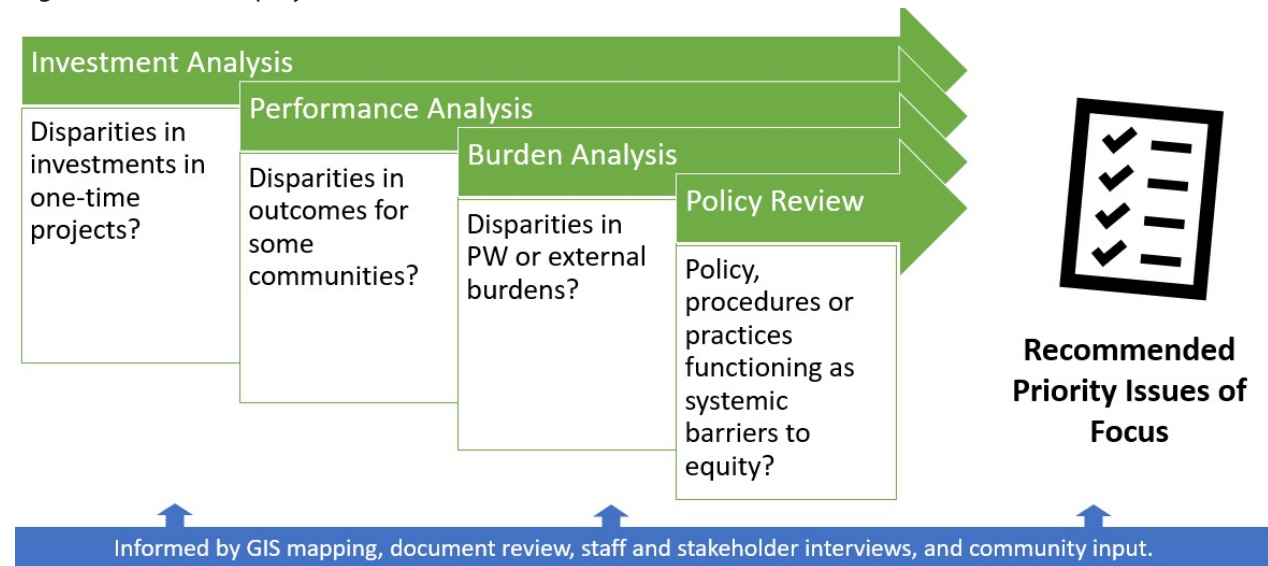
CHAPTER 4:
POLICY REVIEW PROCESS AND PRELIMINARY FINDINGS

This chapter describes the policy review process in more detail and presents preliminary findings from the first step in the work—the review of Department-wide policies.

PURPOSE AND ALIGNMENT WITH ARDI
The purpose of the policy review is to identify areas where PW policies, procedures, and practices are advancing equity and areas where they may be perpetuating systemic obstacles to equitable service provision across the County. The policy review will include an examination of Department-wide and Core Service Area-specific policies, procedures, and practices. The review will include the following areas:

- Recruitment and hiring
- Onboarding
- Professional development
- Leadership development and advancement
- Budgeting
- Funding and financing
- Contracting
- Community engagement
- Internal communications
- CSA-specific
  - o Service delivery
  - o Community engagement
  - o Funding and financing

Alignment with ARDI Policy, Practice, and Procedure Review

ARDI is also conducting a Policy, Procedure, and Practice Review with County departments to assist them in identifying the impacts that structural racism and biases have upon their operations, programs, and services to close racial disparities and advance positive life course outcomes.

The PW Equity Team worked to ensure that there was a streamlined process for policy review, with no duplication of work for staff. Working collaboratively with the MIG Team, the PW Equity Team and ARDI have aligned the two policy reviews for PW.

- The purpose is the same across both efforts.

- The additional MIG consultation will allow for a hybrid approach. This means that MIG will use the PPP framework and tool designed by ARDI. But where the ARDI process called for PW self-assessment alone, MIG will combine review by outside specialists with facilitated self-assessment discussions with PW leaders and staff.

METHODOLOGY

The policy review is broken into two steps: 1) Department-wide; and 2) Core Service Area-specific (see Figure 4 for an overview of the full policy review process).

Figure 4: Policy Review Methodology

Step 1 June-July 2022	Step 2 Aug-Sept 2022
Department-wide	Core Service Areas

1. Review written documents
2. Interview leaders
3. Request additional data and information
4. Identify areas for community input
5. Conduct analysis and make recommendations

DESCRIPTION OF STEP 1 WORK COMPLETED

Written Document Review
The MIG Team requested access to all written policies and procedures regarding the topics listed below. The team also reviewed responses to ARDI's Policy, Procedures, and Practice request, which PW received in February 2022. A list of the written documents shared with the MIG Team is available in the Appendix B of this report and organized by the corresponding division.

Interviews
The MIG Team conducted interviews with the following PW divisions and groups. The staff who participated in these interviews and scheduling details are listed in Appendix B.

- Business Relations and Contracting Division
- Budget/Fund Management Division
- Human Resources Division
- Workforce Support Division
- Community and Government Relations Group

The MIG Team tailored interview questions to each division and group. The written document review and validated sets of questions informed the interview questions drafted.

These interviews served as a follow-up to the document review and provided staff an opportunity to clarify and elaborate what these policies and procedures look like in practice, as well as the practices and procedures not explicitly stated in written documents. Staff shared context and history for why certain policies and procedures are or are not in place and identified areas to consider for advancing equity.

Staff did not have access to interview questions in advance. The MIG Team emphasized that the interview was a facilitated discussion, not an audit, where all participants were encouraged to identify division strengths in advancing equity and areas to strengthen equitable practices and policies.

Follow-up Data Requests
The interviews helped identify additional written documents and data to share with the MIG Team for review. This included documents such as information regarding the Equity in Contracting Committee (ECC) and staff demographic data organized by classification. The MIG Team will continue to review written documents and data as they are received, and analysis of

these sources will continue to inform the policy review. The Department-level findings and analysis in the next section are based on the initial document review and the information and insights gathered from the interviews.

STEP 1 INITIAL FINDINGS
In this section, the findings from the Department-wide analysis are summarized, highlighting areas of current strength, as well as opportunities for strengthening.

Overall, all the divisions interviewed have practices and procedures in place that exist to advance equity, but not all are formalized as written policies. Formalizing these policies will help ensure consistency across divisions and sustain practices that may only be maintained by current staff who could move on from the Department or retire.

Divisions demonstrating effective practices can serve as models for those that need additional strengthening. There also are areas of overlap where divisions could collaborate to achieve similar equity-related goals. One example is Human Resources' interest in making positions within PW more attractive to diverse applicants and Workforce Support's potential to introduce programming that provides focused support for employees historically underrepresented in PW. Information sharing, capacity, and cross-division coordination are practical ways to strengthen the entire Department.

There are many efforts taking place across PW divisions to advance equity; however, these efforts are not strategically coordinated. This lack of coordination could be counterintuitive and risks a duplication of efforts or conflicting efforts. In addition to the Equity in Infrastructure Initiative there are ARDI workgroups related to equitable engagement, the Equity in Contracting Committee, and a consultant working with the Community and Government Relations Group to improve community engagement across divisions. Better coordination of these efforts will best position PW as an equitable agency.

HUMAN RESOURCES DIVISION (HRD)

Overview:
The Human Resources Division oversees recruitment, hiring, onboarding, and management of staff concerns. Staff shared that diversity, equity, and inclusion is particularly important to the division as demonstrated by the many practices, formal and informal, to encourage equitable hiring and promotion that date back to the early 2000s.

Current Strengths:
The Human Resources Division supports and promotes many programs to encourage and attract diverse applicants for PW positions. These programs include Youth Bridges and PLACE (Preparing for Los Angeles County Employment) which provide training necessary for applying for PW positions and help break cycles of economic disempowerment by ensuring applicants with employment barriers are provided the opportunity for well-paying, stable County jobs.

Human Resources is mindful of diversity and inclusion in its processes, but these are not formalized practices or written policies. For example, Human Resources ensures there is racial and gender representation in interview panels. The division is also strategic in attending recruitment opportunities to reach applicants historically underrepresented in engineering such as career fairs hosted by Historically Black Colleges and Universities (HBCUs).

Opportunities for Strengthening:
Formalizing existing Human Resources practices that advance equity would deepen the Department's commitment to equitable and inclusive community engagement and would help ensure that these best practices are consistent and not singular instances.

PW primarily promotes from within for upper management and higher-level positions, which limits recruitment of diverse candidates to entry-level positions including Civil Engineering Assistant and Surveyor. For diverse candidates to be promoted to higher-level positions, they must remain employed with the Department for many years which makes efforts to diversify PW leadership slow-moving.

Additionally, Human Resources has identified the following areas that could help advance equity in the division. Some of these areas may fall under County-wide policies and programs.

- Training for Human Resources employees to apply data analysis and interpretation to inform HR practices.

- Strategies for making PW positions more attractive to diverse applicants.

- Strategies for increasing exit survey participation and encouraging honest feedback so the Human Resources division can better understand why employees leave PW.

- Improving the process and definitions for the County Policy of Equity Program (CPOE). Currently it is difficult to track trends and inform policies because there are so many protected class categories.

NEXT STEPS:

The MIG Team will analyze staff racial and gender demographics by classification to inform policy review and findings.

CONTRACTING – BUSINESS RELATIONS AND CONTRACTING DIVISION (BRCD)

Overview:
The Business Relations and Contracting Division oversees PW's outreach to businesses interested in contracting with the Department. There has been significant work to engage with small businesses and enterprise businesses which include minority, women, disadvantaged, and disabled veteran-owned businesses.

Current Strengths:
The Business Relations and Contracting Division hosts many opportunities, more than one hundred in the past year, to provide support and training for businesses to apply for contracts. The division shared they are often looked to by other jurisdictions as a model for effective engagement and support of small businesses and enterprise businesses, owned by minority groups.

The County's Equity in Contracting Commission (ECC) has helped to identify obstacles and propose solutions to ensure equitable contracting opportunities such as unbundling contracts where appropriate and streamlining and reducing application paperwork. Through the ECC the division has contacted and connected with additional organizations to promote events for contracting opportunities.

Opportunities for Strengthening:
While the Business Relations and Contracting Division hosts a considerable number of support and training opportunities for businesses, in addition to individual advising when requested, there are currently no practices in place to measure the impact or outcome of these activities. Understanding what types of outreach are most effective in supporting participating businesses to apply for contracts would be helpful to know and could help the division refocus their efforts.

We also learned from the division that better coordination between County-wide and Department-specific equity efforts relevant to business and CBO outreach would be beneficial. For example, it would be strategic for this division to be engaged in County efforts related to addressing the digital divide as this directly impacts the division's outreach to small and enterprise businesses which require live and in-person engagement.

Additionally, BRCD has identified that enrolling more businesses in the Social Enterprise program will help increase contracting opportunities with small and enterprise businesses since the Department refers to these businesses exclusively for contracts. Collaboration with the entity previously known as the Department of Workforce Development, Aging and Community Services (WDACS), which is now re-organized into three new departments (Department of Economic Opportunity, Department of Youth Development, and Department of Aging and Disabilities) to improve enrollment could be an effective strategy to consider.

WORKFORCE SUPPORT DIVISION (WSD)

Overview:
The Workforce Support Division oversees several functions within PW, including professional development, community outreach programs, staff affinity groups, procurement contracts, and management of ADA-related concerns.

Current Strengths:
The Workforce Support Division supports and provides a variety of professional development opportunities for engineers wanting to advance in their careers and promote to higher-management roles. These include an on-site Master of Public Administration program with CSU Northridge, tuition reimbursement, the Executive Leadership Development Program (ELDP), and formal mentorship opportunities.

The division oversees community outreach programs including STEAM, a program that brings PW engineers to underserved schools in LA County to introduce students to engineering careers. WSD is also in the process of starting a junior engineering program which will provide students with hands-on project experience. Programs like these are vital for encouraging students with diverse backgrounds to consider and pursue careers they might otherwise not.

The division oversees staff affinity and support groups and we learned that management is responsive to concerns shared by these groups, such as the PW Women's Leadership Council and Mother's Advisory Group who have brought forward policy recommendations to better meet the needs of their employee members.

The division has effectively engaged small and enterprise businesses in procurement contracts, so much so that PW has the highest percentage of procurement contracts with small business vendors across other County departments. Recently the

division has been asked to balance their procurement contracts between small businesses and "County Business Agreements" which has been challenging. Staff explained they prefer to have procurement contracts with small businesses because they tend to be local, accessible, and responsive.

Workforce Support effectively manages and investigates all ADA concerns submitted to PW and often helps refer community members to the correct resources if their concern does not fall under LA County PW.

Opportunities for Strengthening:
The MIG Team learned that trainings, resources, and information are promoted and provided to staff in an equal manner, rather than an equitable manner. There are not current opportunities for support specifically focused on staff historically underrepresented in PW. Providing focused support and programming can help recruit and retain staff that otherwise may feel unsupported in the Department and demonstrates a deep commitment to retaining staff with diverse backgrounds.

The professional development opportunities offered by WSD focus on engineers, and fewer programs exist to support and develop administrative staff. Programs that cater to administrative staff could help recruit and retain talented administrators. Staff also mentioned difficulty in recruiting administrators and that it may be worthwhile to consider administrative candidates who meet a requirement for years of experience that can substitute for a college degree.

Cultural affinity groups were discouraged by the shift to an annual multicultural fair from individual cultural celebrations. Reevaluating how staff can celebrate their cultures and identities in the workplace will be important to consider when strengthening the Department's commitment to inclusivity and belonging.

The Department currently does not have a formal opportunity for staff at all levels to provide input on Department direction and share ideas for improvement. An opportunity previously existed, but the current approach is for staff to streamline their work processes and work with their direct supervisors to share feedback. Providing formal opportunities for staff to share their feedback regarding the agency's direction and programmatic approach, as well as their satisfaction with the Department can serve as a tool to proactively address areas of improvement and foster an inclusive workplace and culture where employees feel they are valued stakeholders.

COMMUNITY RELATIONS – COMMUNITY AND GOVERNMENT RELATIONS GROUP (CGRG)

Overview:
The Community and Government Relations Group oversees the Department's media relations, legislative and government relations, and community engagement efforts. CGRG shared that their staffing unfortunately does not allow for the level of effective community engagement work that they aspire to deliver. Often the group is contacted for one-off consultations for PW projects.

Current Strengths:
There are several ongoing efforts that advance equitable and inclusive practices in the Community and Government Relations Group; however, these strategies are not formalized or written policies. These efforts include:

- selecting presenters for community meetings who are well-versed in public speaking or have an existing relationship with the community;

- providing Spanish translation services for projects in communities with Spanish-speaking populations;

- providing stipends to compensate community members who participate in focus groups and ethnic and hyperlocal reporters who can help to notify and inform under-reached communities; and

- using media (pictures and videos) that are inclusive and representative of community including residents of color and residents of all abilities.

Opportunities for Strengthening:
Formalizing the strategies above would deepen the Department's commitment to equitable and inclusive community engagement and would help ensure that these best practices are consistent and not singular instances.

CGRG is hiring additional staff to consult with business areas and project managers on community engagement and strategic communications efforts. They have also hired a consultant to conduct enterprise-wide interviews with staff to determine community engagement training needs. Internally the group has drafted guidelines and checklists including a Community Engagement Strategy Process, but these have not yet been shared throughout the Department. Engagement is largely determined and overseen by Project Managers and typically is done to comply with state and federal requirements such as California

Environmental Quality Act (CEQA). CGRG has no oversight for community engagement nor do they have the capacity to do so.

The group shared that their best examples of community engagement have resulted when a consultant on the project has facilitated thoughtful and proactive outreach, including coordination with local community-based organizations (CBOs) and community member participation through commissions and committees. Regularly partnering with communities through strategies like these is an important part of ensuring projects are effective and equitable.

CGRG shared that community engagement trainings were conducted in the past for staff, and although this was good in theory the significance of the training and relevance to staff's work was not well-communicated. Future trainings related the community engagement need to be strategic and could be coordinated with the establishment of a Department-wide community engagement and communication policy. The group stressed the importance of ensuring that staff thoroughly understand the community engagement practices they should implement and that there is a way to effectively measure this understanding and capture feedback.

BUDGET/FUND MANAGEMENT DIVISION

Overview:
The Budget/Fund Management Division does not have influence to advance equity in its policies and procedures. The division follows annual budget instructions from the CEO's Office provided to all County Departments. Staff are responsible for ensuring budget requests comply and fulfill the instructions outlined by the CEO's Office and they provide consultation to Fund and Project Managers to ensure their applications are complete.

Staff shared that equity criteria could be incorporated into budget requests similar to recently added criteria for sustainability-related budget requests.

NEXT STEPS:
The MIG Team plans to meet with and interview Fund Managers and Project Managers to better understand how equity is considered when managing project budgets.

CHAPTER 5:
INFRASTRUCTURE INVESTMENT ANALYSIS PROCESS AND PRELIMINARY FINDINGS

As a component of the broader Baseline Equity Assessment, the objective of the Infrastructure Investment Analysis is to provide an understanding of the geographic distribution of PW investments in one-time, physical infrastructure construction projects that:

1. have been completed within the past 5-years;

2. are currently being constructed; and

3. are planned to be constructed within the next several years.

PURPOSE

The purpose of gaining a comprehensive understanding of the geographic distribution of completed, current, and planned infrastructure projects is to provide the basis for cross-referencing the locations of these investments with information about the characteristics and needs of those who reside within proximity to the projects in which PW invests. By disaggregating project investment information by population characteristics and needs, it is possible to identify potential disparities in the allocation of resources across sub-areas of Los Angeles County.

Equity in Infrastructure Board Motion

The Draft Infrastructure Investment Analysis has been designed to respond directly to the following deliverable outlined in the Equity in Infrastructure Board Motion of August 10, 2021:

A responsive digital map of all County projects constructed or managed in the last three years and planned over the next two years in the County in key infrastructure categories (Transportation/Rights of Way including sidewalks, street lighting, urban canopy, Water Resources, Solid Waste, Public Buildings, and Broadband Services).

The map should include an overlay with demographic and other equity-based data layers and indices. The map should also be accompanied by a report that includes a comparative analysis of the average five-year investment in communities and include the differences in investments by race, socio-economic status, and incidents of COVID-19 deaths.

METHODOLOGY

Project Criteria

For the purposes of the Preliminary Infrastructure Investment Analysis, a "project" is defined as a one-time, physical infrastructure construction project that has a discrete spatial location. This definition excludes ongoing operations and maintenance expenditures that are budgeted annually and expected to take place regularly as part of routine asset management. This definition also excludes vertical construction projects (for example: public health facilities, recreation facilities etc.) that PW manages on behalf of other County departments. Therefore, the analysis focused on Transportation, Water Resources, and Environmental Services: the Core Service Areas with projects meeting the definition.

Project Data Source

PW utilizes a digital tool called the Project Information Website (PIW) to track construction projects as well as contracts and agreements that are managed by the Department. PIW is an Oracle database with a custom web application front end that PW built for this purpose. PW manages the technical aspects of the application and database. Fund managers and project managers manage the content of the database. Division fund managers typically create project records. PIW has been in use by PW since approximately 2006. In the last year, a new section of PMD III known as Project Controls has been assisting project managers in identifying records with missing data and keeping the records updated.

The PIW database houses a range of information for each project including the type, scope, schedule, status, and budget. In addition, most projects include a geospatial component that enables them to be accurately mapped in geographic information system (GIS) applications.

Project Data Query

For the purposes of the Draft Infrastructure Investment Analysis, on June 15, 2022, MIG requested that the PW GIS team query the PIW database and provide information for all projects meeting the following criteria:

Completed Projects

• One -time physical infrastructure construction projects

• "Completed" status achieved between January 1, 2017 – June 15, 2022[2]

Current Projects

• One -time physical infrastructure construction projects

• Current status of "Construction"

Planned Projects

• One -time physical infrastructure construction projects

• Current status of "Design," "Planning" or "Budgeted"

The PW GIS team provided data from the initial query to MIG on June 28, 2022, and a subsequent dataset with additional project information was provided on July 25, 2022.

The initial query returned nearly 1,000 projects representing the following project types from three PW Core Service Areas:

Water Resources
• Flood Construction

• Flood Maintenance

• Stormwater Quality

• Water Resources

• Watershed Management

• Waterworks Construction

Transportation
• Airport

• Road Construction

• Road Maintenance

• Traffic Design

• Traffic Guardrail

• Traffic System Management

• Transit Operation

Environmental Services
• Sewer Construction

Project Data Review and Verification

Following the initial data query, the information provided by PW was organized by Core Service Area and according to the PIW designation for "project type." A spreadsheet was provided to PW staff members who represent each relevant Core Service Area on the Equity in Infrastructure Working Group for review. These representatives reviewed and verified the list of projects with members of each division to ensure that the information is comprehensive and complete.

Review and verification of additional project information is currently underway, thus the summaries presented here are subject to change prior to finalization.

Project Mapping

The spatial data associated with each project was used to visualize the distribution of investments across Los Angeles County. To account for varying project sizes, a one-square-mile hexagonal grid was used to determine where project investments may be concentrated. When a project covered more than one hexagonal unit, its budget was split in proportion to the land area it covered. A total number of dollars invested per square mile was then calculated and classified.

Limitations

As described above, the Preliminary Infrastructure Investment Analysis relies on data that is routinely collected and maintained by PW for project management purposes and is thus limited by the comprehensiveness, completeness, and accuracy of existing information.

It is important to note that this analysis does not aim to characterize or locate the potential benefits provided by or burdens associated with PW project investments, nor does it aim to evaluate the merits of the processes by which projects were identified and prioritized for construction. However, this will be done in future phases of the Baseline Equity Assessment.

2 Note that the Equity in Infrastructure Initiative team determined that analyzing projects across a 5-year historical horizon (rather than 3-years as identified in the Board Motion) would provide a more accurate understanding of "typical" investment due to the disruptions caused by the COVID-19 pandemic beginning in 2020.

INITIAL EQUITY ANALYSIS FRAMEWORK

In part, establishing a baseline assessment of equity involves identifying vulnerabilities within a community to evaluate how resources have been distributed to those residents who have been historically underserved. Several screening tools have been recently developed to aid communities in identifying vulnerable populations. For instance, in Los Angeles County, the ARDI Initiative has developed the COVID Vulnerability and Recovery Index to guide American Rescue Plan Act (ARPA) spending by prioritizing activities geographically according to area need tiers.[3] At the state level, the California Office of Environmental Health Hazard Assessment (OEHHA) has developed CalEnviroScreen 4.0, a screening tool that can be used to help identify California communities that are disproportionately burdened by multiple sources of pollution and to prioritize the distribution of resources to those who are most vulnerable to climate change impacts.[4]

While each of these screening tools provides a valuable lens through which to evaluate equity, for the purposes of the infrastructure investment analysis, the priorities established through the Federal Justice40 Initiative provide a timely and relevant framework for evaluating the distribution of resources to communities experiencing infrastructure-related vulnerability given the County's current attention to maximizing its share of federal infrastructure spending available through the Bipartisan Infrastructure Law for regional and unincorporated areas.

Justice40 Initiative

Established by President Biden through an Executive Order issued in July 2021, Justice40 is a whole-of-government effort to ensure that Federal agencies work with states and local communities to deliver at least 40 percent of the overall benefits from Federal investments in climate and clean energy to disadvantaged communities. The categories of investment guided by Justice40 include climate change, clean energy and energy efficiency, clean transit, affordable and sustainable housing, training and workforce development, remediation and reduction of legacy pollution, and the development of critical clean water and wastewater infrastructure. To meet the goal of the Justice40 Initiative, hundreds of Federal programs across the government are being transformed to ensure that disadvantaged communities receive the benefits of new and existing Federal investments in these categories. Through the Bipartisan Infrastructure Law, Federal agencies are making historic levels of investment to advance environmental justice.[5]

Identifying "Disadvantaged"[6] Communities

The White House Council on Environmental Quality (CEQ) developed the Climate and Economic Justice Screening Tool (CEJST), a geospatial web-based mapping application, to identify disadvantaged communities that are marginalized, underserved, and overburdened by pollution. A draft (or beta) version of the CJEST was released in February 2022 to seek feedback from members of the public, Tribal Nations, and Federal agencies. The public comment period for the draft tool closed in late May 2022 and revisions are now being made.

The current version of the tool identifies communities that are disadvantaged using census tracts, which are the smallest geographic unit for which publicly available and nationally consistent datasets can be displayed. Under the current formula, a census tract will be identified as disadvantaged in one or more categories of criteria:
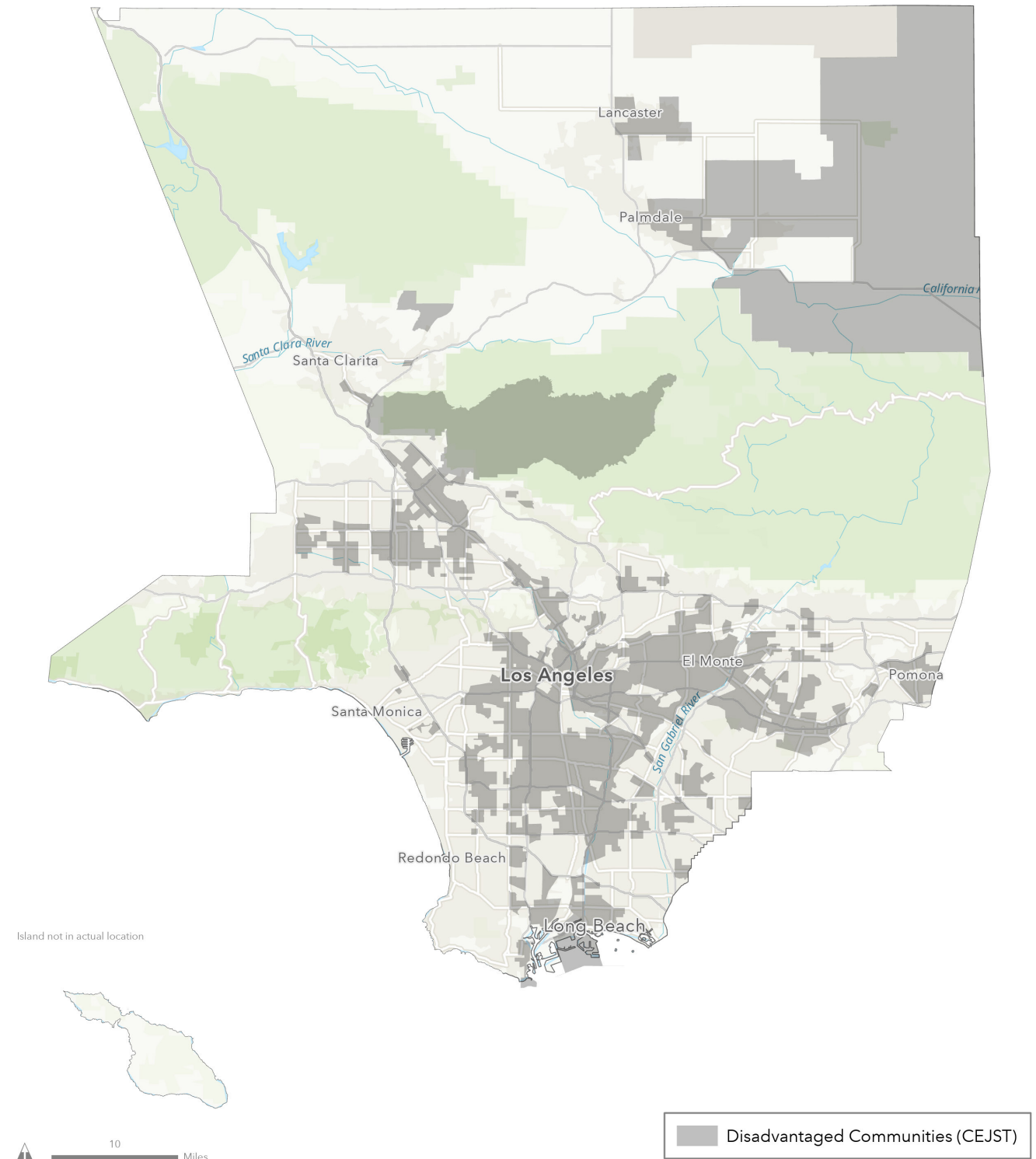
> IF the census tract is above the threshold for one or more environmental or climate indicators AND the census tract is above the threshold for the following socioeconomic indicators: 1) is at or above the 65th percentile for low income AND 2) 80% or more of individuals 15 or older are not enrolled in higher education.

The environmental and climate indicators are organized into the following eight categories: climate change, clean energy and energy efficiency, clean transit, affordable and sustainable housing, training and workforce development, remediation and reduction of legacy pollution, and the development of critical clean water and wastewater infrastructure. Specific information about the criteria and datasets used to establish thresholds in each category can be found on the CEJST website.[7]

"Disadvantaged" Communities in Los Angeles County

Based on the criteria established for the beta version of the Climate and Economic Justice Screening Tool (CEJST), **47% (1,169) of 2020 census tracts[8] located in Los Angeles County have been identified as "disadvantaged communities"** for the purposes of achieving the goals set through the Justice40 Initiative (see **Figure 5**). These areas are home to 4,785,038 residents or 48% of the total population (10,040,682) of Los Angeles County.

Figure 5: Disadvantaged Communities in Los Angeles County

Disadvantaged Communities (CEJST)

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3 https://ceo.lacounty.gov/recovery/
4 https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-40
5 https://www.whitehouse.gov/wp-content/uploads/2021/07/M-21-28.pdf, https://www.whitehouse.gov/environmentaljustice/justice40
6 PW wants to recognize that Los Angeles County prefers the term underserved communities. The term disadvantaged is used here because it is the term used in the Justice40 Initiative.
7 https://screeningtool.geoplatform.gov/en/methodology#3/33.47/-97.5

8 Note that the CEJST is displayed by 2010 census tract boundaries due to limitations associated with the datasets included. Forty-eight percent (48%) of 2010 census tracts are identified as "disadvantaged communities" according to the beta version of the CEJST. Because census tract boundaries have been modified, for the purposes of this analysis, 2020 census tracts were characterized as "disadvantaged communities" if at least 50% of the land area coincided with an identified "disadvantaged community" area.
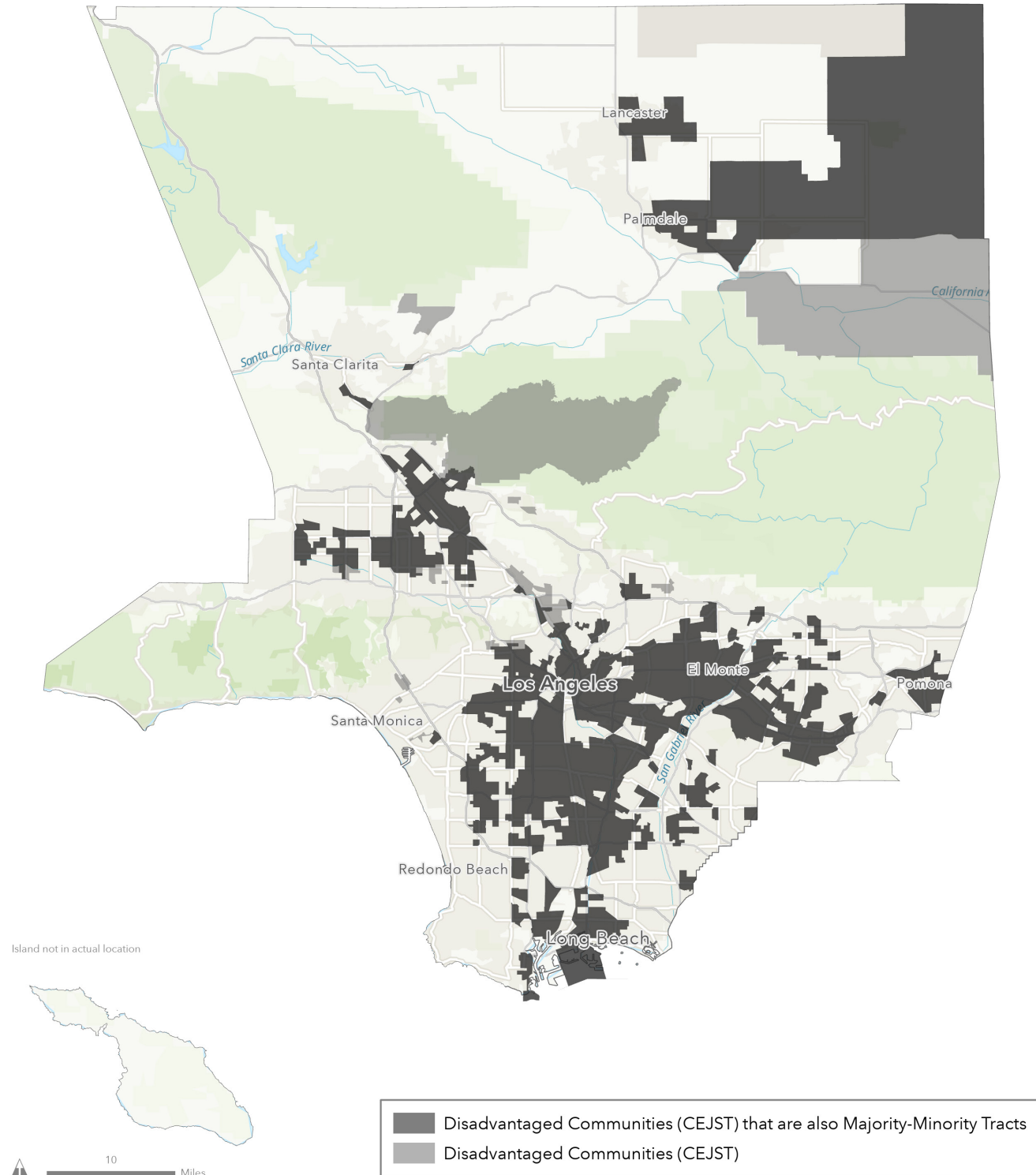
Though the indicators that are used in the CEJST to identify disadvantaged communities do not address race, **96% of the census tracts identified as disadvantaged communities in Los Angeles County are "majority-minority" communities** in which residents who identified as "white" through the 2020 Census represent less than 50% of the population[9] **(see Figure 6).**

Figure 6: Disadvantaged Communities and Majority-Minority Analysis

Island not in actual location

■ Disadvantaged Communities (CEJST) that are also Majority-Minority Tracts
■ Disadvantaged Communities (CEJST)

10 ___ Miles

PRELIMINARY INFRASTRUCTURE INVESTMENT ANALYSIS FINDINGS

Based on preliminary findings[10] from the infrastructure investment analysis:

• There are a total of **1,109** one-time physical infrastructure construction projects that: 1) are currently in the construction or design/planning phases of development or 2) were completed between January 1, 2017 - June 15, 2022.

• Of these projects, **51% (565) are located in disadvantaged communities** as defined by the draft CEJST.

While 51% of projects are distributed to disadvantaged communities, projects located in these communities only account for **32% ($1,015,748,159) of the total investment** ($3,131,308,918) in completed, current and planned PW projects.

When divided across the population of Los Angeles County, the combined budgets allocated to PW projects equate to a **$312 investment per resident.** In disadvantaged communities, however, **the investment per resident is $270 or 13.5% lower ($44) than the county average.**

The following charts (see **Figures 7 and 8**) summarize the percentage of PW projects and project budgets that have been or are planned to be distributed to disadvantaged communities in comparison to the prevalence of disadvantaged communities in Los Angeles County. **While the percentage of projects distributed to disadvantaged communities consistently exceeds 47%, the corresponding budgets associated with these projects are not proportionate to the prevalence of disadvantaged communities in Los Angeles County.**

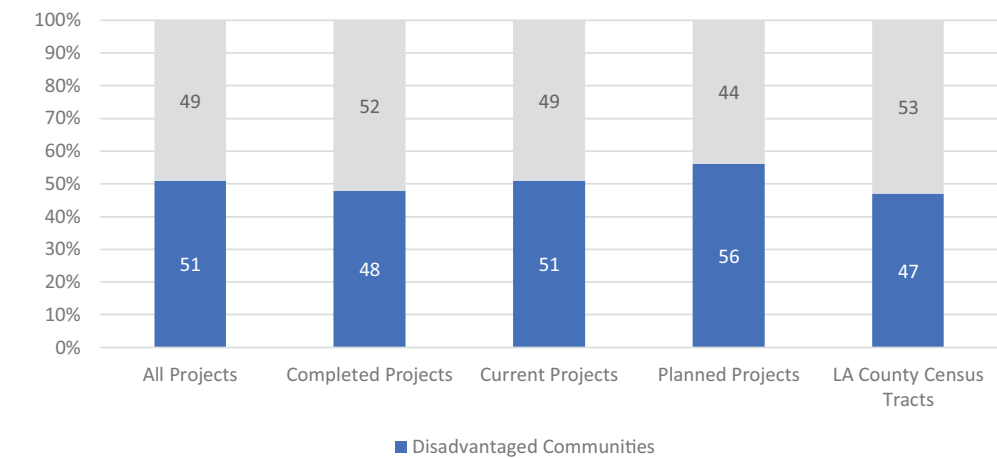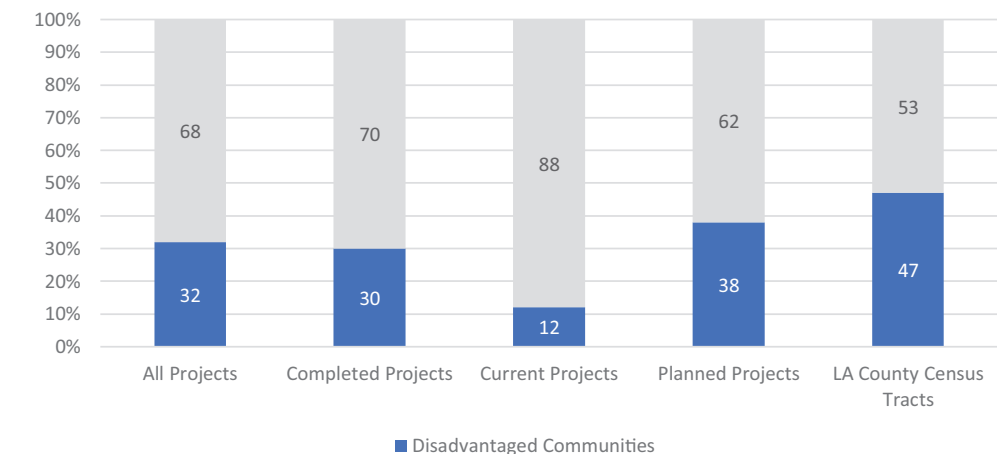Figure 7: Percentage of Projects Located in Disadvantaged Communities

■ Disadvantaged Communities

Figure 8: Percentage of Project Budgets Invested in Disadvantaged Communities

■ Disadvantaged Communities

When the distribution of projects is further broken down by Core Service Area, it is evident that **a greater percentage of Transportation CSA projects (55%) are located in disadvantaged communities** than are projects managed by the Water Resources (34%) and Environmental Services (29%) CSAs.

While the percentage of Transportation CSA project budgets (38%) that are distributed to disadvantaged communities is greater than those managed by Water Resources CSA (28%) and Environmental Services CSA (2%), they are not proportionate to the prevalence of disadvantaged communities in Los Angeles County (see Figures **9 and 10**).

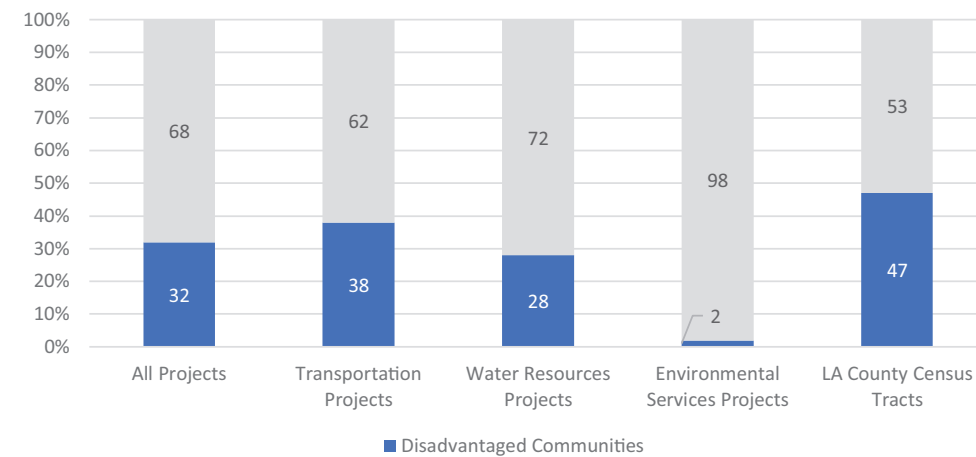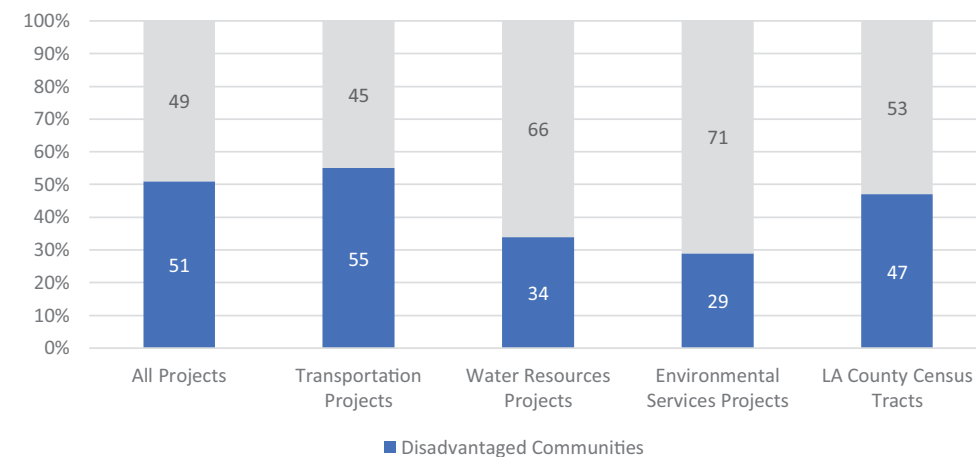Figure 9: Percentage of Projects Located in Disadvantaged Communities by CSA

Figure 10: Percentage of Budgets Invested in Disadvantaged Communities by CSA

INITIAL DATA MAPPING
Appendix C provides preliminary summaries of PW projects in relationship to disadvantaged communities (as defined by Justice40 criteria) at a Department-wide level and by phase of development—completed, current or planned. In addition to Department-wide analyses are summaries of projects for each of the three Core Service Areas that manage one-time physical infrastructure construction projects—Water Resources, Transportation and Environmental Services.

Limitations
As noted in the Methodology section above, the preliminary infrastructure investment analysis identifies where completed, current, and planned one-time physical infrastructure construction projects that are managed by PW are located within Los Angeles County.

This information has been cross-referenced with the location of disadvantaged communities as defined and identified for the purposes of Justice40 through the draft Climate and Environmental Justice Screening Tool to determine the proportion of projects and associated budgets that have been distributed to vulnerable areas of Los Angeles County.

While this analysis identifies the proportion of projects and dollars invested within specified geographic boundaries, it does not aim to assess the potential benefits provided or burdens associated with PW projects, either spatially or otherwise. Nor does this analysis aim to characterize the merits of the decision-making processes through which completed, current and planned projects have been prioritized, funded, or distributed.

Rather, the preliminary infrastructure investment analysis provides a baseline understanding of one aspect of resource allocation that is under the purview of PW and as such, it may prompt further questions for analysis related to understanding potential disparities in investment as well as infrastructure and service provision within Los Angeles County.

NEXT STEPS
The next steps in finalizing and operationalizing the analysis include:

- Finalizing the data verification process with Core Service Area representatives to ensure that the project data included in the analysis is complete and accurate.

- Analyzing the project data in reference to other relevant population characteristics and equity framework.

- Evaluating the relationship of service districts to disadvantaged communities within Los Angeles County.

- Preparing recommendations and digital tools to support on-going data collection and tracking of infrastructure investments by PW.

- Cross-analyzing the Infrastructure Investment findings with indicators of the performance, benefits, and burdens associated with PW infrastructure and services to gain a more completed understanding of infrastructure equity in Los Angeles County.

CHAPTER 6:
STAKEHOLDER AND COMMUNITY ENGAGEMENT

The objective of the Stakeholder and Community Engagement workstream is to engage external stakeholders and community in understanding PW's work and guiding how the work can be delivered in a more equitable way. Liberty Hill Foundation (LHF), as part of the MIG Team, is committed to leading an engagement process that centers the voices and insights of those that have historically been left out of policy and planning discussion. The strategies, tactics, and community-based partners engaged for this workstream are described below. Refer to Appendix D for the community engagement timeline.

ENGAGEMENT AND COMMUNICATION STRATEGIES

1. Commit resources to include those often left out of policy and planning discussions in this effort.

2. Educate external audiences on what PW does (full slate of services).

3. Communicate the current and historical local impact of PW's work, using data and the agency's investment priorities.

4. Frame the County's broader equity efforts and how they shape this initiative as well as the goals of the project.

5. Ensure a clear understanding of the initiative's objectives, milestones, benchmarks, and potential benefits to the community.

6. Share timely, consistent information with partners leading and supporting engagement activities.

METHODS AND TACTICS

The community engagement plan outlines three primary methods of external communications, each with their own tactics. The first method is Targeted Disadvantaged Community Outreach; the second method is Key Stakeholder Interviews; and the third method is General Public Outreach.

Method 1: Targeted Disadvantaged Community Outreach

Primary efforts will center on targeted disadvantaged community outreach. This effort will be conducted to ensure the lived experiences of under-resourced and overburdened communities determine and define equity efforts and recommendations.

Tactic 1.1: Grants to Community Based Organizations (CBOs)

Liberty Hill will provide grants to qualified CBOs to ensure sufficient resources are allocated to actively include communities most often left out of policy and planning discussions into this initiative and engagement process. Community-based partners will be provided grants and engaged in accordance with three levels of responsibilities. Partners and levels of responsibilities are described in the next section.

Tactic 1.2: Toolkit

Building off the broader communications messaging developed by MIG, Pivotal Strategies, and Liberty Hill, LHF will co-develop materials for outreach with input from CBO anchors with experience related to disadvantaged community advocacy at the intersection of public health and well-being and PW's Core Service Areas.

Materials will ensure that communities are clearly informed on PW's scope of work and will focus messaging on the historical impacts of infrastructure development in marginalized communities, current efforts of the County to redress those historical harms, and clear objectives to be met through defined action.

Distributional	Actions that repair current and historical imbalances
Procedural	Participatory authority with vulnerable communities
Institutional	Practices/Policies that operationalize equitable outcomes
Transformational	Strategies securing future benefits for at-risk populations

Planned materials for development (to be finalized with input from CBO Anchors) are:

- Social media engagement
- Slide Presentations
- Handouts
- A Guide to PW Services including key terms and information on CSAs and workgroups
- Train the Trainer module

Tactic 1.3: Train the Trainer

One primary CBO Anchor will hold sessions to train Key and Support CBOs on the outreach objectives and background information to prepare them for outreach within their communities and strategize on potential outreach methods related to their expertise and leveraging existing planned activities.

Tactic 1.4: Focus Groups and other Direct Community Engagement

Direct engagement will be conducted in the communities represented by the CBOs who will work with LHF and MIG to conduct three focus groups, with up to 12 participants each, in the most underserved, highest poverty communities in each of the five supervisorial districts.

Within each community, culturally specific focus groups will be hosted, and the groups will be facilitated by a person who is of their cultural background and speaks their language. In some cases, these facilitators may be MIG staff, and in others, staff from the LHF community partners. All facilitators will be trained by MIG so that the groups are conducted with consistency. LHF will distribute stipends to participants. LHF community partners will work with the Project Team to advise in the development of the focus group questions, facilitate the focus groups, and deliver notes from each meeting. MIG will develop the focus group summary. Anchor partners will review the summary report to ensure it accurately reflects community feedback.

Additional engagement methods will be determined in collaboration with CBOs and may include but are not limited to tabling, workshops, roundtable discussions, charettes and other activities planned by the CBOs.

METHOD 2: KEY STAKEHOLDER OUTREACH

Tactic 2.1: Interviews

LHF will work with MIG, PW/ARDI Project Team, and the Board Advisory Committee to identify up to 30 stakeholders who can provide valuable input on PW's key questions. LHF will develop the interview questions, schedule the interviews, conduct 30 one-hour virtual interviews, and develop an interview summary.

METHOD 3: GENERAL PUBLIC OUTREACH

Liberty Hill will develop materials to be promoted broadly on web based and social media platforms to ensure the ability of the broader public to be able to participate in informing the Equity in Infrastructure Initiative.

Tactic 3.1: Community Survey

LHF will also gather community input through a mobile-friendly, web-based survey. Working closely with MIG, the PW/ARDI Project Team, LHF will develop a survey instrument to gather community input, translate the instrument into Spanish, Mandarin, Cantonese, Tagalog, Korean, Armenian, and Vietnamese, and collect and analyze responses, with cross-tabulations by selected demographic characteristics (as sample size allows). Community based partners will promote the surveys through direct and indirect outreach and engagement activities to supplement the broader promotion through regular County communication channels, social media, press release, supervisorial district contact lists, and via the community-based organization partner outreach and engagement.

To ensure we are reaching residents that do not have access to computers or Wi-fi, LHF will work with the community-based organization partners to conduct in person activities and direct outreach in underserved neighborhoods to promote efforts related to the Equity in Infrastructure Initiative and provide access to and support completing the community survey through the web-based portal as well as hard copy surveys provided on site.

LHF will compile and synthesize all data collected through the community survey with an accompanying report detailing findings and key takeaways.

Tactic 3.2: Social Media

Social media posts (image/squares and text) will be developed, primarily for the use of CBOs to reach a broader audience but may also be made available for distribution through regular County and Supervisorial Office distribution lists.

CBO PARTNERSHIPS

Community based partners will be provided grants in accordance with three levels of responsibilities:

CBO Anchors will lead stakeholder engagement; consult on communications and material targeting adversely impacted populations; and review synthesized outreach data, and the draft and final reports to ensure accurate representation of lessons learned and key takeaways

Key CBOs will target populations and geographic areas not covered by CBO Anchors, with a lighter touch on materials review.

Support CBOs will supplement outreach in densely populated high needs areas with outreach relating to projects or campaigns intersecting with PW workstreams

The selection criteria for identifying and partnering with CBO Anchors was:

• **Primary** focus of organization is on Environmental Justice and Social Equity

• Organization has expertise and historical experience with the environmental and economic impacts on local communities related to multiple PW core areas and programs

• Consistent contact and involvement with low-income residents—either as official members or as part of grassroots empowerment activities

• Demonstrates a membership base (evidenced by dues and/or voting rights), and/or strong community engagement experience

• Holds a reputation for collaborative and inclusive work

• 501(c)3 or fiscally sponsored organizations

• Combined territories of all CBO Anchors should represent distinct geographies with an attempt to operate in all regions of the County

At this time, LHF has engaged the following CBO anchors. Discussions with the Supervisorial Districts are ongoing, so this list is not yet final.

CBO Anchor	SD	Other SD	Status
API Forward Movement	1	5	Confirmed, not contracted
Strategic Actions for a Just Economy	2	3, 4	Confirmed, not contracted
Pacoima Beautiful	3	--	Confirmed, not contracted
East Yard Community for Economic Justice	4	1, 2	Confirmed, not contracted
Active SGV	5	1	Confirmed, not contracted

Key CBO Candidates

These Key CBO partners will be engaged in Fall 2022. Key CBOs will target populations and geographic areas not covered by CBO Anchors, with a lighter touch on materials review. The following list of CBOs includes, but is not limited to, those who will engage at this level.

Indigenous/Tribal: Sacred Place Institute for Indigenous Peoples, Fernandeño Tataviam Band of Mission Indians; Pukuu Cultural Center; California Native Vote Project; United American Indian Involvement

Antelope Valley: The Community Action League, Antelope Valley Partners for Public Health,

Seniors: Pomona United for Stable Housing (also Pomona Valley)

Unhoused: LA-CAN, PATH Ventures

Youth: Antelope Valley Boys and Girls Club (also Antelope Valley), CADRE, several of our CBO anchors also have explicit youth-related outreach

Support CBO Candidates

The Support CBOs will participate in a range of engagement activities in Fall 2022. Support CBOs will supplement outreach in densely populated high needs areas with outreach relating to projects or campaigns intersecting with PW workstreams. The partners being invited to participate at this level include, but is not limited to, the following:

• Communities for A Better Environment (potential CBO Anchor)

• Social Justice Learning Institute (SJLI)

• Strategic Concepts in Organizing and Policy Education (SCOPE)

• Active SGV

• InnerCity Struggle

• Redeemer Community Partnership

• Latina/a Roundtable

• Khmer Girls in Action

• SoCal Pacific Islander COVID Response Team

• Black Women for Wellness

• Long Beach Forward

• CARACEN

• CHIRLA

• Korean Immigrants Workers Center

• LAANE

• Community Coalition

• Nature for All

• LA Waterkeeper

• Physicians for Social Responsibility, and others

NEXT STEPS

In the coming months, PW will complete Phase II of the Initiative, including:

• continuing the Baseline Equity Assessment;

• engaging community to solicit feedback on how services can be provided more equitably;

• creating an inventory of equity efforts across the County and potential areas of alignment with PW's work; and

• reviewing best practices in infrastructure equity.

PW will continue working closely with the Board Advisory Committee to advise development of the framework and will provide two additional updates to the Board : 1) one in February 2023, which will highlight findings from the Phase II: Listening, Learning and Making Meaning and the resulting recommended strategic priorities; and 2) a final report in April 2023, sharing the new, proposed Equity in Infrastructure Framework for the Board's consideration.

APPENDIX

APPENDIX A: DEFINITION OF KEY TERMS

Equality vs. Equity—For the purposes of the Equity in Infrastructure Initiative, PW is using ARDI's definition of equality vs. equity:

Equality typically refers to "the idea that each individual or group of people is treated the same, given the same resources or expected to take advantage of the same opportunities." Equity, on the other hand, acknowledges that each person has different circumstances and backgrounds and starts from a different place. As a result, equity refers to "the idea that differences matter and that systems must be balanced to distribute resources and opportunities needed to reach equal outcomes by treating everyone justly according to their circumstances.

Project—One-time built infrastructure, time-limited in nature, and spatial

Project Investment—For the purposes of the Equity in Infrastructure Initiative, PW is using the language from the Board Motion to define a project investment:

A responsive digital map of all County projects constructed

or managed in the last three years and planned over the next two years in the County in key infrastructure categories (Transportation/Rights of Way including sidewalks, street lighting, urban canopy, Water Resources, Solid Waste, Public Buildings, and Broadband Services). The map should include an overlay with demographic and other equity-based data layers and indices. The map should also be accompanied by a report that includes a comparative analysis of the average five-year investment in communities and include the differences in investments by race, socio-economic status, and incidents of COVID-19 deaths.

Program/Service—Activities designed to promote community knowledge or safety or to create access, protections, and relief for community members and businesses, ongoing, not special (as in a singular location), may be regional or community-based

Performance—How well PW performs on the metrics the organization has identified to measure its success; when doing equity work, it is important to disaggregate data to understand if there are disparities in performance for some groups or geographic areas

APPENDIX B: RESOURCES FOR POLICY REVIEW

Written Document Review: In the table below are the written documents shared with the Project Team prior to the interviews. The documents are organized by the division or group they correspond to

Division/Group	Documents/Items Received
Business Relations and Contracting Division	County Services Contracting Manual Living Wage Program Manual Insurance Manual CARD Manual County's Purchasing & Contracts Web Portal (See below table) Fiscal Manual Board Agenda Procedures Statement of Proceedings and Transcripts Prevailing Wage Bureau of Labor Statistics A.M. Best Insurance Ratings Admitted Surety Lookup Construction Manual LTWHP CWA Program CDABP Do Business With Public Works

Division/Group	Documents/Items Received
Human Resources Division	Examinations & Recruitment • HR Report7 - Policies for Examination Bulletins • HR Report7 Addendum • PPG100 - Recruitment and Selection Program Administration • PPG111 - Early or Late Administration of Examination • PPG113 - Transfer Opportunity Announcements • PPG115 - Veteran's Credit Guideline • PPG115 - Veteran's Credit • PPG116 - Security of Examination Materials • PPG118 - Unclassified Employees' Qualification in Promotional Examinations • PPG123 - Accredited College Education Resource Guide • PPG123 – Revision • PPG124 - Typing Proficiency Requirement • PPG125 - Child Support Compliance Program and Driver License Requirements • PPG130 - HR Dept Centralized Examination Calendar • PPG135 - Revision, Appraisal of Promotability • PPG145 - Notice of Examination Results, Appeal Rights • PPG150 - Eligible Lists, Eligible Registers and Certification Lists • PPG180 - Delegated Examination Program Self-Monitoring Guidelines • PPG195 - Appraisal of Promotability Appeals Process, Appeal Report Form • PPG197 - New Employee Acknowledgement of the Child Support Compliance Program Civil Service Rules County Employee Handbook County Family Leave Policy Guidelines County Fiscal Manual 2015 County-wide PPG-Table-of-Contents CPOE Field Human Resources Division online resources Litigation Breakdown- 2018-2022
Budget/Fund Management Division	2022-23 DBI Cover Memo 2022-23 Budget Insider 2022-23 Recommended Departmental Budget Instructions 04.04.22 FY 2022-23 Final Changes Memo DBI 06.23.22 FY 2022-23 Supplemental Changes Budget Memo 2023-24 Budget Position Request Memo (FINAL_5.31 signed 2023-24 DUTYSTMT HRD REVISIONS 5-18-22 2023-24 Fund Manager's Approval for Additional Positions 2023-24_Workload_Data_and_Financial_Information_Form 2022-23_Budget_Instructions https___dpw.lacounty.gov_budget_budget2 https___dpw.lacounty.gov_budget_budget4 https___dpw.lacounty.gov_budget_budget5 Workgroup Request • Equity in Infrastructure Motion Working Group Questions - CGRG

Division/Group	Documents/Items Received
Workforce Support Division	See Human Resources documents related to professional development Workgroup Request Items: • WSD Working Group Initial Request • Working Group Request #2 Revised • Equity in Infrastructure Motion Working Group Questions - CGRG
Community and Government Relations Group	Public Works websites 21st Century Workforce Draft 2021 2022 Strategic Plan Rollout – Directors Speaking Points v2 Community Engagement Guide DRAFT 2020 (never distributed to divisions) 2022 Strategic Plan Rollout - Directors PPT v2 Apr2020 Community Engagement SOCIALDISTANCING Strategic Communications Plan - Storm Season 2019-20.docx Street-Sweeping-Flyer-English-Spanish-8.5x11-BLANK.pdf Santa-Anita-Debris Basin-Powerpoint.pptx Santa-Anita-Debris-Basin-Door-Hanger-English-and-Mandarin-Print-File.pdf Workgroup Request Items • Working Group Request #2 Revised • Equity in Infrastructure Motion Working Group Questions - CGRG

Interviews: The MIG Team conducted 1-hour interviews with the Public Works divisions and groups in the table below. LA County Public Works attended these interviews as their schedule allowed including Kaitlin Hannon, Alicia Ramos, and Richard Gomez.

Division/Group	Division Staff	MIG Staff	Date
Business Relations and Contracting Division	Ghayane Zakarian, Soo Kim, Robert Murphy	Kate Welty, Bridget Brown	Thurs. 7/14, 4-5pm
Human Resources Division	Jeff Howard and Anne Suarez	Carolyn Verheyen, Kate Welty, Bridget Brown	Mon. 7/18, 4-5pm
Budget/Fund Management Division	Claudia Pirotton, Jennifer Phan	Carolyn Verheyen, Kate Welty, Bridget Brown	Tues. 7/19, 1-2pm
Workforce Support Division	Emma Ayala, Arti Chandhok	Carolyn Verheyen, Kate Welty, Bridget Brown	Tues. 7/19, 3-4pm
Community and Government Relations Group	Kari Eskridge, Kerjon Lee	Carolyn Verheyen, Kate Welty, Bridget Brown	Thurs. 7/21, 10-11am

APPENDIX C: INFRASTRUCTURE INVESTMENT ANALYSIS MAPPING FINDINGS

DEPARTMENT-WIDE PRELIMINARY INFRASTRUCTURE INVESTMENT ANALYSIS

All Public Works Projects

Definition: All one-time physical infrastructure construction projects that are currently in the construction or design/planning phases of development and all projects that were completed between January 1, 2017 - June 15, 2022.

Project Count: 1,109

Projects Located in Disadvantaged Communities: 51% (565)

Total Budget of Projects: $3,131,308,918

Dollars Invested in Disadvantaged Communities: 32% ($1,015,748,159)

County-wide Investment per Resident: $312

Investment per Resident in Disadvantaged Communities: $270

County-wide Investment per Square Mile:
Average: $720,501
High: $153,421,970
Low: $6

Investment per Square Mile in Disadvantaged Communities:
Average: $1,149,256
High: 153,421,970
Low: $841

Island not in actual location

Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $500,000
- $500,000 to 5 Million
- 5 Million to 20 Million
- 20 Million to 100 Million
- 100 Million to 500 Million
- Disadvantaged Communities (CEJST)

10 Miles

Total Projects by Core Service Area

7, 1%
189, 17%
905, 82%
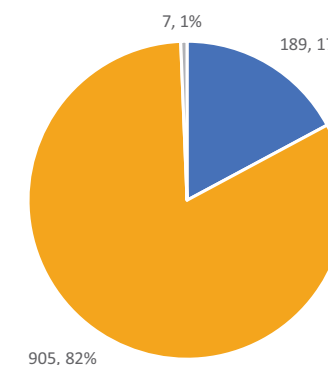
■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

Total Project Budgets by Core Service Area

$18,566,865 , 1%
1,464,772,453, 46%
$1,674,829,088 , 53%
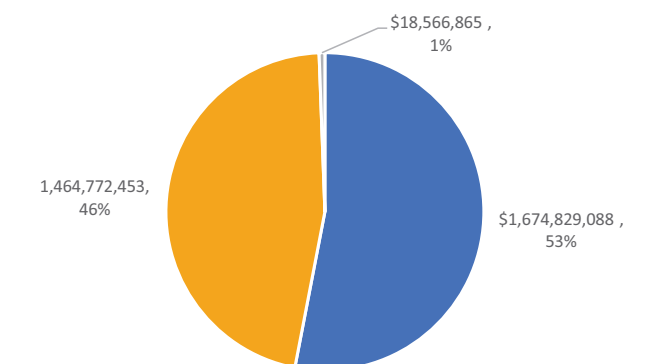
■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

Completed Public Works Projects

Definition: All one-time physical infrastructure construction projects completed between January 1, 2017 - June 15, 2022.

Project Count: 595

Projects Located in Disadvantaged Communities: 48% (280)
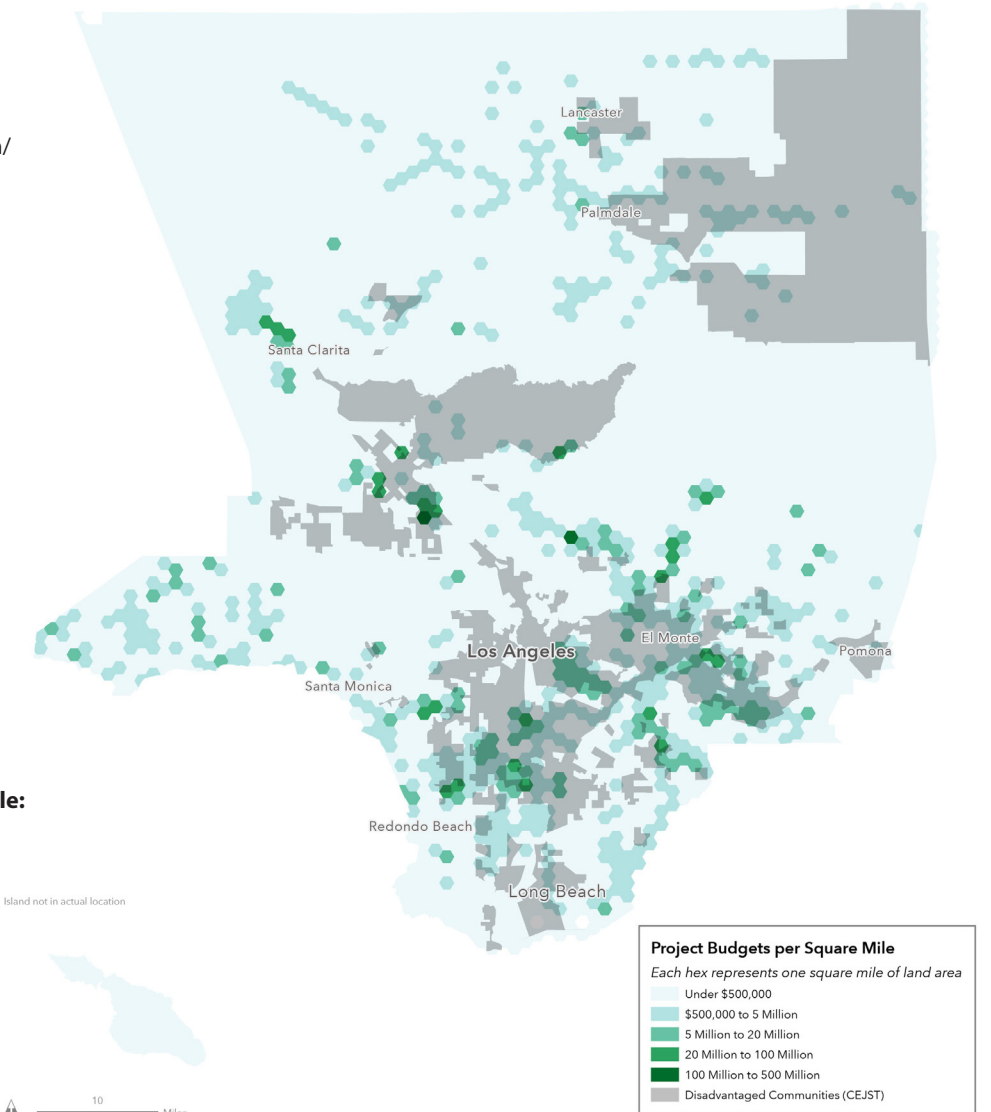
Total Budget of Projects: $786,828,714

Dollars Invested in Disadvantaged Communities: 30% ($238,745,588)
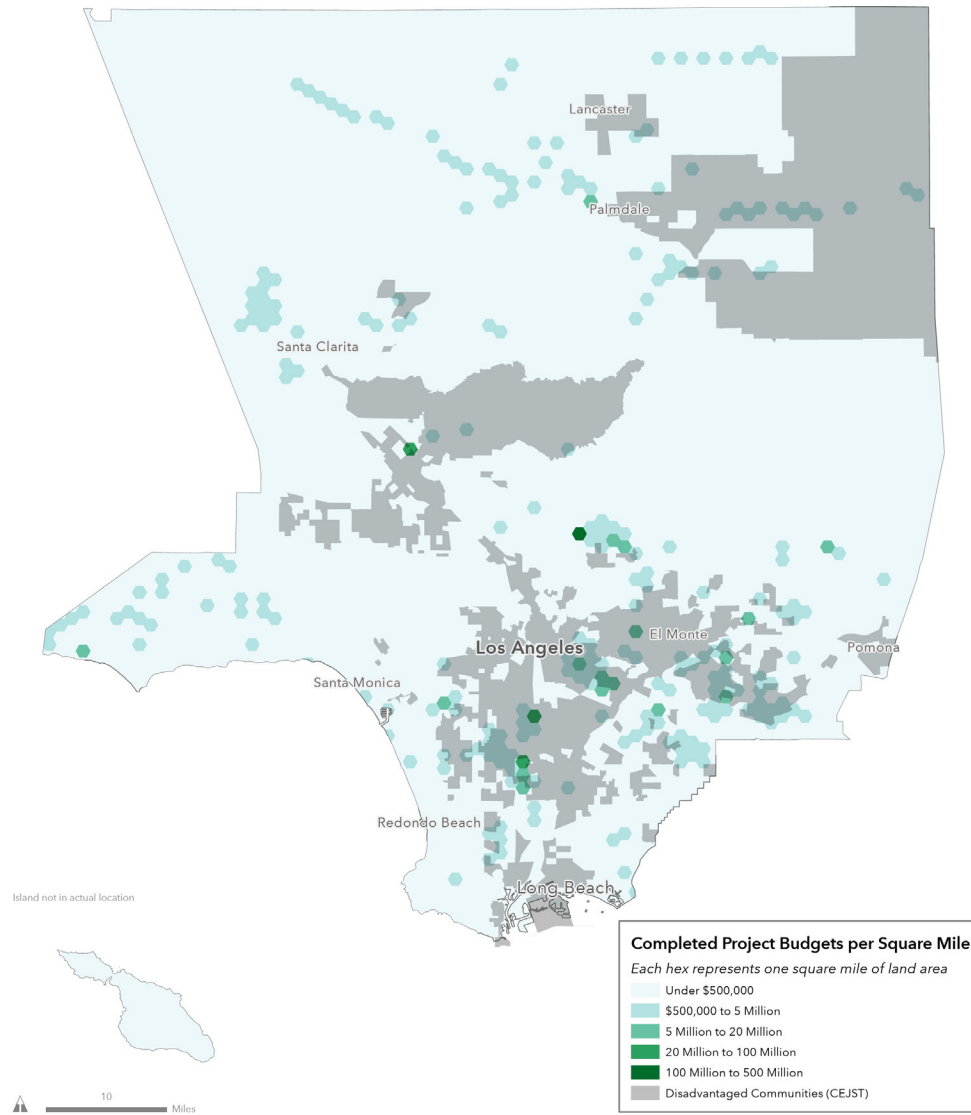
County-wide Investment per Resident: $78

County-wide Investment per Square Mile:
Average: $181,046
High: $136,108,007
Low: $0

Completed Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $500,000
- $500,000 to 5 Million
- 5 Million to 20 Million
- 20 Million to 100 Million
- 100 Million to 500 Million
- Disadvantaged Communities (CEJST)

Current Public Works Projects

Definition: All one-time physical infrastructure construction projects currently in the construction phase of development.

Project Count: 82

Projects Located in Disadvantaged Communities: 51% (42)

Total Budget of Projects: $445,879,105

Dollars Invested in Disadvantaged Communities: 12% ($53,014,688)

County-wide Investment per Resident: $44

County-wide Investment per Square Mile:
Average: $102,593
High: $80,109,106
Low: $0

Current Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $500,000
- $500,000 to 5 Million
- 5 Million to 20 Million
- 20 Million to 100 Million
- 100 Million to 500 Million
- Disadvantaged Communities (CEJST)

Completed Projects by Core Service Area

3, 0%
46, 8%
543, 92%

■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

Completed Project Budgets by CSA

$1,566,865 , 0%
$322,211,877 , 41%
$463,049,972 , 59%

■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA
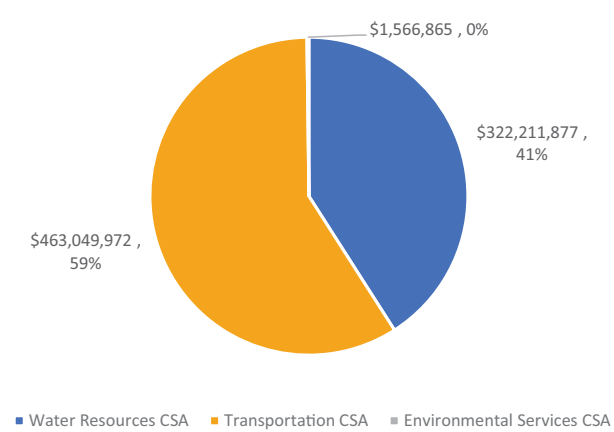
Current Projects by Core Service Area

0, 0%
32, 39%
50, 61%

■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

Current Project Budgets by CSA

0, 0%
$124,752,000 , 28%
$321,127,105 , 72%
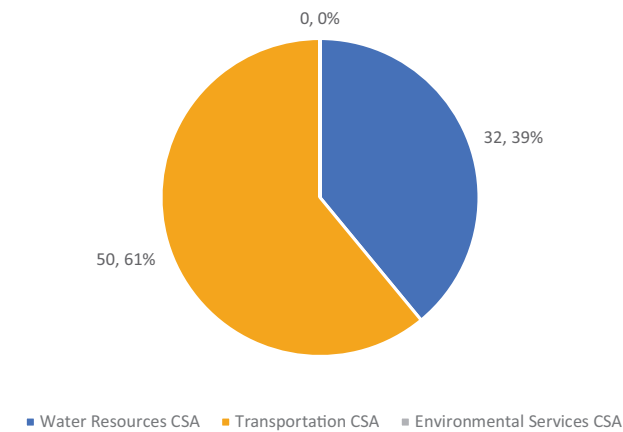
■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA
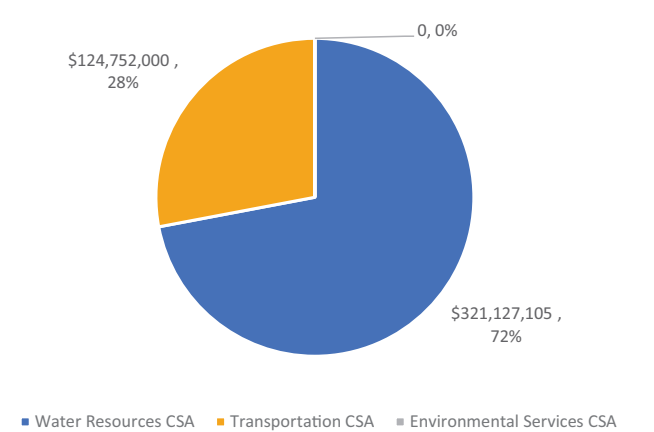
Planned Public Works Projects

Definition: All one-time physical infrastructure construction projects currently in the design/planning phases of development.
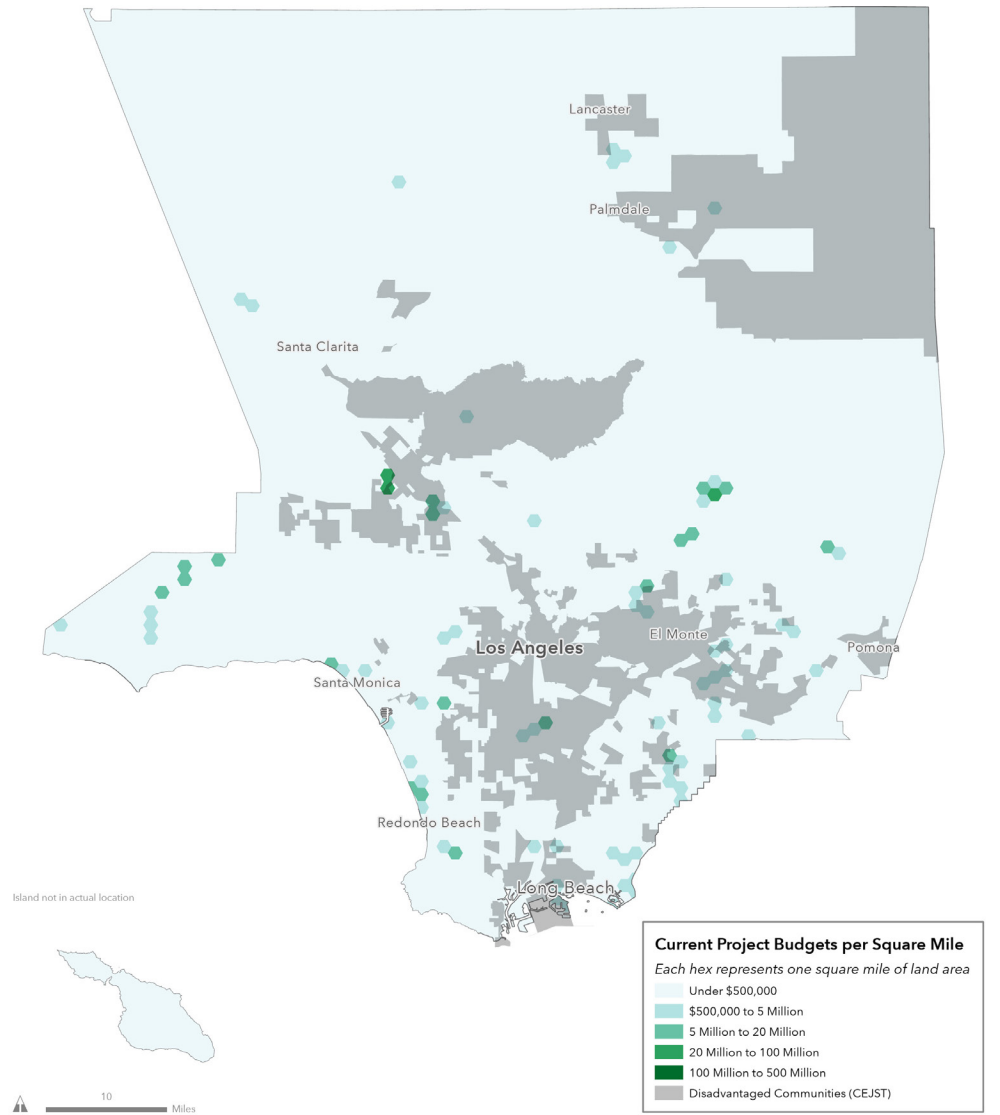
Project Count: 427

Projects Located in Disadvantaged Communities: 56% (241)

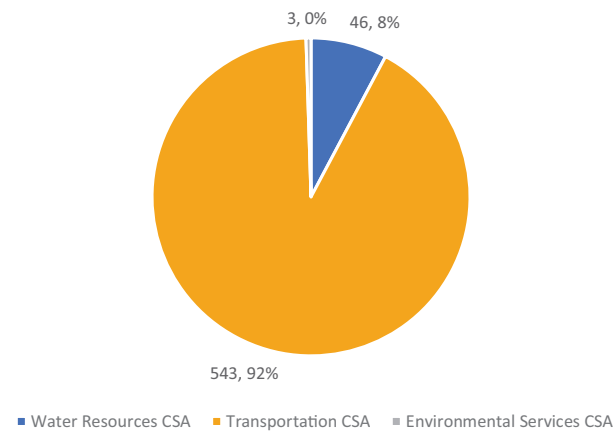**Total Budget of Projects:** $1,925,460,587

Dollars Invested in Disadvantaged Communities: 38% ($738,111,429)

County-wide Investment per Resident: $192

County-wide Investment per Square Mile:
Average: $446,743
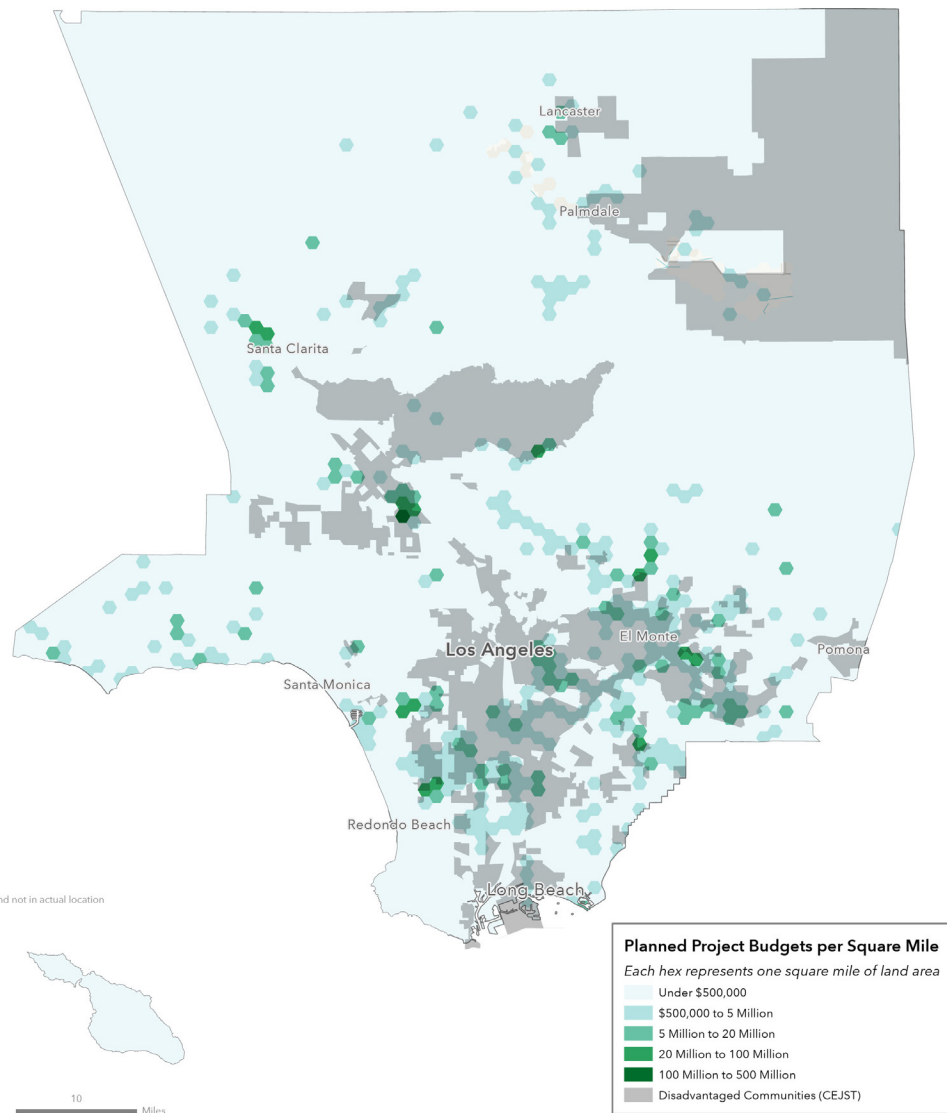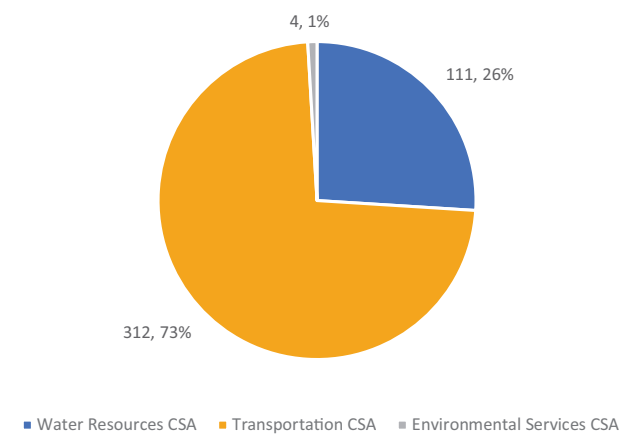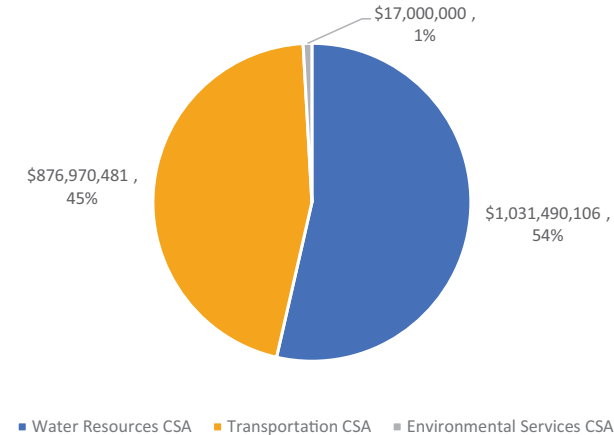High: $144,893,371
Low: $0

Development Phase:
Design: 304
Planning: 69
Budgeted: 54

Planned Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $500,000
- $500,000 to 5 Million
- 5 Million to 20 Million
- 20 Million to 100 Million
- 100 Million to 500 Million
- Disadvantaged Communities (CEJST)

Island not in actual location

10 Miles

Planned Projects by Core Service Area

4, 1%
111, 26%
312, 73%

■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

Planned Project Budgets by CSA

$17,000,000 , 1%
$876,970,481 , 45%
$1,031,490,106 , 54%

■ Water Resources CSA ■ Transportation CSA ■ Environmental Services CSA

CORE SERVICE AREA PRELIMINARY INFRASTRUCTURE INVESTMENT ANALYSIS

Water Resources Core Service Area Projects

Definition: All one-time physical infrastructure construction projects managed by the Water Resources CSA that are currently in the construction or design/planning phases of development or that were completed between January 1, 2017 - June 15, 2022.

Project Count: 189

Projects Located in Disadvantaged Communities: 34% (65)

Total Budget of Projects: $1,674,829,088

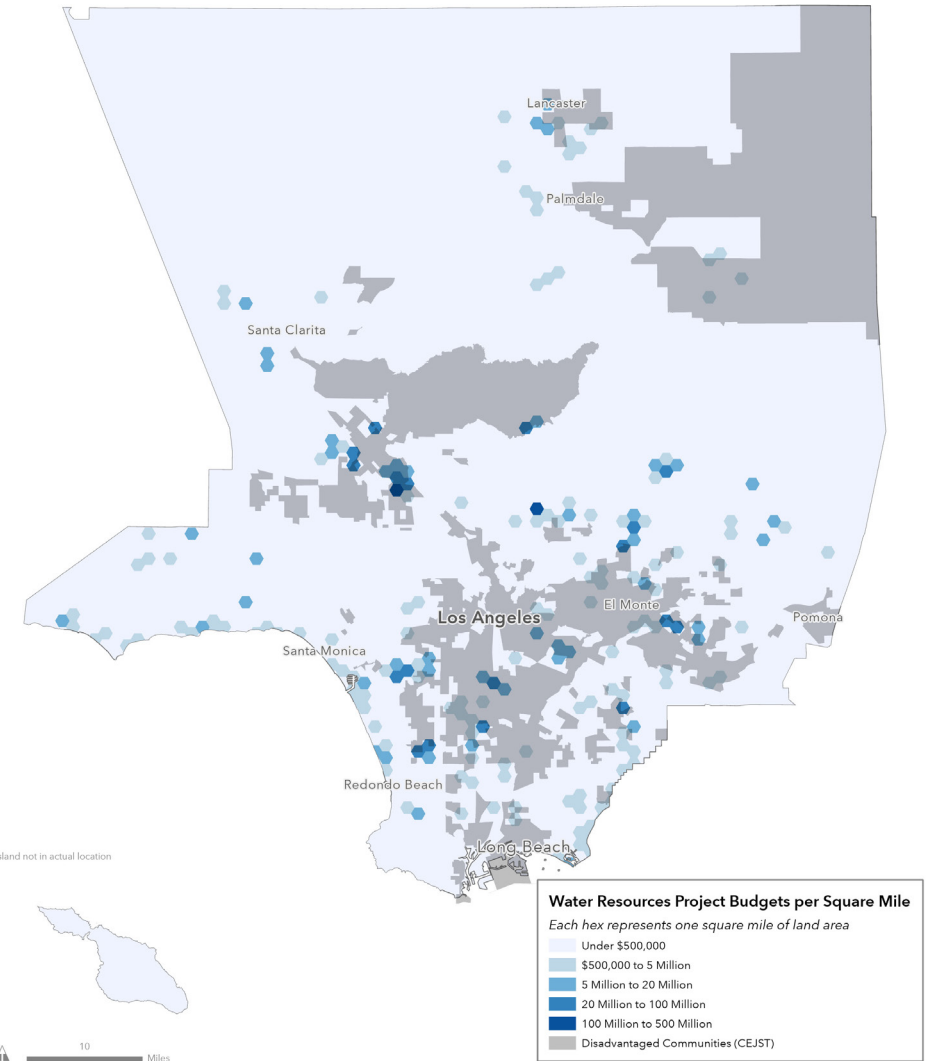**Dollars Invested in Disadvantaged Communities:** 28% ($467,273,310)

County-wide Investment per Resident: $167

Investment per Resident in Disadvantaged Communities: $98

County-wide Investment per Square Mile:
Average: $385,373
High: $153,419,747
Low: $0

Investment per Square Mile in Disadvantaged Communities:
Average $572,459
High $153,419,747
Low $0

Project Status:
Completed Projects: 46
Current Projects: 32
Planned Projects: 111

Water Resources Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $500,000
- $500,000 to 5 Million
- 5 Million to 20 Million
- 20 Million to 100 Million
- 100 Million to 500 Million
- Disadvantaged Communities (CEJST)

Island not in actual location

10 Miles

Transportation CSA Projects by Project Type

Traffic System Management , 42, 5%
Transit Operation , 2, 0%
Traffic Guardrail, 11, 1%
Road Construction, 217, 24%
Traffic Design , 225, 25%
Airport , 8, 1%
Road Maintenance, 400, 44%

■ Road Construction ■ Road Maintenance ■ Airport
■ Traffic Design ■ Traffic Guardrail ■ Traffic System Management
■ Transit Operation

Transportation CSA Project Budgets by Project Type

Traffic System Management , $97,243,453.00 , 7%
Transit Operation , $3,200,000.00 , 0%
Traffic Guardrail, $6,940,000.00 , 0%
Airport , $11,050,000.00 , 1%
Traffic Design , $63,840,550.00 , 4%
Road Maintenance, $526,437,455.00 , 36%
Road Construction, $756,060,995.00 , 52%

■ Airport ■ Road Construction ■ Road Maintenance
■ Traffic Design ■ Traffic Guardrail ■ Traffic System Management
■ Transit Operation
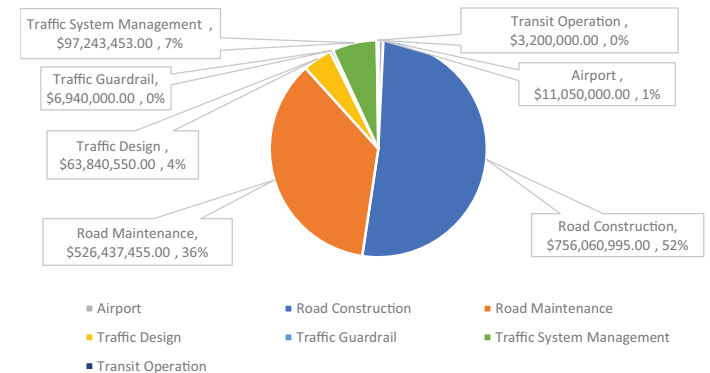
Environmental Core Service Area Projects

Definition: All one-time physical infrastructure construction projects managed by the Environmental Services CSA that are currently in the construction or design/planning phases of development or that were completed between January 1, 2017 - June 15, 2022.

Project Count: 7

Projects Located in Disadvantaged Communities: 29% (2)

Total Budget of Projects: $18,566,865

Dollars Invested in Disadvantaged Communities: 2% ($395,931)

County-wide Investment per Resident: $2

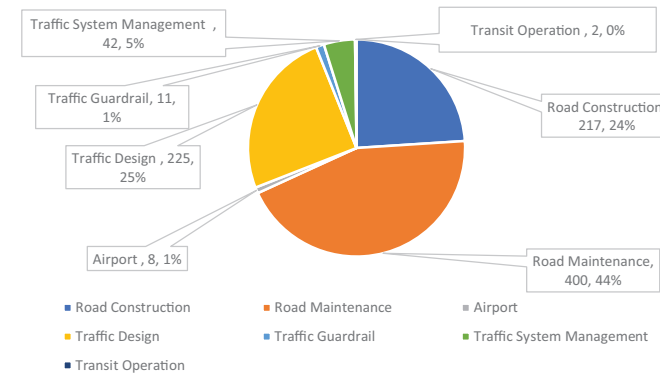**Investment per Resident in Disadvantaged Communities:** $0.08

County-wide Investment per Square Mile:
Average: $4,272
High: $15,500,000
Low: $0

Investment per Square Mile in Disadvantaged Communities:
Average $ 245
High $ 100,442
Low $ 0

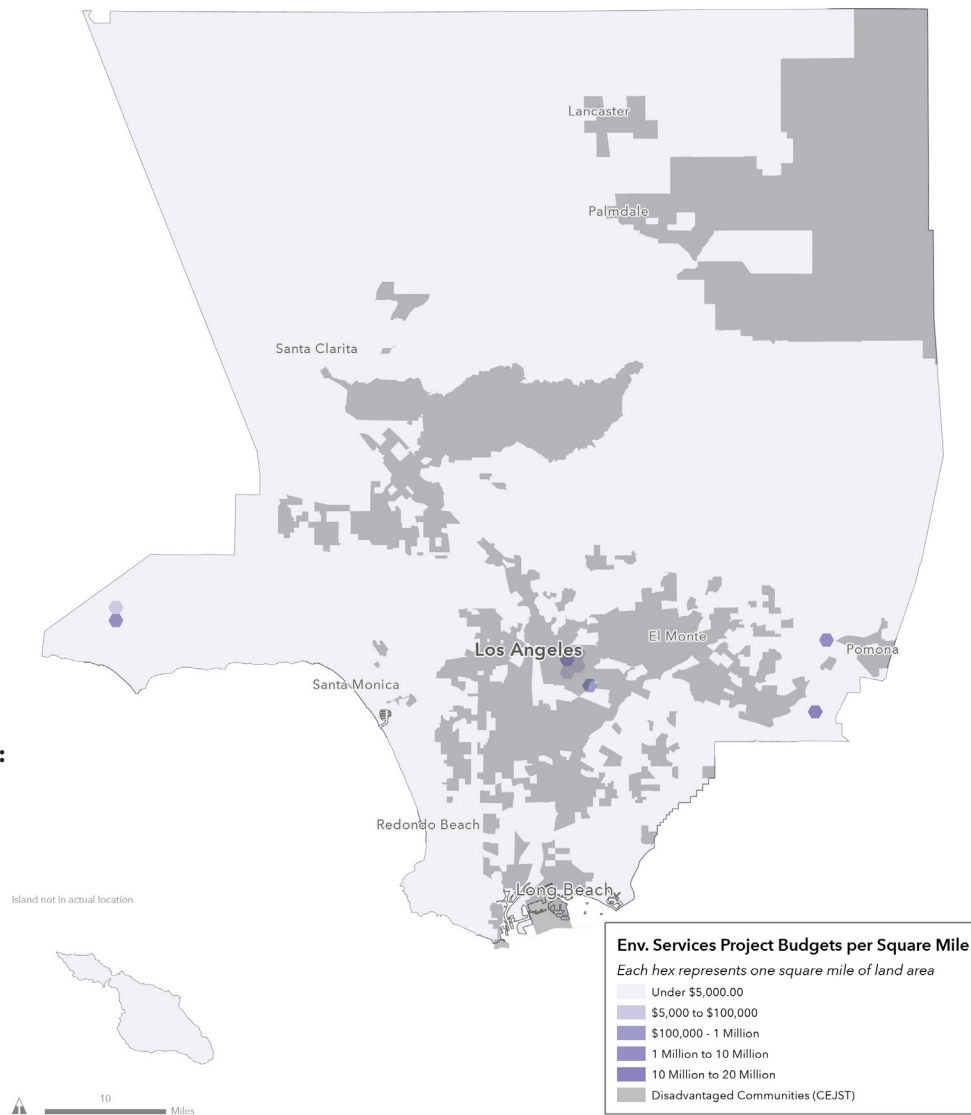**Project Status:**
Completed Projects: 3
Current Projects: 0
Planned Projects: 4

Project Types:
All Environmental Services CSA Projects included in the data provided are Sewer Construction projects.

Percentage of Census Tracts within District Boundaries that are identified as Disadvantaged Communities:
Sewer Maintenance District: 45% (606 of 1,356 Census Tracts Served)
Garbage Disposal District: 40% (251 of 629 Census Tracts Served)

Env. Services Project Budgets per Square Mile
Each hex represents one square mile of land area
- Under $5,000.00
- $5,000 to $100,000
- $100,000 - 1 Million
- 1 Million to 10 Million
- 10 Million to 20 Million
- Disadvantaged Communities (CEJST)

APPENDIX D: STAKEHOLDER AND COMMUNITY ENGAGEMENT TIMELINE

The stakeholder and community engagement methods and tactics will be implemented across two phases.

Phase 1: Materials Development will provide partners the time to develop, review, and finalize materials to be used across all engagement and outreach efforts. LHF will also use this time to confirm CBO partnerships, build and strengthen relationships with current partners, and gain knowledge on PW's equity efforts and the goals of this initiative.

Phase 2: Outreach will focus on the direct community outreach and community data gathering.

The timeline below shows the key activities and weeks these are planned to occur once LHF, MIG, and the PW teams are ready to kick off the engagement process.

	PHASE 1: MATERIAL DEVELOPMENT										PHASE 2: OUTREACH									
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 11	Wk 12	Wk 13	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19	Wk 20
Draft CBO Anchor List	■																			
Finalize CBO Anchor List (5)		■																		
Execute CBO Anchor Contracts			■																	
Anchors Consult Draft Materials				■	■															
Anchors Review Final Materials								■	■											
Anchor Community Engagement											■	■	■	■	■	■	■	■	■	■
Contact Key CBO Candidates				■	■															
Draft Key CBO List (3-5)						■														
Finalize Key CBO List							■													
Execute Key CBO Contracts							■													
Key CBOs Review Final Materials									■											
Train Key CBOs										■										
Key CBO Community Engagement											■	■	■	■	■	■	■	■	■	■
Contact Support CBO Candidates						■	■													
Draft Supporting CBO List							■													
Finalize Supporting CBO List (8-12)								■												
Execute Supporting CBO Contracts								■												
Train Supporting CBOs											■									
Key CBO Community Engagement											■	■	■	■	■	■	■	■	■	■
Contact Uncompensated Partners			■	■	■	■	■	■	■	■										
Train Uncompensated Partners (if necessary)										■										
Uncompensated Partner Outreach/Engagement											■	■	■	■	■	■	■	■	■	■